

Analysis of the Burnout-Engagement Model in public employees

Análisis del modelo Burnout-Engagement en empleados públicos




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Abstract

Objective: To learn about professional burnout and work commitment indicators in public employees based on the burnout-engagement model.

Method: In this descriptive explanatory research, a purposive sampling (n = 147) was employed, with employees performing administrative tasks in a public organization (Mendoza, Argentina). The information was collected through a general questionnaire on quality of life in the work environment, highlighting the application of two psychometric tests: the Maslach Burnout Inventory - General Survey and the Utrecht Work Engagement Scale.

Results: The main results obtained at descriptive and exploratory levels of the psychosocial indicators on professional burnout and commitment are presented. At a bivariate level, the analysis indicated that both instruments were highly correlated in its various subscales. A k-means cluster analysis revealed that 25.8% of the sample exhibited increased levels of emotional exhaustion and cynicism, whereas the rest (74.2%) was characterized by greater levels of professional efficacy and engagement. Accordingly, the burnout-engagement model helps identify two coexistent psychosocial profiles that would account for the different levels of wellbeing/discomfort experienced by the employees.

Conclusions: The results obtained are relevant to create strategies aimed at preventing occupational burnout as a psychosocial risk, the strengthening of work commitment, and the promotion of the reevaluation of public employment.

Keywords: Professional Burnout; Work Commitment; Public Employment; State Organizations.

Resumen

Objetivo: Conocer los indicadores de desgaste profesional y compromiso laboral en empleados públicos a partir del modelo burnout-engagement.

Método: Investigación descriptiva-explicativa. Se trabajó con una muestra intencional (n=147) de empleados que cumplen tareas administrativas en un organismo público (Mendoza, Argentina). Los datos fueron recogidos mediante un cuestionario general sobre calidad de vida laboral, donde se destaca la aplicación de dos pruebas psicométricas: el Maslach Burnout Inventory - General Survey y el Utrecht Work Engagement Scale- UWES.

Resultados: se presentan los principales resultados a nivel descriptivo y explicativo de los indicadores psicosociales sobre desgaste y compromiso laboral. A nivel bivariado el análisis muestra que ambos instrumentos se hallan altamente correlacionados en sus distintas subescalas. En un análisis por conglomerados de k media, se observa que un 25,8% de la muestra presenta elevados niveles de cansancio emocional y cinismo; mientras que el resto (74,2%) se caracteriza por altos niveles de eficacia profesional y engagement. Así, el modelo burnout/engagement permite identificar dos perfiles psicosociales coexistentes que explicarían los diferentes niveles de bienestar/malestar de los empleados.

Conclusiones: Los resultados obtenidos son insumos relevantes en la construcción de estrategias orientadas a la prevención del desgaste laboral como riesgo psicosocial, al fortalecimiento del compromiso laboral y el fomento de la revalorización del empleo público.

Keywords: Professional Burnout; Work Commitment; Public Employment; State Organizations.

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1. INTRODUCTION

In recent decades, the labor market has undergone major changes in technological, economic, political, social, and cultural terms. This rapid change brought along the need for a flexible adjustment to the new work conditions by the organizations and the individuals who are part of them. In this context of uncertainty and continuous change, the dysfunction of various structural aspects, the inefficient division of labor, certain special characteristics of the task, and an improper arrangement of work schedules began to be considered as possible risk factors for the workers' physical and mental health (Gil Monte, 2012). One of the most pressing consequences of psychosocial risks is the development of the burnout syndrome, understood as the exhaustion caused by the performance of the work activity after a long exposure to the said risks (Gil Monte, 2009). Nonetheless, and despite the aforementioned constraints, people can also deal with stressful situations, develop their potential, and positively become involved with their jobs (Salanova, Bresó & Schaufeli, 2005).

An analysis of the results of a research is presented, aimed at interpreting the burnout-engagement model to understand the level of wellbeing or discomfort of workers in the public sector. The said model will help us learn more about the profiles of professional activation and identification or, according to Leiter and Maslach (2017), represent the type of connection existent between the individual and his/her job.

