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Pepperdine University
Graduate School of Education and Psychology

SELF-CARE FOR LEADERS: CULTIVATING EXTRAORDINARY FUNCTIONING &
PSYCHOLOGICAL WELL-BEING; A QUANTITATIVE STUDY EXAMINING BURNOUT
AND SELF-CARE PRACTICES OF SMALL-BUSINESS OWNERS

A dissertation submitted in partial satisfaction
of the requirements for the degree of
Doctor of Education in Organizational Leadership

by

Sundra Ryce

April, 2018

Andrew Harvey, Ed.D. – Dissertation Chairperson

This dissertation, written by

Sundra Ryce

under the guidance of a Faculty Committee and approved by its members, has been submitted to and accepted by the Graduate Faculty in partial fulfillment of the requirements for the degree of

DOCTOR OF EDUCATION

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DEDICATION

I dedicate this dissertation to my sons, Jonathan Roberson and Joshua Ryce. You are remarkable men. Thank you for your love and support during this amazing doctoral journey. We have been in this together. May you continue to accomplish extraordinary things beyond your expectations. May God continue to bless you to be responsible global citizens.

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I would like to first acknowledge God for blessing me to successfully complete my life-long dream of earning a doctoral degree. This has truly been an incredible journey and a wonderful life experience. Thank you for giving me the strength to accomplish and grow in unprecedented ways.

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VITA

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<i>Confessions of an Incredible Life</i>	2010

ABSTRACT

This quantitative research study was developed in response to challenges small-business owners face with high stress, corporate devastation, and burnout. The research examines burnout and self-care practices among small-business owners to foster psychological well-being. Many studies exist on professional burnout; however, to date, the researcher has not been able to uncover published research related to small business owners' exhaustion and burn out. Theories in academic literature on self-care, managing transitions, and psychological well-being can be applied to small-business owners experiencing burnout, while leading through corporate life cycles.

This research study utilizes a quantitative, correlational, design approach to examine the levels of burnout in the domains of exhaustion, cynicism, and professional efficacy. Purposive sampling was used for small-business owner selection. The Maslach Burnout Inventory-General Survey (MBI-GS-4th Edition) was conducted to assess burnout and demographic data was collected from 66 participants. Pearson Correlations determined the relationship between levels of burnout among small-business owners and whether relationships exist between the burnout domains and participant's demographic characteristics.

Results from this study indicated two significant findings. Correlations indicated higher levels of exhaustion for small-business owners who were younger. Secondly, correlation analysis indicated a significant negative correlation between respondent's length of time in business and their level of exhaustion. The results of this research study may provide direction to where further research may be needed. Recommendations include the development of long-term workable stratagem for small-business owners to manage corporate life cycles, and enhance

professional performance. Findings from this quantitative research can be used to enhance the quality of life, and improve corporate success of small-business owners, in the United States.

Chapter 1: Introduction

Background of the Study

The psychological effects of stress and workplace burnout have touched more than half of the world's workforce (Zhou, Jin, & Ma, 2015). There is a plethora of research on how stress affects people at work (Oreg & Berson, 2015; Zhou et al., 2015). There are gaps in the literature on how leaders are specifically affected by work-related stress and how that impacts personal and professional functioning and psychological well-being, as compared to non-leaders.

Evidence postulates that organizations are confronted with tempestuous eras during their lifetimes that leave holes in the soul of these organizations, their followers, and their leaders (Collins & Porras, 2002). Changing climate conditions in the world impact the bottom line and profitability of businesses globally (Bright, 2009). Negative market conditions provoke change involving financial loss, downsizing, and other tragedies that alter the organization's environment along with its leaders (Collins & Porras, 2002). Adverse occurrences happen in organizations that crush the leader's resolve and instigate exhaustion and burnout. The leader whose primary responsibility is to reconstruct and restore the vitality of the organization after trauma, may face depression, burnout, and a loss of well-being while leading others (Maxwell, 2007).

Historical research has concentrated on the improved flourishing and well-being of employees, not leadership, after corporate devastation (Morin, 2011). There is a lack of research on who, what, and how leaders are cared for while leading organizations through ups and downs (Bridges, 2016). A lack of exploration of the effects of stress and burnout on leaders, as they lead during tumultuous times, confirms the need for further research in this area. The purpose of this quantitative dissertation study is to address the importance of leaders being restored to lead

effectively their teams and the organization from a place of wholeness and psychological well-being, after experiencing workplace burnout. The research examined how leaders could achieve renewed perspective of success to regenerate vision and bring forth positive future outcomes after corporate devastation.

This dissertation research proposal was created in response to the challenge leaders face with high stress, corporate devastation, and burnout. There are growing numbers of leaders who experience burnout and dysfunction after corporate devastation and who are interested in finding rebalance, realignment, self-care, and other stratagems that promote psychological well-being (Ackrill, 2017; Maslach, 2017). The overall objective of the research study was to help executives enhance their quality of life and experience extraordinary functioning in their personal lives and in their organizations after experiencing burnout and loss.

Participants in the research study were small business owners from corporations. The executives in this study were considered high-powered decision makers and live predominately in the United States. Most small business owners in this study may have obtained postgraduate degrees and are considered high performers within their organizations. This quantitative research study was carefully designed to provide data that will enhance learning experiences to help small business leaders generate effective results for future of their organizations and for themselves.

Problem Statement

It is estimated that stress related expenditures impact companies at a rate of \$200 billion annually (Stickle & Scott, 2016). Zhou et al. (2015) defined work-related stress as, “an individual’s psychological response to a situation in which there is something at stake or exceeds individual’s capacity or resources” (p. 176).

