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## **The influence of a management style on the psychological mental burnout of municipal services employees**

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### **Abstract**

The article investigates to the nature of the influence of management style on the formation and development of mental burnout among municipal employees.

**Key words:** municipal officials, mental burnout, team management style.

Professional activity of municipal employee presupposes a stress nature because it involves emotional intensity, psychophysical tension and a high percentage of factors that make stress. As a result a potency of already difficult municipal employee's work decreases by force of development of professional deformation, including professional burnout. Among the external professional burnout development factors the most essential is the staff management style. Cohesion and team climate, the degree of conflict and aggression, the relationship between co-workers is depend on it.

*The aim of the study* is to identify the impact of team leadership style on the municipal employees' mental burnout.

*The object of the study* is the mental burnout phenomenon. The subject of study is the impact of leadership style on municipal employees' mental burnout.

The study was attended by municipal officials of four departments: personnel management and records management ( $n = 21$ ); department of work with the population ( $n = 22$ ); department of housing and communal services ( $n = 20$ ); Department of Land Management ( $n = 21$ ).

The empirical research was conducted in several stages. At first stage was defining the style of leadership in different departments. At first was used method of determining leadership style of labor collective by V.P. Zakharov and A.L. Zhuravlev. In the collectives were revealed the predominant types of leadership. In the department of personnel management and records management it has be-

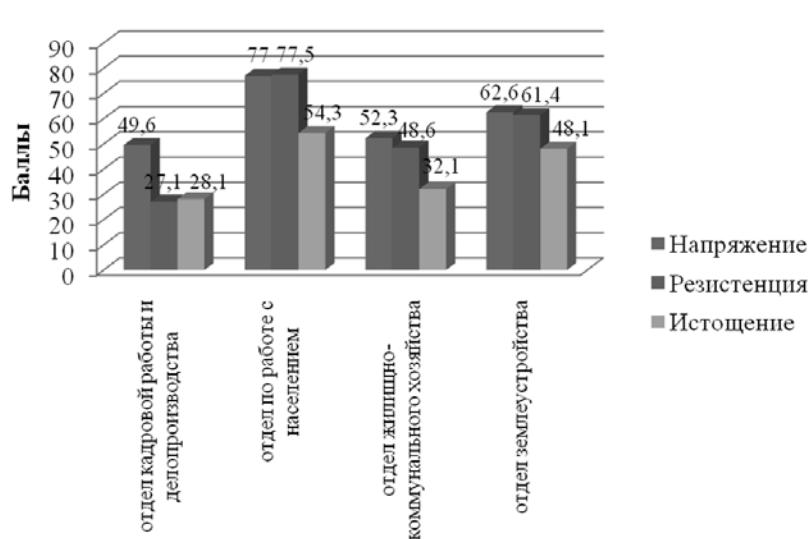
come the collective style, in the department of work with the population – the prescriptive style, in the department of housing and communal services – a liberal style, in the land management department – mixed style.

Onwards, the method of determining of the management style decision-making of E.V. Markova was conducted. According to the results of opinion analysis and selection of staff of the groups we can conclude that the head of the department of personnel work and office work uses realizing (actualizing) management style. The head of department of work with the population is characterized by authoritarian management style. The head of department of housing and communal services uses permissive management style. The head of land management department uses situational management style.

At the second stage of the study was examined the mental burnout of departments employees (with different management styles). Where used the methods of diagnostics of emotional burnout level by V.V. Boyko and mental burnout for social professions methods by V.E. Orel, I.G. Senin.