Notably, the professional burnout/commitment analysis is a topic of great interest at the company level and within the framework of organizational research. However, public employment is set aside with regard to studies of this nature, as those conducted with this population are scarce. Thus, this study aims at contributing to the local government by aiding in the drafting of public policies targeted at improving the occupational wellbeing levels of those responsible for the proper operation of the State, an organization that promotes the common good.

1.1. The Burnout-Engagement Binomial

It is worth to briefly recall some core theoretical notions of both constructs analyzed in depth as well as focus on its joint analysis as a potential approach to the profile of wellbeing or discomfort experienced by a specific working group. Let us start.

The oldest construct is burnout, which dates back to the mid-1970s, when [Freudenberger \(1974\)](#) first used it in a scientific paper, aimed at indicating a

level of extreme stress and frustration felt by a group of caregivers working at a drug rehab center. Since then, and until today, the burnout syndrome is one of the most largely studied consequences at a global scale, in terms of psychosocial risks, understood as a trans-cultural problem (Gil Monte, 2007).

Although at first it was considered a wear process, inherent to helping professions (Maslach & Jackson, 1986), research rapidly proved that the syndrome can arise in any occupational group. In this regard, Maslach, Jackson & Leiter (1996) revealed that, overall, in the different professions, the syndrome mostly occurs in the presence of three experiences that are closely interlinked: emotional exhaustion, cynicism or mental alienation, and lack of professional efficacy.

Emotional exhaustion refers to extreme tiredness at the physical and emotional level, in which individuals feel they are being stretched to a breaking point (Maslach, 2009). In its stage model, Leiter (1993) argued that the increased levels of emotional exhaustion give rise to a process of cynicism. The second one is a constituting element of the syndrome.

Cynicism is manifested as the emotional and mental alienation from work and everything it involves (Salanova & Llorens, 2011). Nonetheless, this estrangement is regarded as an individual's coping strategy against the stressors they are unable to deal with. This is a dysfunctional strategy though, as it only decreases the energy put into work (Gil Monte, 2002). Emotional exhaustion and cynicism were considered the heart of the burnout syndrome since its origin. In other words, these mentioned factors lead to job burnout, and the third factor was incorporated afterwards (Salanova, 2006).

Professional efficacy, the third dimension at stake, is associated with Bandura's concept of self-efficacy (1997), a notion alluding to confidence in their own abilities. This way, in burnout conditions, lower levels of professional efficacy are expected, which translates into a trend to negatively evaluate one's own ability to perform a task. In other words, this implies feeling incompetent in the work activity (Salanova et al., 2005).

Let us now turn to our second approach. The engagement construct emerges decades after the notion of burnout, as part of the context of a new perspective: positive psychology. This movement arises forcefully by the end of the 1990s, highlighting the need to value the positive aspects and foster human potentialities (Seligman & Csikszentmihalyi, 2000). This new line represents a perspective shift that changes the classical psychology's view,

which focuses on the disease and negative aspects, with an approach toward health and the enhancement of positive aspects. Thus, emphasis begins to be placed on the promotion of health at work, and research intends to explore the way in which positive factors (strengths, abilities, personal resources) can be protective factors against occupational risks (Bakker & Rodríguez Muñoz, 2012).

Engagement has been defined as a state of a positive link with work, characterized by high levels of vigor, dedication, and absorption, its three constituting elements. Vigor is understood as the energy and mental resistance during work, and dedication is the enthusiasm toward the work itself. Finally, absorption refers to the ability to focus on a task (Schaufeli, Salanova, González-Romá & Bakker 2002).

Thus, the construct includes three components: a physical-energetic one (vigor), an emotional one (dedication), and the third is of a cognitive character (absorption) (Schaufeli, 2013).