The role of renewing thyself is becoming increasingly popular in the business world in terms of creativity, innovation, and leadership development (Klein & Izzo, 1999; Kouzes & Posner, 2012; Pink, 2006). There is a need for academic research on how small business owners can recuperate from burnout and corporate devastation using self-care stratagems. To date, the researcher has not been able to uncover published research related to the topic of how self-care impacts a leader's well-being. Small business owners taking time for self-care and psychological well-being is essential to the health of the leader and the organizations they serve. Finding time to renew and nourish the mind, body, and spirit is often the missing connection among leaders who struggle to locate the time to balance self-care after traumatic experiences and the excessive pressures of work (Zhou et al., 2015).

There is an opportunity to examine how leaders can move from states of burnout to extraordinary states of functioning after experiencing burnout and loss using self-care strategies and by engineering environments conducive for healing and positive psychological well-being. There is a need to bring further consciousness to the role of regeneration practices for small business owners within their organizations, in order to enhance well-being and extraordinary performance.

Purpose Statement

This quantitative research study was designed to investigate the role of burnout and its impact on well-being among small-business owners. At this stage in the research, the role of burnout is defined as a social psychological theory that emphasizes levels of fatigue, stress, or exhaustion in professionals (Maslach & Jackson, 1981). Burnout is also defined in professional industries by three distinct domains: emotional exhaustion, severe depersonalization, and reduced personal accomplishment (Maslach, 2017). Self-care is defined as a methodology or best

practices utilized to decrease levels of stress, fatigue, and mental exhaustion to improve psychological well-being in individuals (Lee & Miller, 2013).

The purpose of this study was to identify the extent to which, if at all, a relationship exists between levels of burnout among small-business owners. This quantitative correlational study was designed to explore the levels of burnout among business owners and whether those burnout levels are related to the respondent's demographic characteristics.

Importance of Study

It was important to conduct this study at this time because of the difficult circumstances currently impacting productivity, culture, strategy, and the capabilities of organizations and their leaders (Bright, 2009). Fluctuating climate conditions in the marketplace, downsizing, and corporate losses can adversely impact an organization's fiscal footprint, and the company's optimal performance level will always be affected if the organization's leaders have been compromised (Bridges, 2013; Watkins 2013). Leaders are the common denominator in organizations. It is the leader's responsibility to resuscitate hope, inspire vision, make tough calls, keep resources afloat, motivate teams, and provide healing to others during hardship (Watkins, 2013).

It is important for small-business owners, who experience excessive stress and burnout during difficult times at work, to experience restoration. For great leaders to continue at the helm throughout the life of the corporation, they must be whole.

This research study was also significant because it would benefit small-business owners who experience levels of burnout during difficult corporate times, as leaders may face depression, loneliness, and reduced personal accomplishment (Maslach, 2017).

There is a need for leaders to have effective self-care best practices after experiencing the stress and burnout they may encounter while leading organizations. This dissertation study highlights methods that can shift the performance curve of small-business owners who have experienced burnout, as “effective self-care is a business decision” (Ackrill, 2017, p. 1). This study will potentially add to what currently exists in professional literature by examining burnout and how leaders practice self-care to ensure that they are operating at optimal performance levels.

Definition of Terms

The purpose of this section is to provide clarity on how the terminology selected below is utilized in this research study.

Burnout: is referred to in this study as emotional exhaustion, severe cynicism, or reduced personal accomplishment experienced by a professional (Maslach, 2017). The term burnout defines a person who has extended beyond a reasonable level of fatigue or stress.

Cynicism: refers to being apathetic, indifferent or cynical toward constituents, clients, or work (Maslach et al., 2016).

Exhaustion: refers to fatigue, depletion, and loss of energy (Maslach, 2017).

Psychological Well-Being: is referred to in this study as the psychological health and cognitive health of executive leaders as related to their enhanced ability to build and broaden psychological perspectives that advance productivity and cognitive functioning (Fredrickson, 2001).

Professional Efficacy: is described as feelings of competency, effectiveness, self-efficacy, and workplace efficacy (Maslach et al., 2016).

Small Business: is referred to as a business entity that has annual sales of less than \$35 million per or that has 1,500 employees or fewer (U.S. Small Business Administration, 2017).

Small-Business Owner: is referred to in this study as the chief executive officer, chairman, or owner of a small-business entity.

Self-Care: refers to a methodology of decreasing stress, improving well-being through empowerment and health stress and emotional management techniques (Lee & Miller, 2013).

Theoretical Framework

The theoretical frameworks that were examined for the purposes of this research study are Transition Theory, Self-Determination Theory, and Positive Psychology. The research used the lens of burnout to examine how and in what ways small-business owners cope with transition, stress, and positive well-being. The compilation of these theoretical frameworks might propose how small-business owners may discover effective strategies that promote extraordinary functioning and psychological well-being when experiencing chronic stress and exhaustion while they rebuild organizations after devastation infiltrates (Collins & Hansen, 2011).

The Organization and the Researcher

This quantitative research study addressed the significance of small business leaders being restored to lead effectively their teams and the organization from a place of wholeness and psychological well-being, after experiencing excessive stress and burnout in the workplace. The platform examines burnout, stress management, and psychological well-being, as they relate to self-care for business owners leading during traumatic times in corporate America. Strategies that promote extraordinary functioning, psychological well-being, and restorative practices are recommended to assist small-business owners in rebuilding depleted personal reserves.

