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**JOB BURNOUT AMONG THE MANAGERS
OF POLISH NONPROFIT, FOR-PROFIT
AND PUBLIC ORGANIZATIONS**

**WYPALENIE ZAWODOWE KADRY ZARZĄDZAJĄCEJ
POLSKICH ORGANIZACJI NON PROFIT,
DZIAŁAJĄCYCH DLA ZYSKU ORAZ PUBLICZNYCH**

Abstract: The issue of job burnout has been paid a great deal of attention over the years, due to entailing several negative consequences for employees' well-being, health, organizational behaviour. Job burnout may affect employees of any category, being rooted not only in personality and interpersonal factors but also in organizational factors. The purpose of the article is to answer the following research question: Are there any differences between Polish nonprofit, for-profit and public organizations regarding managers' job burnout? To that end, a cross-sectoral survey was conducted in 2019 among 105 purposive selected managers. The statistical analysis showed the differences in the job burnout experienced by managers of each type of organization under review. While a medium level of job burnout was reported among all of the managers, the highest such level was found among nonprofit managers.

Keywords: job burnout, nonprofit organizations, for-profit organizations, public organizations

Streszczenie: Na przestrzeni lat kwestii wypalenia zawodowego poświęcano wiele uwagi, ze względu na jego różne negatywne konsekwencje dla samopoczucia, zdrowia, zachowań organizacyjnych personelu. Zjawisko wypalenia zawodowego ma swoje przyczyny w czynnikach osobowościowych, międzyludzkich, organizacyjnych i może ono dotyczyć pracowników każdej kategorii. Celem artykułu jest udzielenie odpowiedzi na następujące pytanie badawcze: Czy istnieją różnice między polskimi organizacjami non profit, działającymi dla zysku i publicznymi w zakresie wypalenia zawodowego kadry zarządzającej? Aby go zrealizować, w 2019 roku przeprowadzono międzysektorowe badania wśród 105 celowo dobranych kierowników. Analiza statystyczna wykazała różnice w poziomie wypalenia zawodowego doświadczanego przez kadrę zarządzającą każdego z badanych typów organizacji. Wśród wszystkich menedżerów odnotowano średni poziom wypalenia zawodowego, ale wśród menedżerów organizacji non profit poziom ten był najwyższy.

Słowa kluczowe: wypalenie zawodowe, organizacje non profit, działające dla zysku, publiczne

Introduction

Over the last decades, job (occupational, professional) burnout has been in the focus of academic interest¹ due to its negative impact on employees' health, job attitudes and organizational behaviour². One of the most commonly held negative

¹ E. Demerouti, A.B. Bakker, F. Nachreiner, W.B. Schaufeli, *The job demands-resources model of burnout*, "Journal of Applied Psychology" 2001, Vol. 86; H.J. Freudenberger, *Staff burnout*, "Journal of Social Issues" 1974, Vol. 30; R.T. Lee, B.E. Ashforth, *A meta-analytic examination of the correlates of the three dimensions of job burnout*, "Journal of Applied Psychology" 1996, Vol. 81; C. Maslach, *Understanding burnout: Definitional issues in analyzing a complex phenomenon*, [in:] W.S. Paine (ed.), *Job, stress and burnout*, Sage, Beverly Hills 1982; W.B. Schaufeli, M. Leiter, C. Maslach, *Burnout, 35 years of research and practice*, "Career Development International" 2009, Vol. 14. A search ran in the Google Scholar database for articles including the term 'burnout' in the title, performed in September 2020, returned nearly 70,000 items.

² See more: C. Cherniss, *Long term consequences of burnout: An exploratory study*, "Journal of Organizational Behavior" 1992, Vol. 13, Iss. 1; E.L. Lizano, *Examining the Impact of Job Burnout on the Health and Well-Being of Human Service Workers: A Systematic Review and Synthesis*, "Human Service Organizations: Management, Leadership & Governance" 2015, No. 39; D. Salvagioni, F. Melanda,

consequences of burnout is a reduction in job performance³. Research has revealed that it has also negative effect on organizational commitment⁴. Cropanzano, Ruppand and Byrne⁵ have shown that one of the burnout components (exhaustion) is negatively related to in-role performance and organizational citizenship behaviors directed to the organization.