From a theoretical perspective, engagement is the construct opposite to burnout. Thus, as a first approach to the model, both constructs may be understood as two ends of a single continuum, ranging from negative wear experiences to optimal engagement experiences at the other end (Maslach & Leiter, 2008). Notably, in subsequent studies, Leiter & Maslach (2016) indicated that latent profiles begin to be shaped between both ends. The authors distinguished five possible experiences that each individual may experience at work: feeling exhausted (burnout), selfless (cynicism prevails), overworked (excessive psycho-physical depletion), inefficient (low professional efficacy), or committed (engagement).

However, other studies have claimed that the burnout-engagement binomial does not imply opposite poles but just different constructs. Salanova & Llorens (2008) argued that engagement goes further beyond the mere fact of feeling exhausted, annoyed, or burned out, as the goal is to reach an optimal experience. In turn, the lack of engagement does not necessarily imply that the person feels worn out. In this regard, the relation between both constructs can be interpreted as a spiral movement, which may be either declining, if driven by negative experiences, or ascending, if focused on positive experiences to their maximum expression (Salanova et al., 2005) (See Figure 1).

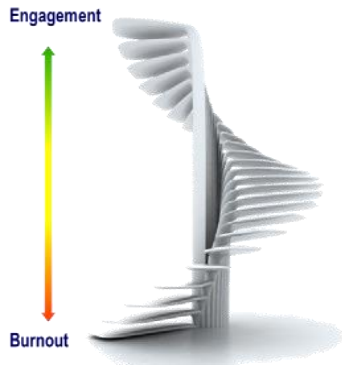


Figure 1. Burnout/engagement model

Source: Based on Salanova *et al.* (2005)

From a theoretical perspective, the assessment of both notions provides an endearing correlation. González-Romá, Schaufeli, Bakker & Lloret (2006) considered that the dimensions of constructs are interconnected, proposing the existence of two bipolar underlying dimensions: energy (mediating the relation between exhaustion and vigor) and identification (mediating the cynicism and dedication dimensions). Moreover, the studies conducted by Schaufeli & Salanova (2007) helped them reflect on the role of professional efficacy—a factor determining burnout—which is empirically associated with work engagement, thereby suggesting that the boundaries between these constructs are not well-defined.

Another analysis model that links both concepts is the circumflex model of affect. This model allows to distinguish four different experiences associated with work: engagement, occupational wellbeing, work addiction, and burnout (Bakker & Oerlemans, 2011) (See Figure 2).

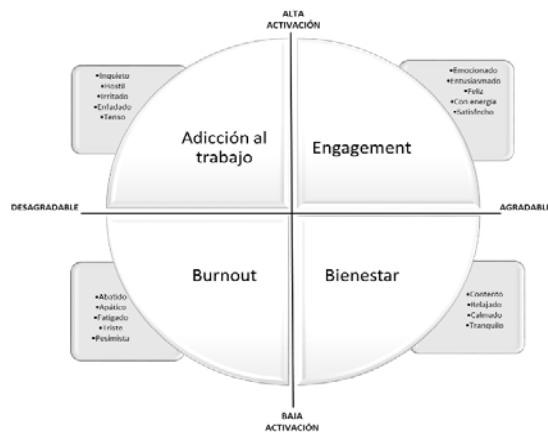


Figure 2. Bidimensional model of work experiences

Source: Based on Bakker *et al.*, 2011

This model is based on the analysis of the continuous pleasure–displeasure and the alert–wakeful activation. Between these two axes, different experiences take place: Engagement occurs in cases of high levels of pleasure (dedication and absorption) and activation (vigor). Therefore, engagement differs from the mere occupational wellbeing (high level of pleasure, but with a lower activation) and work addiction (high activation with no pleasure for the task performed). Finally, burnout refers to experiences involving low levels of activation and pleasure (Bakker, Demerouti & Xanthopoulou, 2011).