The researcher is the president of a successful construction management firm, a consulting firm, and a business leader for more than two decades. The researcher is the president and Chief Executive Officer of Sundra Ryce, Inc., a leadership development and consulting company, where the company shares business acumen and success strategies with organizations through seminars, conferences, and leadership coaching. The researcher is also the President and CEO of SLR Contracting & Service Company, Inc. a progressive general construction company, which she founded, specializing in commercial general construction, construction management, and development. SLR Contracting & Service Company, Inc. recently celebrated its' 21th anniversary in business.

The researcher has not only been a consummate leader in the construction industry and leadership field, but has also been the exhausted leader who experienced burnout and excessive stress while leading two companies and maintaining family life. The researcher has consulted and coached many other leaders who have experienced similar situations with various levels of burnout while leading from the top executive levels. During her career tenure, the researcher has encountered numerous leaders who have suffered greatly during and after experiencing turbulent times at the workplace, yet had no place to go to find personal and psychological renewal.

Research Questions

The research questions this investigation explored are:

Research Question 1: What are the levels of burnout if any among small business owners?

Null 1: Less than 16% will have severe exhaustion (84th percentile of normative sample).

Alternative 1: More than 16% will have severe exhaustion (84th percentile of normative sample).

Null 2: Less than 16% will have severe cynicism (84th percentile of normative sample).

Alternative 2: More than 16% will have severe cynicism (84th percentile of normative sample).

Null 3: More than 16% will have high professional efficacy (84th percentile of normative sample).

Alternative 3: Less than 16% will have high professional efficacy (84th percentile of normative sample).

Research Question 2: Are any of the three Maslach Burnout Inventory-General Survey (MBI-GS) burnout scores related to the respondent's demographic characteristics?

Null 4: None of the three MBI-GS burnout scores will be related to any of the respondent's demographic characteristics.

Alternative 4: At least one of the three MBI-GS burnout scores will be related to at least one of the respondent's demographic characteristics.

Limitations of the Study

There are limitations of the research study that were out of the researcher's control. These limitations may affect the interpretation of the data collected and results. The following assertions may cause limitations to the study.

1. The research study maybe limited because the data collected were self-reported. There was a possibility that participants in the study would not answer all survey questions conscientiously.
2. The size of the sample population utilized for the study may not be generalizable because the researcher was not including leaders from *Fortune* 500 or the government, which are major employers in the United States.

3. The researcher was not seeking to include companies outside of the U.S. This could limit the diversity of the study.
4. The researcher could not control if participants in the study skipped questions or if they responded within the proposed timeframe or even if they sent the survey instrument back.

Delimitations of the Study

The delimitations created by the researcher relate to timeframes of the study, the population, criteria, and scope of the quantitative study. Delimitations are the opposite of the limitation in a research study because the researcher can control delimitations (Malette, 2014). For the purposes of this research study, the researcher chose small business owners instead of managers because small business owners have greater accountability levels in the organization and have the burden of the entire corporation.

The researcher chose to utilize a quantitative-based survey instrument because numerous studies have been focused on interviewing leaders, case studies, and other qualitative methods. The quantitative data of the study will add to the creation of future research-based leadership and business models, products, and services for small-business owners. The criteria the researcher used to obtain participants in this study are as follows: (a) participants must be small-business owners within their organizations with at least five years of experience, (b) the businesses represented in the study must have annual sales of less than \$35 million or have fewer than 1,500 employees and be located in the United States.

Small-business owners are at the helm of the organization and have the responsibility to replenish the corporate stratosphere of the organization after crises. The researcher was not looking at international businesses, large business, or government entities for the study. The

researcher selected corporate leaders in small businesses for the study because small businesses are the backbone of the U.S. economy. The researcher selected participants with five-plus years of experience because of their experience with organizational growth expansions, economic cycles, and human resource issues.

Organization of the Study

Chapter 1 discussed the background, setting, statement of the problem, statement of the purpose, research questions, importance of the topic, key definitions, limitations, delimitations, and the organization of the study. Chapter 2 will discuss the historical background and context of the issue, theoretical framework, related leadership theories, and provide a summary. Chapter 3 will provide an introduction, restatement of the research questions, description of the research methodology, and process for data selection. Chapter 3 will continue with a definition of survey instruments, validity and reliability of the survey instrument, and data gathering procedures. Chapter 3 continues with plans for obtaining Institutional Review Board (IRB) approval. Chapter 4 will provide the results of the study, description of research participants, description of statistical data collected, data analysis, and summary of results for the research questions. Chapter 5 will discuss the summary of the key results of the study, conclusions, implications, recommendations for the practitioner, recommendations for further research, and a final summary of the research.

Chapter 2: Literature Review

This literature review will examine stress management and burnout as they relate to self-care for leaders during traumatic times. Amid the reality of pain, suffering, and rapid change that happens within organizations, the role and responsibility of the leader is to restore the company and its individuals to higher states of functioning (Cameron, Dutton, & Quinn, 2003).

Examining the Background of Burnout

Leadership refers to being in command of the organization and meeting follower's needs, while helping them to develop new competencies and providing motivation in productive environments (Syrek, Apostel & Antoni, 2013). Leadership responsibilities include corporate direction, vision, motivation, and the provision of resources while adapting to changing market conditions and internal corporate change (Tager, 2004). Leaders are often called upon to be prototypical and to lead influentially when organizations experience hardship and distress. One of the primary responsibilities in corporate leadership is to restore and repair the organization after devastating occurrences (Collins & Porras, 2002).