The job burnout may affect employees of any category and be rooted in personality, interpersonal and organizational factors⁶. Since for-profit, non-profit and public organizations differ in terms of their structure, axiology and staff characteristics, it is likely that this will all translate into a different level of job burnout experienced by the managers of each of them. A literature review showed a lack of comparative research concerning job burnout among the managers of various types of organizations in Poland. The purpose of the article is to answer the following research question: Are there any differences between Polish nonprofit, for-profit and public organizations regarding job burnout among managers?

The article is divided into sections, which are as follows: introduction, literature review, methods, results, and conclusions.

1. Job burnout: definition and measurement

The most common definition of psychological burnout comes from Maslach and Jackson⁷, who defined burnout as a syndrome consisting of three dimensions: emotional exhaustion, depersonalization and reduced personal accomplishment. Emotional exhaustion refers to the feeling of emotional overload and difficulty in coping with emotions. Depersonalization refers to a cynical, negative or detached response to other people who are usually the recipients of the services or care concerned. Reduced personal accomplishment regards the conviction that it is no longer possible to work effectively

A. Mesas, A. González, F. Gabani, S. Andrade, *Physical, psychological and occupational consequences of job burnout: A systematic review of prospective studies*, "PLOS ONE" 2017, Vol. 12(10).

³ Cf. W.W. Ishak, S. Lederer, C. Mandili, R. Nikraves, L. Seligman, M. Vasa, D. Ogunyemi, C.A. Bernstein, *Burnout during residency training: a literature review*, "Journal of Graduate Medical Education" 2009, Vol. 1(2), 236-242; C. Maslach, *Burnout: The cost of caring*, Prentice Hall, Englewood Cliffs 1982; C. Maslach, W.B. Schaufeli, M.P. Leiter M.P., *Job burnout*, "Annual Review of Psychology" 2001, Vol. 52.

⁴ M.P. Leiter, C. Maslach, *The impact of interpersonal environment on burnout and organizational commitment*, "Journal of Organizational Behavior" 1988, Vol. 9 (4); J.J. Hakanen, W.B. Schaufeli, K. Ahola, *The job demands-resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement*, "Work & Stress" 2008, Vol. 22.

⁵ R. Cropanzano, D.E. Rupp, Z.S. Byrne, *The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors*, "Journal of Applied Psychology" 2003, Vol. 88.

⁶ M. Leiter, W.B. Schaufeli, *Consistency of the burnout construct across occupations*, "Anxiety, Stress, and Coping" 1996, Vol. 9, No. 3; J. Mojsa-Kaja, K. Golonka, T. Marek, *Job burnout and engagement among teachers – worklife areas and personality traits as predictors of relationships with work*, "International Journal of Occupational Medicine and Environmental Health" 2015, Vol. 28.

⁷ C. Maslach, S.E. Jackson, *The measurement of experienced burnout*, "Journal of Occupational Behavior" 1981, No. 2.

with clients or care recipients. In line with that concept, the two aforementioned authors developed the Maslach Burnout Inventory (MBI)⁸. Maslach, Jackson and Leiter⁹ initially stated that professional burnout affects only representatives of social services, such as doctors, emergency services, care workers and teachers. However, over the years, subsequent empirical studies found that burnout concerns all employees, regardless of the type of job they do¹⁰ as long as they face an imbalance between their job demands and the available resources¹¹. The most vulnerable of all are those employees whose work requires regular contact with people who are in some way responsible for other workers and whose professional activity is emotionally exhausting¹². Matin, Kalali and Anvari¹³ found that variables such as age, gender and education level do not influence burnout and its consequences. Instead, at the core of burnout lies a complex combination of individual, psychological and environmental factors¹⁴.

