BURNOUT IN COACHES
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This Chapter discusses the burnout as experienced by the coaches. It is also argued that coaching is one of the helping professions and because of their intense involvement with their trainees they are subjected to burnout.

The literature on burnout suggests that helping profession is most adversely affected by job stress and burnout. Burnout has been identified as a critical problem in the helping profession (Smith, 1986). The job stress and tension occurring in the earlier stage of the burnout syndrome produce tension, irritability and emotional arousal on the part of the professionals and because of that the helping behaviour is crippled. In the later stage the professional helper experiences decline in motivation and the loss of positive feeling for others and subsequently the effectiveness of the professional helpers is reduced (Cherniss, 1980a). The definition of burnout in helping professionals is appropriate (Maslach, 1982; & Burke, 1987).

Burnout syndrome induces deterioration in the quality of care or service given by the professionals to the recipients (Freudenberger, 1974, 1975; Maslach, 1976, 1978a,b,1979; Maslach & Pines, 1977; Maslach & Jackson, 1978, 1979; Jackson & Maslach, 1980; Pines & Maslach, 1978, 1980). Frequent and intense interpersonal contact with others is the primary source of burnout (Maslach, 1982).

Any professional people can experience burnout. However, burnout is not limited to helping professional alone (Edelwich & Brodsky,
Although workers in every occupation experience burnout, some professions create higher levels of work stress when compared to other fields. Helping professionals are having a high risk of burnout due to their involvement with others. People go into helping profession with high ideals of service. However not every one enters into helping profession out of love for humanity or the desire to help others. But after a few months or years the individual is reinforced by his/her nature of work and commitment to service. When the professional helper's expectations regarding his/her standard for success are not met, burnout symptoms begin. Sometimes professionals find it difficult to get away from the problems of clients and because of that they work more and more and become vulnerable to burnout. Red tape and bureaucracy affect the professional helper's satisfaction and these people begin to complain that no one really appreciates their skills and feel isolated.

"Professional helpers entered their careers to help clients, not to serve an impersonal bureaucracy. When their energy goes into meeting meaningless regulations, attending unproductive committee meetings and coping with bureaucratic inertia, the symptoms of burnout begin to appear."

(Veninga & Spradley, 1981, p.250)

The professional helpers are required to involve with other people and spend considerable time in intense involvement with them. Continuous involvement with others makes the professionals to feel anger, embarrassment, fear and despair. These feelings induce high risk of burnout. Individuals who are required to work with and care for others are often emotionally exhausted and burnedout (Maslach & Jackson, 1980).
Burnout occurs among helping professionals in response to chronic job related stress. When professional helpers feel their job demands exceed their endurance and ability to cope, burnout will occur. The social interaction between helper and recipient produces stress among professional helpers and it induces them to be burned out. The development of burnout is closely related to the amount and degree of contact with recipients. Coaches are required to have contact with their trainees often and because of the nature of their job, coaching may be considered a helping profession and hence coaches may suffer from burnout. For them challenge and satisfaction for working with people are considered to be the main reasons for entering into coaching profession. When their expectations are not met they move towards burnout (Capel et al., 1987).

Coaching is similar to teaching in various aspects. Studies on teachers reveal that teaching is a stressful occupation (Russell et al., 1987; Landsman, 1978; Cacha, 1981; Farber & Miller, 1981; Paine, 1981). Studies on coaches show that coaches often experience the symptoms of burnout. Gieck et al. (1982) found that athletic trainers are burned out because of their involvement with athletes. A study on Canadian University coaches reveals that burned out coaches experience more feelings of emotional exhaustion and depersonalization (Haggerty, 1982). In another study of Canadian University coaches, it is reported that approximately 20 percent of them suffered from serious burnout and their performance and the quality of their daily lives are affected due to the extreme level of burnout (Wilson & Chambers, 1983).
A study of 93 male high school coaches shows that coaching is a stressful occupation (Kroll & Gendersheim, 1982) and the coaches are subjected to burnout if they fail to cope with job stress (Malone & Rotella, 1981).

Studies also show low levels of burnout in coaches. A study of 235 high school coaches reveals low to medium levels of burnout (Capel et al, 1987). Another study of 75 secondary school teacher coaches reveals that teacher coaches experience burnout ranged from low to moderate. These coaches experience less depersonalization, a greater sense of personal accomplishment and greater emotional exhaustion (Quigley et al, 1987).

In a study of 241 collegiate coaches it is reported that they experience low level of burnout. However younger and female coaches experience higher level of burnout (Caccesse & Mayerberg, 1984). Another study of 288 Canadian University coaches reveals that when compared to other human service professionals, coaches experience lower levels of burnout (Wilson & Bird, 1984). This study further reveals that environmental factors are considered to be more important ones contributing to burnout. In case of full time coaches, a greater number of hours in contact with their trainees influences burnout experienced by the coaches.

The available research studies on coaches mentioned above indicate that coaches experience high to low levels of burnout. Although uniform levels of burnout among coaches are not revealed by research studies, some degree of burnout characterises them. Hence it is considered to be important to study burnout in coaches.
Summary

Helping professionals are prone to burnout. Coaching is considered to be a helping profession by the nature of the work and is identified as a stressful occupation. Coaches are required to have contact with their trainees and hence they are subjected to burnout. Studies on coaches reveal that coaches experience high to low levels of burnout.