Research posits that stress and emotional exhaustion at work has traditionally focused on employees. Increased consideration on research related to stress and burnout is recently trending toward leaders (Arnold, Connelly, Walsh, & Martin-Ginis, 2015). Leaders are often managing work and life fluctuations while their employees are also dealing with exhaustion, negative changes, and decreased well-being. Challenges and stressors that leaders face drain emotional resources and could potentially cost organizations and highly. It is estimated that stress-related expenditures impact companies at a rate of \$200 billion annually (Stickle & Scott, 2016). It is theorized that stressful conditions involving excessive deadlines, substantial workloads, and financial pressure at work affect organizations and their leaders (Oreg & Berson, 2015). Zhou et

al. (2015) defined work-related stress as, “an individual’s psychological response to a situation in which there is something at stake or exceeds individual’s capacity or resources” (p. 176).

Leadership stress and burnout. When stress-inducing situations arise, followers expect leaders to provide strategies to motivate, inspire, and to reduce suffering (Oreg & Berson, 2015). The leader who is expected to inspire creativity and innovation can become depleted mentally and physically as he or she becomes distressed at work (Arnold et al., 2015). Optimum performance is affected when leaders are compromised by chronic stress and burnout (Collins & Hansen, 2011). The discovery of resolutions that support healthy leaders and healthy workplaces require better strategies for change in the areas of self-care, burnout, and psychological well-being (Karanika-Murray, Bartholomew, Williams & Cox, 2015; Maslach, 2017).

Research on the concept of burnout began more than 40 years ago (Freudenberger, 1974; Maslach, 1976) to address and identify rationalizations as to why professional exhaustion, demotivation, and inefficacy were happening in the workplace. Maslach (2017) defined burnout as the overwhelmed state, poor performance, inability to cope, and low motivation professionals experience resulting from high stress, trauma, and pressures at work. Maslach, Jackson, and Leiter (2016) posited that burnout is a psychological response to stressful experiences that professionals encounter in their daily work experiences.

Early work in burnout emerged from exploratory research in the fields of social and clinical psychology. Growing interest in the topic sparked the beginning of qualitative research, case studies, and exploratory field studies in the 1980s. The research examined motivation, attitudes, behaviors, and emotional and psychological conditions of professionals in various fields (Maslach, 2017). Out of the empirical research on stress and burnout emerged three dimensions of professional burnout: Exhaustion, Cynicism, and Professional Efficacy. The first

dimension, Exhaustion, refers to professionals experiencing overtiredness, depletion of energy, and debilitation at work. The second dimension, Cynicism, refers to professionals experiencing signs of apathy, negative attitudes towards work, being withdrawn, the loss of optimism, and having irascible tendencies. While the third dimension of burnout is Professional Efficacy, and describes having feelings of competency, effectiveness, self-efficacy, and workplace efficacy (Maslach et al., 2016).

Related literature. Recent empirical studies continue to expand the literature and knowledge on burnout and the importance of well-being among professionals. The subject of burnout surfaced in the 1970s as stress at work and related issues began to intensify in the work environment. Maslach et al. (2016) described burnout as a result of chronic multiple stressors experienced by individuals in the workplace.

There remain gaps in the literature regarding burnout among small-business owners. Many empirical studies on burnout focus on the field of psychology and human services occupations, such as pastoral leadership, in the United States.

Similar to this quantitative research study on burnout, the related historical literature is not introduced for the purposes of intervention. This study is designed to gather data to help explain the problem of burnout among small-business owners. The related literature serves as a foundation for the research questions, and as an inventory that could be used to improve the burnout situation of the study population, in the future, based on findings.

The academic literature presents various studies on professional burnout in various occupations that have used the Maslach Burnout Inventory. Although the populations of the research studies examined remain different from this study, they are relatable because of the use

of the Maslach Burnout Inventory tool to understand the causes, consequences and existence of burnout among professionals in the workplace.

Ream's (2016) research on pastoral health and burnout focused on the emotional well-being and the physical environment that causes burnout among pastors in senior leadership positions. The population assessed was senior pastors responsible for dealing with high job demands, multiple expectations and a barrage of, at times, never ending products and services. Similar to the small-business owner population of this study, Ream's (2016) population is often overworked, overcommitted, highly demanded, and their jobs are never complete. Because of the demands of the position many senior leaders are often forced to forfeit vacations, omit needed time off, and work extended hours. This results in a detriment to their well-being as they strive to meet the unrealistic expectations of being all things to all people including, the visionary, client advocate, community leader, voice of reason, problem-solver, business manager, public relations guru and a mentor to employees. Supplementary to these demands are the responsibilities leaders maintain personally at home with children, spouses and close friends. Ream (2016) suggested burnout to be an epidemic that mainly affects high achievers who are responsible, devoted, well-educated, and motivated.

This quantitative research study was validated using the Maslach Burnout Inventory assessment tool, which assessed burnout among senior pastors. Ream's (2016) study uncovered psychological insights on the emotional health, emotional exhaustion, depersonalization, and reduced personal accomplishment of this population. The results of this research showed that one-in-five pastors experience burnout. Comparable to the pastoral population, further research is needed to understand how burnout affects the small-business population who is often exhausted, isolated and frustrated.

Burnout continues to be a developing problem among pastors and small-business owners. Equivalent to small-business owners, senior pastors face a similar workload and a barrage of unrelenting responsibilities. Leaders in both corporate and spiritual environments are often overworked, experience long work hours and have limited time for rejuvenation and self-care.

Seymour's (2000) research is similar this study on burnout in small-business owners because of the use of the Malsach Burnout Inventory and demographic data to measure professional burnout. This study found that professional burnout among counselors who specialize in play had lower levels of burnout as compared to the Maslach Burnout Inventory's normative groups. The study is relevant to because it focuses on professional burnout which Maslach, Jackson & Leiter (1996) defined as "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity (p. 192).