According to some authors, the MBI has several shortcomings, both theoretical and psychometric. Kalliath¹⁵, for instance, argued that only the first two dimensions of emotional exhaustion and depersonalization should be included in the burnout model. The most controversial was its third dimension – personal accomplishment. A number of researchers have pointed out that personal accomplishment develops independently and also markedly later than the other two components of professional burnout, which may suggest that it is a consequence of burnout rather than its component¹⁶. Moreover, Demerouti, Bakker, Nachreiner and Schaufeli¹⁷ note that one-sided scales are inferior to scales that include mixed (both positively and negatively formulated) items, as they can lead to artificial factor solutions in which positively and negatively formulated items are likely to cluster.

⁸ C. Maslach, S.E. Jackson, *The measurement The measurement...*; C. Maslach, S.E. Jackson, M. Leiter, *Maslach burnout inventory*, 3rd ed., Consulting Psychologists Press, Palo Alto 1996.

⁹ C. Maslach, S.E. Jackson, M. Leiter, *The measurement...*

¹⁰ M. Leiter, W.B. Schaufeli, *Consistency of the burnout...*; C. Maslach, M. Leiter, W.B. Schaufeli, *Measuring burnout*, [in:] C.L. Cooper, S. Cartwright (eds.), *The Oxford handbook of organizational well-being*, Oxford University Press, Oxford 2008; S. Toppinen-Tanner, R. Kalimo, P. Mutanen, *The process of burnout in white-collar and blue-collar jobs: eight year prospective study of burnout*, "Journal of Organizational Behavior" 2002, Vol. 23, Iss. 5.

¹¹ E. Demerouti, A.B. Bakker, F. Nachreiner, W.B. Schaufeli, *The job demands-resources...*

¹² N.A. Gillespie, *Occupational stress in universities: Staff perceptions of the causes, consequences and moderators of stress*, "Work & Stress" 2001, Vol. 15(1).

¹³ H.Z. Matin, N.S. Kalali, M.R. Anvari, *Do Demographic Variables Moderate the Relationship Between Job Burnout and its Consequences?*, "Iranian Journal of Management Studies" 2012, Vol. 5(1).

¹⁴ J. Mojsa-Kaja, K. Golonka, T. Marek, *Job burnout and...*; cf. Leiter M., Maslach C., *Areas of Worklife: A Structured Approach to Organizational Predictors of Job Burnout*, [in:] P. Perrewe, D. Ganster (eds.), *Research in Occupational Stress and Well Being*, Elsevier, Oxford 2004.

¹⁵ T.J. Kalliath, *A test of the Maslach Burnout Inventory in three samples of healthcare professionals*, "Work & Stress" 2000, Vol. 14.

¹⁶ Cf. R.T. Lee, B.E. Ashforth, *A meta-analytic examination of the correlates of the three dimensions of job burnout*, "Journal of Applied Psychology" 1996, Vol. 81; M. Leiter, *Burnout as a developmental process. Considerations of models*, [in:] W.B. Schaufeli, C. Maslach, T. Marek (eds.), *Professional burnout: recent developments in theory and research*, Taylor & Francis, Washington 1993.

¹⁷ E. Demerouti, A.B. Bakker, F. Nachreiner, W.B. Schaufeli, *The job demands-resources...*

In response to these weak spots of the MBI, Demerouti, Bakker, Nachreiner and Schaufeli¹⁸ developed an alternative burnout tool – the Oldenburg Burnout Inventory (OLBI). It is based on a model similar to that of the MBI, but considers only two dimensions: exhaustion and disengagement from work. Ultimately, attention is paid not just to the emotional aspect of professional burnout, but also to its physical and cognitive aspects. They perceive this phenomenon as a result of a persistent, chronic tension caused by the physical, emotional and cognitive requirements of the work¹⁹. The OLBI tool was used during the research discussed in this article. Its characteristics are presented in section 4 (Methods).