The analyses focused on establishing the existent relations between burnout and engagement considered that studies are not conclusive due to the lack of mixed empirical evidence. Therefore, it can be assumed that both notions overlap, although conceptual and empirical differences shall not be overestimated (Taris, Ybema & van Beek, 2017).

Even though the relationships and differences between both constructs are still the object of thorough analyses and reflection, if we consider the dynamics acquired in real life, it can be observed that these are mediating the relationship between people and their jobs. Along those lines, the statement made by Schaufeli & De Witte (2017) is not odd, as they indicated the existence of a **duality** between both experiences, as they can be regarded as neither completely opposite nor totally independent.

2. METHOD

2.1. Study design

This study followed a descriptive/explanatory scope of cross-sectional nature. Its approach suggests the use of a mixed methodology. However, this study focused on the results obtained in a quantitative manner, through the application of specific psychometric tests, whose results will allow to make an analysis of the sectors motivational profile, within the framework of the burnout/engagement model.

2.2. Sample

The administrative staff of a government department of the province of Mendoza (Argentina) participated in the study, as purposive or convenience sampling, representing 63% of the permanent staff members working at the said unit ($n = 147$). As for gender, the sample included 48.3% women and 51.7% men, whose average age was 43.88 ($SD = 11.95$), seniority was 16.07 on average for public officials, and held the same working position for 12.80 years ($SD = 10.90$).

2.3. Instruments

Data were gathered through the application of a semi-structured interview about quality of life in the work environment, aimed at exploring sociodemographic (age, gender, marital status, seniority, and academic level), psychosocial, and organizational factors that affect the occupational wellbeing/discomfort. An analysis was conducted using the data obtained from the application of two psychometric tests that measure the work burnout and commitment, respectively.

2.3.1. The Maslach *Burnout Inventory - General Survey (MBI-GS)* (Schaufeli, Leiter, Maslach & Jackson, 1996)

As we worked with the administrative staff, the version of the test that allows to measure work burnout in general service staff was used. The MBI-GS contained 16 items to assess its three constitutive dimensions: Emotional exhaustion, cynicism, and professional efficacy. Each employee rated the frequency at which they experienced the different situations described on a Likert-type scale ranging from 0 (Never) to 6 (Everyday). The reliability of each sub-scale for the sample under study was estimated according to Cronbach's alpha coefficient, and proper reliability values were obtained: Emotional exhaustion ($\alpha = 0.826$), cynicism ($\alpha = 0.790$), and professional efficacy ($\alpha = 0.743$).

2.3.2 The *Utrecht Work Engagement Scale - UWES* (Schaufeli et al., 2002)

The scale comprised 17 items, which allow to obtain a single measurement or identify measures for its three dimensions. Participants indicated the frequency at which they had different feelings regarding work on a Likert scale ranging from 0 (Never) to 6 (Everyday). In our study, the UWES indicated increased levels of internal consistency as per Cronbach's alpha, thus guaranteeing the test reliability: Vigor ($\alpha = 0.775$); dedication ($\alpha = 0.787$), and absorption ($\alpha = 0.716$), in addition to the unidimensional scale UWES ($\alpha = 0.898$).

2.4 Procedures developed

First, the corresponding authorizations were processed to be able to carry out this study. State organisms are generally difficult to access for the execution of this type of research, especially as these are large organizations subject to a management body that changes on a regular basis. This authorization was processed in addition to the bureaucratization of the formal administrative circuits.

After obtaining the required authorizations, the study was conducted by work

sector. The participation of employees was anonymous and voluntary, as per the informed consent, after the goals of the study were briefly explained to them.

Fieldwork was carried out during business hours, as previously agreed with the immediate superior. A semi-structured questionnaire was applied, which had to be filled in by each participant in a customized way and in the presence of the responsible researcher.

2.5 Data analysis

Data were assessed using statistical package SPSS 19.0.0. in growing levels of complexity. The validity and reliability of the psychometric tests performed were estimated, in addition to conducting an exploratory factor analysis. Reliability assessments were performed through the Cronbach's alpha coefficient for each of the sub-scales of both constructs. Next, data were processed at descriptive and bivariate levels to finally carry out a k-means cluster analysis.