Vittoria's (2011) research on the relationship between the work environment for professionals providing psychological care for clients laid the foundation for the later work of self-care and work satisfaction for professionals. This study was significant because it focused on levels of productivity after burnout, and areas of work life satisfaction, among professionals. This quantitative study utilized the Malsach Burnout Inventory and revealed that levels of burnout among the study population of mental health professionals were higher as compared to the normative samples.

Vittoria (2011) is relevant to the study of small-business owners because it focused on professionals who give care to others and how their demographics affect areas of burnout, and life satisfaction. The research posits that burnout remains a social psychological problem in the U.S. workplace. The Vittoria (2011) study emphasizes the three domains of burnout and the

outcome of that the work environment, workplace stress, strained interpersonal relationships has on professionals. The study also reveals how burnout affects the organization, family members, clients and co-workers of the highly stressed professional. Vittoria (2011) suggested that the population experiencing burnout in the three domains avoided others, ignored symptoms of burnout, and were negatively impacted by a reduced personal accomplishment. Factors leading to burnout included lack of social support, high work demands, job conflicts, exhaustion and insufficient coping skills. The phenomenon of burnout is considered prevalent in work places in the United States and researchers are looking for solutions.

Maslach (2017) confirmed the importance of finding solutions to the problems professionals encounter with burnout in the workplace. The research builds on the foundational work of Freudenberger (1974), which focuses on the phenomena and hazards of burnout in professionals in human services occupations. Freudenberger hypothesized that:

...Burnout is a problem born of good intentions. The people who fall prey to it are, for the most part, decent individuals who have striven hard to reach a goal. Their schedules are busy, and whatever the project or job, they can be counted on to do more than their share, They're usually leaders among us who have never been able to admit to limitations. (pp.11-12)

Burnout research commenced with a focus on occupations in the fields of nursing, education, psychology, and human services. Academic research has since expanded to include areas of finance, business, customer service, and information technology. Burnout has become common in the workplace today. Unfortunately, burnout is also stigmatized as a lack of strength, cognitive impairment, and ineptitude. Consequently, many professionals are still reluctant to disclose complications related to stress and work-related burnout.

The Maslach (2017) study was significant because it focused on what can be done about burnout among professionals. The research discussed the theory of burnout and validated the idea of the importance of healthy workplaces for professionals, and the need to implement solutions to rectify professional burnout. Maslach (2017) revealed that models of professional job-fit and strategies to enhance better work life models would promote healthy work environments. Maslach (2017) is relevant to this study on burnout among small-business owners because it seeks to increase the consciousness of the importance of well-being and self-care of professionals, after burnout. Building on Maslach's (2017) research could have a positive impact of the lives of small-business owners and their well-being.

Tempestuous times. Tempestuous times happen within organizations and can leave a hole in the soul of the organization and the leader. Companies experience turbulent times and trauma during their lifespans. When trials hit companies, the life of the company along with its leaders is altered (Bright, 2009). These times call for leaders to interject innovative strategies of care to return organizations back to optimal levels of functioning and success, along with themselves (Cameron et al., 2003). Changing climate conditions in world and businesses affect organizations at the core. When market conditions change, businesses experience financial loss, downsizing, and other tragedies (Bridges, 2016; Bright, 2009).

In the midst of the reality of pain and suffering that happens within organizations, the role and responsibility of the leader is to restore the company and individuals to a higher functioning state. Leaders rebuild the core of companies after negative experiences and impairment infiltrate a company. Optimum performance is affected in leadership when the organizations they lead are compromised (Bridges, 2016). The loss of finances, projects, system breakdowns, and

downsizing are challenges that cause negative impacts on the corporate environment and the individuals within (Bright, 2009).

Corporate change. Leadership involves the constant management of change (Bridges, 2016). Change in corporations is inevitable after devastation and drought. Having effective strategies and processes to implement and manage change after loss is essential for reengineering the success of corporations, the leaders, and their teams (Kotter, 2007). The greatest creation of a company is not the products, services, or ideas that established it. It is the company. The products and services of a corporation should be strategically designed to serve the company, not the opposite (Collins & Porras, 2002).

One of the primary responsibilities in corporate leadership is to restore the core of the organization after devastating occurrences. The challenge for leaders is the ability to design stratagems around processes to manage successfully loss and reengineer corporate success (Watkins, 2013). During distressing times, leaders and their teams deal with overwhelming alteration. Reengineering the corporate strategy and strategic thinking to maintain relevancy and sustainability are methods to manage change (Kotter, 2007; Watkins 2013).

Managing transitions. When an organization experiences transition, it affects the leaders and his or her followers. Major transitions can be an impetus for professional burnout (Ream, 2016). There is a distinction between organizational change and organizational transition. Change is situational and can happen if a circumstance or conditions are altered. Transition is psychological in nature and tends to take place in the psyche (Bridges, 2016).

In Bridges (2016) Transition Theory, there is a three-phase process to manage transition. The first phase is letting go of an old or past reality. When leaders experience loss through devastating changes, the first phase of the transition process begins. The psychological process

of transition begins with the ending of past reality. The second phase is the neutral zone, where one is considered to be between an old reality and a new paradigm. This is the phase where reconstruction and realignment take place. An old paradigm is released while the new reality is not fully operational. The third phase of the theory posits that after neutrality comes a new beginning where one is able to accept the new situation. After the new beginning takes place, the leader has the opportunity to develop a new identity for the new world that the initial change incited.