2. Differences between nonprofit, for-profit and public organizations

For-profit, non-profit and public organizations differ in the goals they pursue and the methods of their financing²⁰. Each has a different system of value and a different organizational culture²¹. A number of structural differences can also be observed between each of them. And so, nonprofits tend to be smaller, less formalized and less bureaucratic than entities representing the other two sectors²². What is more, participation in them is voluntary (not compulsory), the reason for which their activity has no clear division of responsibilities²³. Nonprofits do not exert strong power over employees while their leaders have limited authority to impose their plans and decisions on a top-down basis²⁴.

¹⁸ Ibidem.

¹⁹ E. Demerouti, A.B. Bakker, I. Vardakou, A. Kantas, *The convergent validity of two burnout instruments*, "European Journal of Psychological Assessment" 2003, Vol. 19, No. 1.

²⁰ H.K. Anheier, *Nonprofit Organizations. Theory, management, policy*, Routledge, London, New York 2005; P. Drucker, *Managing the nonprofit organization*, Harper-Collin, New York 1990; M. Moore, *Managing for value: organizational strategy in for-profit, nonprofit, and governmental organizations*, "Nonprofit and Voluntary Sector Quarterly" 2000, Vol. 29.

²¹ V.A. Claus, J. Callahan, J. Sandlin, *Culture and leadership: Women in nonprofit and for-profit leadership positions within the European Union*, "Human Resource Development International" 2013, Vol. 13(3); J. Fudaliński, *Perspektywy rozwoju zarządzania społecznego w sektorze organizacji non profit w Polsce*, Difin, Warszawa 2013; U. Jager, A. Schroer, *Integrated organizational identity: a definition of hybrid organizations and a research agenda*, "Voluntas" 2014, Vol. 25; A.A. Stukas, M. Snyder, E.G. Clary, *Understanding and encouraging volunteerism and community involvement*, "The Journal of Social Psychology" 2016, Vol. 156; Z. Van der Wal, G. De Graf, K. Lasthuizen, *What's Valued Most? A Comparative Empirical Study on the Differences and Similarities between the Organizational Values of the Public and Private Sector*, "Public Administration" 2008, Vol. 86(2); J.R. Whitman, *Measuring social values in philanthropic foundations*, "Nonprofit Management and Leadership" 2009, Vol. 19; Z. Woźniak, *Między rywalizacją a partnerstwem. Bariery współpracy władz publicznych z organizacjami pozarządowymi*, [in:] P. Gliński, B. Lewenstein, A. Siciński (eds.), *Samoorganizacja społeczeństwa polskiego: trzeci sektor*, IFiS PAN, Warszawa 2002.

²² H.K. Anheier, *Nonprofit Organizations...*

²³ P. Frumkin, *On Being Nonprofit*, Harvard University Press, Cambridge 2002.

²⁴ U. Jager, K. Kreutzer, T. Beyes, *Balancing Acts: NPO-Leadership and Volunteering*, "Financial Accountability & Management" 2009, Vol. 25(1); C.K. Neck, R.F. Ashcraft, C.V. Van Sandt, *Employee self-leadership: enhancing the effectiveness of nonprofits*, "International Journal of Organization Theory

On the other hand, both public and for-profit organizations rely on paid staff, which has a clear bearing on the specificity of the activities they undertake, their organizational climate and interpersonal relations. This, in turn, prompts a number of differences between volunteers and non-volunteers in the area of social orientation²⁵, professed values²⁶, personality traits²⁷ or job attitude²⁸.

Comparative studies between employees of public, non-profit and for-profit organizations indicate that those who are employed in non-profit organizations experience greater job satisfaction compared to public and commercial employees. In addition to that, they also trust their superiors more²⁹. Nonprofit employees are usually more satisfied with their work compared to those employed in the other two types of organizations, despite the fact their salary tends to be lower³⁰. Public-sector employees, meanwhile, are found to be the least satisfied of all. Organizational commitment is reported the highest among employees working in commercial enterprises, followed by those from non-profit and public organizations, respectively³¹.