2.6 Conflict of interest

Notably, there are neither financial nor academic conflicts of interest to declare regarding the process that involved the authorization period, followed by fieldwork, results communication, and publication stages. Furthermore, no specific conflicts may arise in the state organization sphere, such as professional, political, or jurisdictional interests.

3 RESULTS

The first stage involved the descriptive analyses of each construct separately, with scores on a scale from 1 to 10, to facilitate its subsequent interpretation. If we assess the values obtained in ranges, we can see that around one third of participants exhibited a typical wear profile, characterized by increased levels of emotional wear (35.4%) and cynicism (32%), followed by feelings of low professional efficacy (33.3%) (See Table 1).

Table 1.

MBI's absolute frequency and percentage per dimension and range (high, mid, low)

SUB-SCALES	LEVEL	F	%	ACCUMULATED
Emotional exhaustion M=2.26	Low	45	30.6	30.60
	Mid	50	34.0	64.60
	High	52	35.4	100.00
Cynicism M=2.92	Low	54	36.7	36.70
	Mid	46	31.3	68.00
	High	47	32.0	100.00

SUB-SCALES	LEVEL	F	%	ACCUMULATED
Professional efficacy M=7.46	Low	49	33.3	33.30
	Mid	42	28.6	61.90
	High	56	38.0	100.00

As for engagement, the separation by range allowed us to observe that distribution was pretty homogeneous, with higher levels of vigor (38.8%) and mid-levels of dedication (40.8%) and absorption (37.4%).

Table 2.

UWES' absolute frequency and percentage by dimension and range (high, mid, low).

SUB-SCALES	LEVEL	F	%	ACCUMULATED
Vigor M=6,87	Low	49	33.3	33.3
	Mid	41	27.9	61.2
	High	57	38.8	100.0
Dedication M=6,87	Low	46	31.3	31.3
	Mid	60	40.8	72.1
	High	41	27.9	100.0
Absorption M=5,83	Low	47	32.0	32.0
	Mid	55	37.4	69.4
	High	45	30.6	100.0
UWES	Low	47	32.0	32.0
	Mid	48	32.7	64.6
	High	52	35.4	100.0

At a bivariate level, the relationship of each construct with baseline sociodemographic variables was observed. As for the burnout dimension, no association was shown with the said variables. In the case of engagement, only a weak correlation was observed between the dedication dimension and the seniority variable ($r = 0.208$; $p < 0.05$), with 95% confidence.

Nonetheless, as indicated in the specialized literature, both instruments were highly correlated with each other.

Table 3.

Correlations between the MBI-GS and the UWES scales

		VIGOR	DEDICATION	ABSORPTION	UWES	EMOTIONAL EXHAUSTION	CYNICISM	PROFESSIONAL EFFICACY
Vigor	Pearson Correlation	1	.752**	.679**	.894**	-.447**	-.484**	.411**
	Sig. (bilateral)		.000	.000	.000	.000	.000	.000
	N		147	147	147	147	147	147

		VIGOR	DEDICATION	ABSORPTION	UWES	EMOTIONAL EXHAUSTION	CYNICISM	PROFESSIONAL EFFICACY
Dedication	Pearson Correlation		1	.744**	.914**	-.397**	-.560**	.373**
	Sig. (bilateral)			.000	.000	.000	.000	.000
	N			147	147	147	147	147
Absorption	Pearson Correlation			1	.902**	-.341**	-.389**	.346**
	Sig. (bilateral)				.000	.000	.000	.000
	N				147	147	147	147
UWES	Pearson Correlation				1	-.435**	-.524**	.416**
	Sig. (bilateral)					.000	.000	.000
	N					147	147	147
Emotional Exhaustion	Pearson Correlation					1	.508**	-.148
	Sig. (bilateral)						.000	.073
	N						147	147
Cynicism	Pearson Correlation						1	-.372**
	Sig. (bilateral)							.000
	N							147
Professional efficacy	Pearson Correlation							1