Leaders' responsibilities in managing transition include minimizing disruptions, creating vision, and realigning strategies (Bridges, 2016). In order to reach corporate goals during a turnaround, leaders disconnect from old models of stratagem to reconnect to new models (Watkins, 2013). People in organizations have a tendency to hold on to the past. Leaders also experience this phenomenon (Bridges, 2016; Watkins, 2013). After letting go, leaders may experience aspects of the grieving process, including denial, anger, and depression. When entering into the neutral zone of a transition, leaders may experience chaos, anxiety, or disorientation as they are realigning policy, procedures, and new corporate objectives (Bridges, 2016). During this time, leaders and employees in the organization can experience loss and confusion. There is a need for detailed communication of the short-range targets and corporate action plans. This is the in between time of the psychological phenomenon.

Transition theory postulates that there are four essential areas necessary to launch the new existence phase: clarity of the purpose, a detailed picture of the anticipated result, strategic actions plan, and the clarity of roles and responsibilities (Bridges, 2016). Managing employees' grieving process and the possible resistance to new change takes the ability to persuade.

Implementing transition strategy is useful to conquer barriers of change, including indecision, insecurity, and negativity (Watkins, 2013).

Throughout the process of change, the communication must be clear and often. The level of accountability has to intensify to increase acceptance of the new and reduce backsliding (Bridges, 2016). The first step of the strategic action plan process is to determine what type of change is needed. The blueprint then develops into a framework that can be implemented and positioned to execute the needed change. Creating a communication plan to explain changes and the necessity for the change is critical.

Managing employees through change and transition can assist them in letting go of the old reality and old patterns in order to reinforce the new organizational reality (Bridges, 2016). Change can incite a psychological response. When an individual begins to process change, letting go of the current reality in preparation for a new one can be challenging. Bridges highlighted that when tackling barriers to change, individuals must identify what was lost during change process, acknowledge the past change, and then work through grieving. Watkins (2013) postulated that leaders confront barriers to change by analyzing the transitions, explaining the necessity of the change, and allowing people to grieve.

Reengineering success. Organizations experience life cycles through which leaders manage. The life cycles include vision, start up, launching, stabilizing, deescalating, dying, renewal, and relaunch (Bridges, 2016). As companies mature, the possibility of the death of a product or process can become reality. These types of corporate life cycles can have a devastating impact on leaders that could lead to burnout (Reams, 2016; Maslach 2017). Products and companies can become obsolete when new relevance is not created. When an organization is in a renewal phase, the realignment and turnaround happens by redefining strategic intent,

rebuilding the leadership team, and creating new support from all stakeholders (Bridges, 2016; Watkins, 2013). The central structure of the organization is rebuilt to leverage new capabilities, build new alliances, and execute strategically.

Change in corporations is inevitable. Leadership involves the constant management of change. Having effective strategies and processes to implement and manage change is essential for successful corporations, leaders, and their teams (Bridges, 2016). The leadership challenge deals with corporate change and reengineering the corporate business model to remain relevant. As a result of the economic downturns and internal corporate circumstances, some companies are forced to reorganize, reevaluate, and realign (Watkins, 2013). These changes can be stressful on leadership professionals and cause emotional exhaustion, cynicism at work, and reduced personal accomplishment (Maslach, 2017). This process could include the stressors of changing a client base to overcome fierce competition, changing a product or service that is no longer beneficial to the marketplace, or diversifying the business portfolio to remain relevant (Collins & Porras, 2002).

The greatest creation of a company is not the products, services, or ideas that established it. It is the company. The products and services of a corporation should be strategically designed to serve the company, not the opposite (Collins & Porras, 2002). The challenge for leaders is to implement processes to manage successfully the new corporate direction and reengineer corporate success in the midst of devastating times. The objective is to ensure that small business-owners, who lead at the helm, keep the business culture of the organization anchored and solid, in the midst of stressful times.

Maslach Burnout Inventory and Burnout Domains

Maslach and Jackson (1981) formulated the MBI-GS as a comprehensive standardized measure to assess the three dimensions of burnout. The MBI-GS instrument has been designed to assess levels of burnout on three scales: Exhaustion, Cynicism, and Professional Efficacy (Maslach, Jackson, and Lieter, 2016). This survey instrument has been utilized in a diverse array of occupations where professionals spend substantial amounts of time interacting with clients, staff and others (Maslach et al., 2016).

Since 1981, The Maslach Burnout Inventory has been administered to thousands of professionals in diverse industry environments (Maslach et al., 2016). Early research on burnout in the field organizational psychology developed into further investigation on chronic stress and emotional draining circumstances in the workplace. The MBI-GS has historically examined the phenomena of burnout, levels of work-related stress, and potential vulnerabilities among professionals. Responsibilities of professionals and senior level executives in various fields are often associated with: (a) Taking care of others; (b) Providing mental, spiritual, or psychological support for others; (c) Providing financial support or job security of others; and (d) providing leadership and coaching for others (Maslach 2017).

Burnout is defined as the overwhelmed state, poor performance, inability to cope, and low motivation professionals experience resulting from high stress, trauma, and pressures at work (Maslach, 2017). From early research on burnout and work in the field organizational psychology arose three dimensions of burnout. According to Maslach et al. (2016), Exhaustion refers to fatigue, depletion, and loss of energy; Cynicism is described by having negative attitudes toward constituents, clients or work, being withdrawn, experiencing the loss of

optimism, and having irascible tendencies; and Professional Efficacy is described as having feelings of competency, effectiveness, self-efficacy, and workplace efficacy.

The phenomena investigated may provide an understanding of what solutions may be provided for business owners who experience exhaustion, cynicism, and reduced professional efficacy, during their professional careers. Burnout is an increasing problem in human industries as well as various other occupations involving education, business, finance, and customer service.