& Behavior" 1998, Vol. 1(4); B. Rierson, P. Miller, *A question of leadership: What lessons can the corporate sector learn from the nonprofit sector about relational leadership - being in touch with the inter and intrarelations that affect and influence an organization?*, "Leadership in Action" 2006, Vol. 26.

²⁵ E. Briggs, M. Peterson, G. Gregory, *Toward a Better Understanding of Volunteering for Nonprofit Organizations: Explaining Volunteers' Pro-Social Attitudes*, "Journal of Macromarketing" 2010, Vol. 30(1); S. Rose-Ackerman, *Altruism, ideological entrepreneurs and the non-profit firm*, "Voluntas", Vol. 8; S. Studer, G. Von Schnurbein, *Organizational factors affecting volunteers: a literature review on volunteer coordination*, "Voluntas" 2012, Vol. 24.

²⁶ C.K. Neck, R.F. Ashcraft, C.V. Van Sandt, *Employee self-leadership...*; J. Rothschild, C. Milofsky, *The centrality of values, passions, and ethics in the nonprofit sector*, "Nonprofit Management and Leadership" 2006, Vol. 17; A.A. Stukas, M. Snyder, E.G. Clary, *Understanding and...*

²⁷ C. Elshaug, J. Metzger, *Personality attributes of volunteers and paid workers engaged in similar occupational tasks*, "The Journal of Social Psychology" 2001, Vol. 141(6); Cf. K. Ackermann, *Predisposed to Volunteer? Personality Traits and Different Forms of Volunteering*, "Nonprofit and Voluntary Sector Quarterly" 2019, Vol. 48(6); T. Vantilborgh, J. Bidee, R. Pepermans, J. Willems, G. Huybrechts, M. Jegers, *Revisiting the Relationship between Personality and Psychological Contracts: A Moderated Mediation Model Explaining Volunteer Performance*, "Social Service Review" 2013, Vol. 87.

²⁸ S. Almond, J. Kendall, *Paid employment in the self-defined voluntary sector in the late 1990s: An initial description of patterns and trends*, Civil Society Working Paper 7, London School of Economics, London 2000; M. Benz, *Not for the profit, but for the satisfaction? Evidence on worker well-being in non-profit firms*, "Kyklos" 2005, Vol. 58(2); C. Borzaga, S. Depedri, *Interpersonal relations and job satisfaction: Some empirical results in social and community care services*, [in:] B. Gui, R. Sugden (eds.), *Economics and social interaction: Accounting for interpersonal relations*, Cambridge University Press, Cambridge 2005; R.M. Laczko, K.A. Hanisch, *An Examination of Behavioral Families of Organizational Withdrawal in Volunteer Workers and Paid Employees*, "Human Resource Management Review" 1999, Vol. 9(4); M.A. Liao-Troth, *Attitude Differences Between Paid Workers and Volunteers*, "Nonprofit Management & Leadership" 2003, Vol. 11; E. Melnik, F. Petrella, N. Richez-Battesti N., *Does the professionalism of management practices in nonprofits and for-profits affect job satisfaction*, "The International Journal of Human Resource Management" 2013, Vol. 24; J.L. Pearce, *Volunteers: The Organizational Behavior of Unpaid Workers, Series: People and Organizations*, Routledge, London 1993.

²⁹ P.H. Mirvis, *The Quality of Employment in the Nonprofit Sector: An Update on Employee Attitudes*, "Nonprofit Management and Leadership" 2006, Vol. 3 (1).

³⁰ C. Borzaga, E. Tortia, *Worker Motivations, Job Satisfaction, and Loyalty in Public and Nonprofit Social Services*, "Nonprofit and Voluntary Sector Quarterly" 2006, Vol. 35(2).

³¹ L.R. Goulet, M.L. Frank, *Organizational commitment across three sectors: public, non-profit, and for-profit*, "Public Personnel Management" 2002, vol. 31; Cf. S.T. Lyons, L.E. Duxbury, C.A. Higgins,

Different structural, axiological and interpersonal conditions in which managers of for-profit, non-profit and public organizations see themselves operate may have an impact on the level of job burnout. But is it true for Polish organizations as well?

