

# Burnout and related conditions in managers: a five-year longitudinal study

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## ABSTRACT

*Background:* There is a paucity of longitudinal studies that assess simultaneously the interaction between and effects of well-established health-related factors and a lack of research that provides results that can be understood by practitioners with a scientific background and that have implications for better practice that have a good chance of being implemented. We analysed associations of burnout with vital exhaustion (VE), depression, social support, effort-reward imbalance, sleep quality, recovery, health and health impairments, and physical activity in a sample of approximately 200 managers over five years. Burnout was assessed using the Copenhagen Burnout Inventory (CBI) in a modified form for managers in both English and German, and the Maslach Burnout Inventory (MBI). *Results:* Intratest analyses yielded substantial correlations between scores on the scales for burnout, VE, and depression. Newly developed scales for recovery, social support, person-work match, and work strain showed plausible associations with the burnout and depression scales. In time-lagged analyses, burnout predicted depression, but depression did not predict burnout. *Conclusion:* The CBI yielded results that have important implications for practice that the MBI did not.

## Keywords

Burnout – depression – ,effort-reward imbalance‘ – ,social support‘ – ,rest and recovery‘ – ,physical activity‘