Exhaustion. Exhaustion is the first recognized domain in the MBI-GS. Exhaustion has historically encompassed a workers experience with overwhelming emotional, physical and mental fatigue in the workplace (Maslach et al., 2016). The mental strain that happens in the workplace when senior leaders are overloaded, experiencing stressful situations and handling high demand projects causes mental trauma which can lead to a lack of emotional well-being, and other health related problems (Ream, 2016). The literature confirms that the domain of emotional exhaustion is the major component of burnout and the cause of increased levels of anxiety, emotional drain and chronic stress in the workplace (Vittoria, 2011).

Burnout research implies that the phenomenon itself is caused by high demands and limited resources in the work environment. The deficiencies of sufficient resources along with the consistent overwhelm of work related demands, and chronic stress result in higher episodes of emotional exhaustion (Maslach et al., 2016). The domain of exhaustion is assessed in the MBI-GS on a 5-item scale. The higher the score a person receives, the greater the experience of emotional exhaustion, fatigue, and potential for negative outcomes in the workplace.

Cynicism. Dynamics leading to burnout have been confirmed as lack of social support, excessive demands, organizational conflict, interpersonal conflict and role ambiguity (Maslach et

al., 2016). The MBI-GS Cynicism Scale is a 5-item evaluative measure to determine the level of apathy towards one's work, loss of empathy, and negative job related attitudes. Higher scores received on this scale indicate greater burnout.

Although the goal of the study is to create awareness of burnout in small-business owners, the causes, consequences and solutions to burnout remains relevant. Insufficient coping skills, heightened social conflict, and insufficient social support affect the quality of relationships, services provided, and performance in the workplace. Social relationships such as co-worker, client, and personal relationships are all affected when cynicism and depersonalization are experienced (Vittoria, 2011). This phenomenon of burnout often leaves the work environment toxic, untrusting and irascible. Leaders that experience cynicism regarding work have the potential to be withdrawn, absent, and display inappropriate social behaviors. Cynicism affects the overall mood of the individual and can have negative implications on the individual's work, and the organization

Professional efficacy. Maslach et al., (2016) posited that cognition is affected by burnout in association with decision-making, executive functioning and motivation. Research found that has various levels of burnout alter brain functioning and neural circuits. Shifts in productivity, lower job satisfaction, negative self-concept, low morale, and low self-esteem affect the ability of leaders to cope, overcome personal dysfunction, and carry out job related responsibilities (Ream, 2016).

Although the MBI-GS focuses on the social and psychological aspects of burnout, the domain of professional efficacy emphasizes the feelings of success, efficiency, and workplace efficacy (Maslach et al., 2016). The 6-Item Professional Efficacy scale on the MBI-GS measures the perception of proficiency, self-efficacy, and workplace efficacy. The lower scores received

in this domain communicates a greater relation to burnout. Reams (2016) suggested that burnout regarding personal and professional accomplishment could cost the individual and the organization greatly. When an individual is burned out professionally there remains a potential for poor job performance, impaired judgment, errors on the job, absenteeism and physical health challenges.

Examining Self-Awareness and Burnout Among Professionals

This literature review focuses on self-awareness as a critical component of executive leadership success and how the leader can restore psychological health after experiencing burnout (Maslach, 2017). Self-awareness, as defined by Morin (2011), “represents the capacity of becoming the object of one’s own attention” (p. 807). Most executive leaders are capable and have the ability and awareness to respond and adapt to the external environment. The internal focus of attention toward one’s self is self-awareness and it is sometimes neglected in executives. Giving increased attention to the self is often overlooked in leadership. Reams (2017) posits that senior leaders are often unwilling to admit experiencing burnout and ignore critical signs. The more self-aware one is, the greater the chance of self-actualization, human flourishing, and positive outcomes.

Self-awareness and leadership. Self-Awareness is a function that can be developed and trained. Manasa and Showry (2014) suggested, “Successful leadership often surfaces when people become aware of critical personal experiences in their life, understand the driving forces, respond by rethinking about self, redirect their moves and reshape their actions” (p. 15). Awareness of mental and emotional states, personality, vision, aspirations, and purpose is vital to the success of leaders, their organizations, and the bottom line (Ashley & Reiter-Palmon, 2012; Manasa & Showry, 2014; Morin, 2011). The awareness of burnout by the professionals

themselves may provide greater chances of prevention (Maslach et al., 2016). The executive leader and the organization can move toward a better future as the leader focuses on internal observation, self-regulation, self-care, and intervention strategies (Ashley & Reiter-Palmon, 2012).

Research postulates that self-awareness is the sine qua non of successful leadership and is a critical component to effective leadership (Axelrod, 2012; Manasa & Showry, 2014). Self-awareness promotes executive leadership development, positive psychological well-being, and optimal achievement (Ashley & Reiter-Palmon, 2012). The leader's focus is historically on others, including staff, family, and corporate responsibilities. A primary responsibility in corporate leadership is to care for and restore the soul of the organization during turbulent or changing times. Unfortunately, with the barrage of relentless work and personal responsibilities small-business owner, experience emotional exhaustion, low morale and decreased productivity (Maslach et al., 2016; Ream, 2016).

While restoring the souls of organization and its members, leaders need care for the personal pain and wounds experienced on the journey of reconstructing the organizations they lead, processes for restoration, as well as space to heal the self. The research examines how leaders can achieve renewed perspective from self-observation, self-reflection, and self-awareness to regenerate vision, make changes, bring forth positive future outcomes, and heal the self (Axelrod, 2012). The more self-aware one is, the greater the opportunity of self-actualization, human flourishing, and positive outcomes.