3. Methods

A cross-sectoral study was conducted in 2019, in Poland's Lubuskie Voivodship. It concerned differences in the management of three types of organisations: non-profit, for-profit, and public³². One of the research areas was related to job burnout among managers. A total of 315 purposive selected respondents participated in the study: 105 leaders and 210 employees not holding managerial positions (35 and 70, respectively, from each type of organization). This article shares the findings of the analysis of leaders' statements³³.

The research process consisted of the following stages: literature analysis, research gap identification, formulation of research questions and hypotheses, sample selection and development of adequate research tools, data collection and analysis, formulation of conclusions, indication of research limitations and future directions.

The following general hypothesis was formulated: There are differences between Polish nonprofit, for-profit and public organizations regarding job burnout among managers. To test this hypothesis, surveys and statistical analyses were conducted. The questionnaires were sent out to different respondents (representatives of one of the three types of organizations - public, for-profit and nonprofit) whose participation in the study was voluntary.

The Oldenburg Burnout Inventory (OLBI)³⁴ – a tool developed by a team of Dutch researchers led by Demerouti, Bakker, Nachreiner and Schaufeli³⁵ – was used to measure job burnout among respondents. The Polish language version of the OLBI tool, developed by Cieślak, was applied³⁶.

Comparison of the Values and Commitment of Private Sector, Public Sector, and Parapublic Sector Employees, "Public Administration Review" 2006, Vol. 66, No. 4.

³² The sampling was purposive. No list of managers working in organizations of Lubuskie Voivodship is available.

³³ Questionnaires were given, e.g. to respondents participating in a cycle of training Lubuska Akademia Rozwoju addressed to representatives of organisations of different types (located in lubuskie voivodeship). From the leaders 119 completed questionnaires were collected, out of which 105 were qualified for further analysis. Those, which contained incomplete data, were rejected. The sample size in particular categories was adjusted to the group which was least represented (managers of nonprofit entities).

³⁴ The OLBI questionnaire was used, as it can be applied to various professional groups and concerns all employees regardless of the industry or sector that they work in (Ł. Baka, B.A. Basińska, *Psychometryczne właściwości polskiej wersji oldenburskiego kwestionariusza wypalenia zawodowego (OLBI)*, „Medycyna Pracy” 2016, No. 67).

³⁵ E. Demerouti, A.B. Bakker, F. Nachreiner, W.B. Schaufeli, *The job demands-resources...*

³⁶ L. Baka, R. Cieślak, *Self-efficacy and social support and the effects of job stressors on job burnout and work engagement in teachers*, "Studia Psychologica" 2010, No. 48.

The OLBI questionnaire consists of 16 items, 8 of which concern *exhaustion* (statement numbers: 2, 4, 5, 8, 10, 12, 14, 16) and the other 8 *disengagement* (statement numbers: 1, 3, 6, 7, 9, 11, 13, 15). Respondents give their answers on a four-point scale, where 1 means 'I agree' and 4 means 'I disagree'.

Each subscale includes 4 items that are positively framed and 4 items that are negatively framed. Positively framed items should be reverse-coded so that high scores would refer to high levels of exhaustion and disengagement. The subscale score (range 1-4) is the sum of the items' scores divided by their number for the subscales of exhaustion and disengagement. The score is positively and proportionally correlated with the two components of job burnout³⁷.

In order to facilitate the interpretation of results, Baka and Baksińska³⁸ developed stanine standards. Exhaustion scores below 1.90 indicate a low level of exhaustion, 1.91–2.74 – a moderate level, and higher than 2.75 – a high level. Disengagement scores below 1.88 indicate a low level, 1.89–2.71 – a moderate level, and higher than 2.72 – a high level.

Among the participants of the study, there were more men (52.38%) than women. The average age of managers was 35.8. Most worked in small organizations (46.67%), the third part (31.42%) – in micro, and the fifth part (21.90%) – in medium-sized or large.