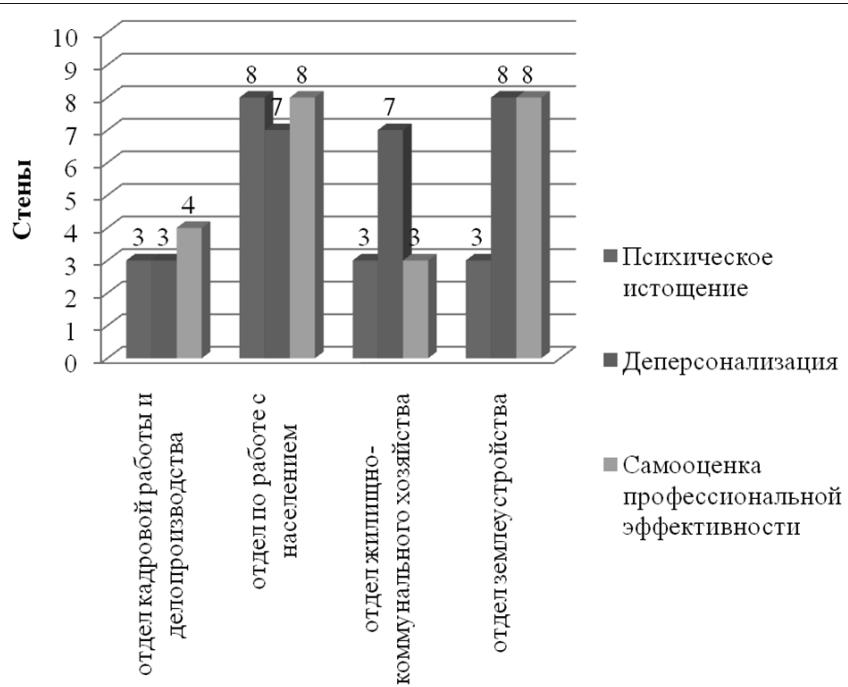
According to the method of V.V. Boyko the least mentally burnt out collective has appeared by members of the Department of personnel work and office (collective or realizing (actualizing) management style). At the middle level in this group, only the voltage phase (49.6 points) is expressed. The resistance and the depletion phases are expressed at low levels (27.1 and 28.1 points, respectively). It is safe to state that there is almost no signs of burnout in this group.

The only average level of common emotional and mental stress was detected. But it is contrary only helps to maintain an optimal level of performance.



**Histogram 1. The intensity phases of burnout in the departments of the municipality administration by the V.V. Boyko method**

The department of work with the population (directive management style) has identified as the most “burnt-out” collective. It was found according to mental burnout for social professions method of V.E. Orel and I.G. Senin. The second place of burnout levels take a team of department of land management (mixed style of management). Department of Housing and Communal Services (permissive management style) shows the third level of the severity of mental burnout. This group differs only by a tendency to depersonalization. The most unburned team can rightly recognized the team of employees of department of personnel work and office (collective or realizing (actualize) control type).



**Histogram 2. The intensity of parameters of mental burnout groups of departments of the village-municipality administration according to method of I.G. Senin, V.E. Orlov**

These obtained conclusions are supported by the results of the calculation of the index of mental burnout.

At the third stage of the study with the help of the Pearson correlation coefficient was used mathematical and statistical analysis for the obtained results. It made possible to judge the impact of the collective management style and mental burnout among municipal employees.

Thereby the conducted empirical study suggests that the management of collective style influences on the development of mental burnout among municipal

employees. The most severe burnout occurs during the directorial management style. During the liberal style the situation is neutral. Collegial management style prevents the development of municipal employees burnout. In general it can be shown that hypothesis of the study was confirmed – the leadership style of municipal employees affects their mental burnout.

At the final stage of our work the recommendations for the prevention of mental burnout among municipal employees was developed.