**Correlation is significant at the 0.01 level (bilateral).

Both tests indicated multiple correlations between their dimensions, all with 99% confidence. Table 3 presents how the dimensions considered the core of burnout indirectly or negatively correlated with the engagement dimensions and the unidimensional scale (UWES). The indirect relationship of vigor with cynicism ($r = -0,484$; $p \leq 0.01$) and emotional exhaustion ($r = -0,447$; $p \leq 0.01$) was prominent. A similar case is that of dedication, as it is negatively correlated with cynicism, its opposing dimension from the theoretical perspective ($r = -0.560$; $p \leq 0.01$), as well as with emotional exhaustion ($r = -0.341$; $p \leq 0.01$). Absorption also indicated correlations in lower values for both cynicism ($r = -0.389$; $p \leq 0.01$) and for emotional exhaustion ($r = -0.341$; $p \leq 0.01$). Likewise, as for global scores, the UWES value was negatively correlated with cynicism ($r = -0.524$; $p \leq 0.01$) and emotional exhaustion ($r = -0.435$; $p \leq 0.01$). Overall, the higher the positive dimensions, the lower the burnout core dimensions (emotional exhaustion and cynicism).

Furthermore, all factors measuring positive aspects were correlated. Professional efficacy (third dimension of burnout) positively correlated with UWES general engagement ($r = 0.416$; $p \leq 0.01$) and its three sub-scales: vigor

($r = 0.411$; $p \leq 0.01$); dedication ($r = 0.373$; $p \leq 0.01$), and absorption ($r = 0.346$; $p \leq 0.01$).

After the correlational analysis, a k-means cluster analysis was conducted to analyze study factors through a multivariate technique. Its goal was to group cases in function of the existent similarity between them. The cluster analysis allowed to identify the coexistence of different psychosocial profiles associated with work in the group of participants.

Various exploratory cluster analyses were performed to study the patterns of the abovementioned profile, taking the following three consistency criteria into account: a) the solution shall converge only in the first 10 iterations; b) significant differences were observed between clusters; and c) this significant difference between clusters was theoretically consistent.

In our study, only the solution of two clusters successfully met the three criteria.

Table 4.

Final cluster centers (Factors on a 1 to 10 scale)

K-MEANS	CLUSTER	
Factor	1	2
Emotional exhaustion	6.87	3.12
Cynicism	5.89	2.23
Professional efficacy	7.74	9.05
Vigor	5.22	7.46
Dedication	4.60	7.42
Absorption	4.03	6.46
Percentages	25.8%	74.2%

As presented in Table 4, it is possible to identify two clusters, the first representing 25.8% ($n = 38$) of participants, who suffer from higher levels of emotional exhaustion and cynicism than the other group. Consequently, these characteristics result in lower scores in the engagement sub-scales, with values close to the average. The second cluster is the most representative one, with 74.2% ($n = 109$) of participants, who had lower scores in emotional exhaustion and cynicism. Their scores in positive factors of engagement were high, with increased levels of professional efficacy.

A subsequent analysis involved the associations of both profiles with core variables, without significance in any of them. This suggests no differentiation by gender, age, seniority, marital status, or academic level in both clusters for this

sample.

As can be observed, these are not pure psychosocial profiles; in other words, their factors present no antagonistic values but have average scores. This would imply the presence of intermediate profiles that despite experiencing positive and negative working situations, are somewhat inclined toward discomfort or wellbeing at work.

4 DISCUSSION

This study adopts the burnout-engagement model to be able to reconstruct the motivational profile underlying a group of public employees performing administrative tasks.