4. Results

The three groups of participants filled out the OLBI questionnaire and their input was mutually compared. The Kruskal-Wallis test was performed to determine whether managers' responses differ depending on the type of organization (Table 1).

³⁷ Ł. Baka, B.A. Basińska, *Psychometryczne właściwości...*

³⁸ Ibidem.

Table 1. Results of the Kruskal-Wallis test regarding the job burnout of the managers representing nonprofits, for-profits and public organizations

Tabela 1. Wyniki testu Kruskala-Wallisa dotyczące wypalenia zawodowego kadry zarządzającej reprezentującej organizacje non profit, działające dla zysku i publiczne

OLBI items	Independent (grouping) variable: organization type $\alpha=0,05$, Kruskal-Wallis Test		
	H(2,N=105)	Chi ²	Results of partial hypotheses testing ³⁹
Disengagement			
1: I always find new and interesting aspects in my work	0,285454	1,695348	
3(R): It happens more and more often that I talk about my work in a negative way	1,050660	3,865582	
6 (R): Lately, I tend to think less at work and do my job almost mechanically	0,460514	0,147472	
7: I find my work to be a positive challenge	1,179333	2,816092	
9(R): Over time, one can become disconnected from this type of work	1,903946	0,805038	
11(R): Sometimes I feel sickened by my work tasks	3,368014	0,8050383	
13: This is the only type of work that I can imagine myself doing	2,814457	2,268519	
15: I feel more and more engaged in my work	4,104083	1,960000	
Exhaustion			
2(R): There are days when I feel tired before I arrive at work	5,986850	1,824866	
4(R): After work, I tend to need more time than in the past in order to relax and feel better	2,036497	1,917135	
5: I can tolerate the pressure of my work very well	5,557234	3,509358	

³⁹ The null hypothesis (about uniform distribution) is rejected when H value is larger than the Chi2 distribution (E. Ostertagová, O. Ostertag, J. Kováč, Methodology and Application of the Kruskal-Wallis Test, "Applied Mechanics and Materials" 2014, No. 611).

8(R): During my work, I often feel emotionally drained	4,195385	3,589030	
10: After working, I have enough energy for my leisure activities	0,110293	0,760870	
12(R): After my work, I usually feel worn out and weary	3,877061	4,523612	
14: Usually, I can manage the amount of my work well	1,322884	0,175585	
16: When I work, I usually feel energized	0,102093	0,128519	



Reasons for rejection found

No reasons for rejection found

Note: (R) means reversed item when the scores should be such that higher scores indicate more burnout.

Source: own study.

Considering disengagement, it was found that, in 5 out of 8 cases (6, 9, 11, 13, 15), there were reasons for rejecting the null (partial) hypotheses about the uniform distribution of the assessment of job burnout experienced by managers of nonprofit, for-profit and public organizations. Additionally, the analysis of exhaustion showed reasons for rejecting the null (partial) hypotheses in five cases as well. These were: 2, 4, 5, 8, 14. Hence the decision to undertake further analyses (Table 2).

Table 2. The job burnout of the managers of nonprofits, for-profits and public organizations (OLBI)

Tabela 2. Wypalenie zawodowe kadry zarządzającej w organizacjach non profit, działających dla zysku i publicznych (OLBI)

OLBI items	NPO	For profit	Public	Total
Disengagement				
Item 1	1,85714	1,74286	1,82857	1,80952
Item 3(R)	2,25714	2,08571	2,14286	2,16190
Item 6(R)	2,17143	2,11429	1,71429	2,00000
Item 7	2,02857	1,85714	2,00000	1,96190
Item 9(R)	2,82857	3,05714	3,00000	2,96190
Item 11(R)	2,05714	1,94286	1,71429	1,90476
Item 13	2,60000	2,94286	2,80000	2,78095
Item 15	2,28571	1,91429	2,08571	2,09524
Means	2,26071	2,20714	2,16072	2,209521

Exhaustion				
Item 2(R)	2,97143	2,57143	2,71429	2,75238
Item 4(R)	2,68571	2,40000	2,51429	2,53333
Item 5	2,14286	1,74286	1,94286	1,94286
Item 8(R)	2,51429	2,17143	2,40000	2,36190
Item 10	2,20000	2,20000	2,25714	2,21905
Item 12(R)	2,42857	2,11429	2,14286	2,22857
Item 14	1,97143	1,82857	1,97143	1,92381
Item 16	2,05714	2,08571	2,14286	2,09524
Means	2,37143	2,13929	2,26072	2,25714

Note: (R) means reversed item when the scores should be such that higher scores indicate more burnout.