### **The recommends for heads of municipal establishments**

1. To optimize the work and rest of municipal services employees it is recommended to conduct events aimed at improvement of working conditions. Such as improving the climate in workplaces and on the service transport, noise reduction, nutrition in the workplace.
2. To prevent the burnout syndrome it is recommended to conduct events aimed at psychosocial-oriented problems, creation of psychological relief room, an introduction the psychologist to the state office, who provides qualified psychological support to employees before and after the end of the working day.
3. It is needed both to advocate a healthy lifestyle among service workers and to create the conditions for the possibly compliance of it.
4. The encouraging of active creative position, the delegation of authority to solve problems and strategic work for the perspective are contribute slower burnout of employees in the workplace. A creative approach to solving problems without interference from rigid management also contributes to long-term preservation in the profession.
5. It's desirable for employees to pay more attention to informal approach to customers, try to find out their needs and to create a positive image of the organization. This pattern of interaction leads to burnout in lesser degree than the formal implementation of management guidance.
6. It is needed to conduct events aimed at improving to the socio-psychological climate. It includes holding rallies activities, development and implementation of organizational culture, as well as conducting psychodiagnostics on purpose to reveal socio-psychological problems decisions early.
7. To optimize the psychological climate of the collective it is needed to work with supervisors. First of all, you need to identify and, if necessary, adjust the style of leadership team. With a democratic style of management they showed significantly improved a microclimate and therefore reduces the risk of professional deformation development. In addition, it is desirable to have a psychological education for a leaders about effective human resource management practices, health-saving technologies and the communication improve practices and conflict-free communication.

## **Recommendations for municipal services.**

Yet a key role in the fight against mental burnout belongs primarily to a person – to a municipal employee. A number of prevention measures can reduce burnout manifestations of professional deformation at their regular observance.

1. Mastering the skills of self-control. The usage relaxation techniques, self-hypnosis, autogenous training during brakes and a work day reduces the degree of emotional stress removing from the profession negative connotation.

2. Prevention of occupational stress. Increased stress resistance can help to regulate person's psychophysiological state and improve emotional control.

3. Organization of personal work. Properly drawn up a comfortable workplace, a beautiful dress and a positive attitude can make the working day much brighter and more pleasant. Short breaks that promote physical and psychological recovery are also exist for this reason.

4. The development of communication skills. Increase of communicative competence contributes not only a personal efficiency, but also improves the professional self-esteem and improves relationships with work colleagues

5. The development of conflict – behavior skills. This aspect can significantly reduce the number of work conflicts and disruptive conduct in them. The absence of conflicts is not only reduces the amount of negative emotions at work, but also makes you feel better in general.

6. Building a career. Reasonable and logical alignment of professional way in line with the psychological laws of professional development, *can help in the prevention of legal professional crises*, including the reduction of levels of symptoms of mental burnout.

7. Hobby. Broad interests, hobbies, a variety of activities help in mastering the different social roles that prevent the „only work loop”, and prevent the development of burnout.

8. A visit of the personal growth groups. A visit of specially organized groups allows to contact with professional psychologists and psychotherapists with the burn-out problems. It helps reduce the severity of mental burnout promptly. First and foremost among these groups are should be called ballintovskie group, psychological debriefing, and art therapy.

According to the results of the study it is possible to make a number of **conclusions:**

1. Mental burnout is a state of physical, emotional and mental exhaustion, manifested in the social professions.

2. The style of managing of municipal officials affects their mental burnout.

- Directory management style is positively correlated with mental exhaustion, self-assessment of professional performance, index of mental burnout, stress stage, resistance stage, stage of exhaustion, driven into the cage, expanding the scope of economy of emotions, reduction of professional duties, emotional deficiency.

- Collegial style of management of collective is negatively correlated with depersonalization, inadequate selective emotional response, emotional and moral disorientation.
  - Liberal leadership style is negatively correlated with mental exhaustion, experience traumatic situations, extension of the scope of economy of emotions, reduction of professional achievements.
  - The “authoritativeness” in making of management decisions is positively correlated with mental exhaustion, depersonalization, self-assessment of professional efficiency, mental burnout index, inadequate selective emotional response.
3. The recommendations proposed on the study base include a wide range of methods and forms of prevention and correction of psychological burnout among municipal employees, which can contribute to both the prevention and correction of burnout.

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