From a conceptual perspective, some specific studies on public employment were identified, aimed at determining personal and organizational factors as a potential risk to the physical and psychic health of workers that are likely to lead to wear (De los Ríos, Ocampo, Landero, Ávila & Tristán, 2007; Boechat & Ferreira, 2014). Other studies carried out recently have focused on organizational engagement and its association with various positive factors such as self-efficacy, values, among others (Tripliana & Llorens, 2015; Marsollier & Expósito, 2017). As for its application, a comprehensive analysis analytic model has been used in multiple research for helping professions (García Renedo, Llorens, Cifre & Salanova, 2006; De Lucena Carvalho, Fernández Calvo, Hernández Martín, Ramos Campos & Contador Castillo, 2006; Pérez Zapata, Peralta Montecinos & Fernández Dávila, 2014) and especially in the academic field, with the participation of students of all levels (García Manzano, 2004; Caballero, 2006; Caballero, Hederich & Palacio, 2010). Few studies have been found on other general services in the state sector, such as public administration, in our case.

As for the results obtained, after comparing our interpretation with other research, it can be first noted that instruments corresponding to burnout and engagement measurements were strongly correlated, as expected in the specialized literature and as proven by most research on this subject (Salanova, Schaufeli, Llorens, Peiró & Grau, 2000). It is worth highlighting that all correlations identified between these theoretically opposite poles help us confirm the actual existence of both experiences, with different and specific nuances in this study group.

The cluster analysis allowed us to adjust these indicators more precisely and identify the coexistence between subgroups and discernible profiles. Each of them jointly and simultaneously imply certain levels of wear and commitment, an aspect

that shows that, far from being antagonistic and exclusive experiences, they supplement each other. In other words, these can be integrated experiences that evidence the multiple potential interactions and dynamics between the individual and the work activity. In this regard, few studies aimed at differentiating subgroups or occupational groups according to this model have been found. In their research, Mäkikangas, Hyvönen & Feldt (2017) highlighted the importance of identifying different subgroups representative of the energy (exhaustion-vigor) and identification (cynicism-dedication) dimensions for assessing how the burnout and engagement experiences behave over time. In our case, it was possible to identify two subgroups of employees showing different profiles, closer to positive experiences of work commitment or, on the other hand, negative wear feelings. A major challenge for the future is the emerging need to start making the analytic model more complex, including other variables that may affect the wellbeing or discomfort levels at work in the specific context of public employment, such as boredom or bureaucratization processes (Schaufeli & Salanova, 2014). Finally, another aspect to highlight is that this work and other research works on the state sector are yet to delve into the potential implications of the *public* character in the levels of wellbeing perceived by workers through specific and/or comparative analyses.

5 CONCLUSION

Both burnout and engagement constitute major research cores nowadays. They arose in different moments and under different approaches, and they allow us to identify the broad range of experiences from the wellbeing to discomfort that can be felt by individuals at work.

The study has limitations, as it was only applied to one agency and the volunteer sampling method was adopted, following a cross-sectional design. Therefore, there is no information about the variation of these profiles over time; thus, the results obtained cannot be generalized. Nonetheless, the integration of the results of the classic burnout analysis with the positive perspective of engagement allowed us to approach the context of public employment in a holistic manner, understanding that negative and positive experiences may coexist, where peculiar feelings and meanings are intertwined, but also shared, in terms of the same task. In other words, the daily reality is not present in terms of health or disease, discomfort or wellbeing, but these intermediate experiences, in their multiple and various shades, are part of the richness and complexity of work life at organizations.

Furthermore, acknowledging the coexistence of different profiles has an impact at the organizational level, as these differences will affect the performance and organizational quality. Thus, the results of this study will acquire a specific meaning in their own context of research, and only based on this particular situation, they

will be drivers of new processes of change, improvement, and transformation. In that regard, these are relevant materials for institutional decision makers to create differentiated strategies related to human resources for each and every profile identified. In that sense, it will be necessary to work both on the treatment and prevention of the risks involved in occupational burnout, fostering the competencies of those reaching optimal levels of commitment (Salanova & Llorens, 2008; Salanova, Llorens, Torrente & Acosta, 2013).

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