Source: own study.

The highest job burnout for both disengagement from work and exhaustion was recorded among nonprofit managers (2,26071 and 2,37143, respectively). For-profit managers have a higher degree of disengagement but lower exhaustion than their public counterparts. Nevertheless, managers in all types of organizations show a moderate level of burnout (following the stanine standards developed by Baka and Basińska⁴⁰), both for disengagement and exhaustion (2,209521 and 2,25714, respectively).

Managers of nonprofit entities scored high only for items 2 and 9 (feeling tired before arriving at work and disconnection from work, respectively), whereas their for-profit and public counterparts scored high for items 9 and 13 (disconnection from work and doing the only type of work one can imagine, respectively).

Conclusions

Looking at the results recorded in all three types of organizations, a moderate level of burnout was observed. However, it was not the same across all three and the statistical analysis helped identify the differences. Among the analyzed categories, the highest level of occupational burnout was experienced by non-profit managers.

Non-profit managers in Poland often have to combine work in non-profit entities with professional work in other organizations. This means they are burdened with additional duties, while the lack of clear-cut hierarchy in non-profits also means they are devoid of formal tools to effectively influence their subordinates, who are mostly volunteers. Every third Polish organization of this type (36%) relies only on social work, while every fourth

⁴⁰ Ł. Baka, B.A. Basińska, *Psychometryczne właściwości...*

(27%) has paid staff⁴¹. The available reports on the activities of the Polish third sector point to a phenomenon that can be described as the “solitude” of the non-profit leader. In a 2015 study, representatives of over half of the NPOs (55%) admitted being burdened with most of the work and duties in the organization. The same goes for accountability. In almost half (48%) of entities, this responsibility is shared only by leaders.

Let us also note that non-profit organizations are often forced to deal with difficult social issues that require mental resilience (alcoholism, violence, etc.). Addressing these problems on a macro scale is often synonymous with making social changes that may not always be possible, which then creates the sense of guilt. For this reason, work in a NPO comes with a high emotional and health sacrifice. Research has constantly shown that a common issue troubling non-profit managers is fatigue, stress, pressure to work more, the feeling of powerlessness related to external difficulties in achieving goals and accomplishing missions⁴² (Cypryńska-Nezlek 2020).

Research on burnout has mainly focused on the prevalence of the phenomenon in enterprises. They have been conducted less frequently in organisations of other types. There is also a lack of comparative, cross-sectoral research. The study is an attempt to fill this research gap.

Finally, let us point out some limitations of this research. The sample was selected purposively, which means the findings cannot be generalized, and the study involved only Polish organizations, meaning it was embedded in a specific cultural context that should be accounted for when formulating conclusions. Besides, the study was quantitative and a better understanding of the analyzed problem would require more in-depth qualitative research such studies and use techniques based on direct contact, interviews, observation, case study, etc. which would help better understand the analyzed problem. They can be used to understand the working conditions of managers employed in different types of organisations, which may influence their professional burnout. This will allow to better understand the causes of this phenomenon, as well as to design activities that will counteract it.

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⁴² M. Cypryńska-Nezlek, *Raport z badania. Wyzwania i zagrożenia pracy w NGO i nieformalnych ruchach społecznych*, 2020, Retrieved from: https://www.rpo.gov.pl/sites/default/files/Raport%20z%20badania%20Marzena%20Cypry%C5%84ska-Nezlek_0.pdf [access: 16.09.2020].

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