Self-awareness and identity. Critical question leaders ask and rethink internally when retooling for future success is Who Runs My Life? Is the organization running the leader down or is the leader commanding with authenticity, self-care, self-awareness, confidence, and

support? In the midst of the reality of pain, suffering, and rapid change that happens within organizations, the leader's role and responsibility is to restore the company and its individuals to higher states of functioning (Cameron et al., 2003). Within small businesses, this level of accountability can cause owners to be overworked and worn out.

When leaders understand what prohibits them, drives them, and how life experiences have impacted their leadership and personality, they have a greater understanding of how to manage their lives. Identifying cognitive processes and constructs that hinder effective functioning, impair decision making, and increase levels of burnout is critical in professional development (Vittoria, 2011).

Leadership competencies and self-esteem. Research posits that people can reduce stress, anxiety, and depression by developing self-esteem (Branden, 1994). According to Branden, self-esteem,

...is: 1. confidence in our ability to think, confidence in our ability to cope with basic challenges of life; and 2. confidence in our right to be successful and happy, the feeling of being worthy, deserving, entitled to assert our needs and wants, achieve our values, and enjoy the fruits of our efforts. (p. 4)

In Maslow's (1987) Hierarchy of Needs, esteem ranks high in the process of actualization. Fulfilling the human need of esteem builds confidence, a sense of worthiness, and self-respect. The assumption of expanding, developing, and elevating human potential through positivity is a growing science that leads to optimal human development and performance (Cameron et al., 2003).

The theoretical framework highlights strengths and patterns of excellence for advancing human potential in contrast with traditional psychological pathology (Cameron et al., 2003). As

executives examine regenerative questions that lead them to the positive core of human potential, they can design blueprints to re-create future success after experiences of loss, downsizing, or corporate trauma. The shift from burnout and dysfunction during turbulent times to the extraordinary is a healing process for the soul of the leader (Bright, 2009; Egan & Feyerherm, 2005; Maslach, 2017).

Self-esteem is seen as central to human functioning, development, and happiness (Bachkirova & Maxwell, 2010). In authentic leadership, people who are true to themselves and respectful toward others, move toward their best possible selves and experience higher self-esteem, well-being, and happiness (Kinsler, 2014). Kernis (2003) defined authenticity as “the unobstructed operation of one’s true, or core, self in one’s daily enterprise.” (p. 13). In adult development, self-esteem is viewed as the comparison an individual has of the perceived self and the standard of the self, as defined by society, family, and cultural interactions (Bachkirova & Maxwell, 2010).

Approval contingent on the standards of others is what often motivates leaders in a traditional goal-achievement model. Because self-esteem is a basic need of human functioning, it is developed early in identity formation (Erikson, 1963). Reclaiming self-esteem by developing reliance on one’s own desires, values, and needs, supports the leader’s ability to clarify his or her own sense of self and create stability (Bachkirova & Maxwell, 2010).

Awareness through coaching. The literature posits that coaches provide the manifesto that answers the question of who takes care of the executive leader as he or she is leading, rebuilding, restoring others, and healing the self. This section examines who will take care of the leader in turbulent times and as he or she is caring for others. The research also examines the use

of executive coaching to support leaders and provide systems of support as they are restoring others. For the purposes of this section, the following questions were examined.

1. Who supports and rebuilds the leader after challenges, loss, and burnout?
2. How can the soul of leaders be restored using the tool of resilience?
3. How do leaders rewrite the self and reclaim confidence, belief, and hope in their performance and leadership?

Coaching advances leaders from states of dysfunction to balance, peace, confidence, and normal functioning (Kinsler, 2014). The coaching process provides solutions for rejuvenation and restoration as leaders discover new approaches to optimal functioning (Egan, & Feyerherm, 2005); Sherlock-Storey, Moss, & Timson, 2013). The purpose of executive coaching is to assist individuals on their journey of actualization (Maslow, 1987). Executive coaching benefits clients by helping them to identify and remove barriers to vision fulfillment and goal achievement (Sherlock-Storey, et al., 2013). Effective coaching increases the quality of life and provides pathways to authentic living (Kinsler, 2014).

In vision-based coaching, personal vision is the fuel that ignites optimal functioning and positive outcomes. The construct of the ideal self is a catalyst for growth and development in executive leadership. Hopes, dreams, and the purpose of the ideal self is a pathway to fulfill the vision of the current self, which constitutes one's current reality (Morin, 2011; Passarelli, 2015). Emphasis on the leader's vision intentionally drives the coaching process beyond feedback, goal setting, and general intervention to the acknowledgement of the ideal self as the main influence in the developmental process (Passarelli, 2015). The coaching process engenders trust, emotional support, and learning that motivate leaders to move from states of dysfunction to extraordinary functioning (Kinsler, 2014; Smith 2015).

There is limited research and formal tools available that speak to providing support for high-level executives who lead corporations through challenge. The literature posits that coaches can provide the manifesto that answers the question of who takes care of the executive leader as he or she is leading, rebuilding, restoring others, and healing the self (Kinsler, 2014). The research also examines the use of executive coaching to support leaders in order to provide systems of support as they are restoring others (Sherlock-Storey et al., 2013).

Research posits that the personal and professional resilience of a leader is further enhanced through executive coaching (Palmer, 2013). After devastation or difficulty in the life of leaders, the benefits of a coach include a safe place to recover and heal from loss. Coaching advances leaders from states of dysfunction to balance, peace, confidence, and normal functioning (Kinsler, 2014).

The executive coaching process provides solutions for rejuvenation and restoration as leaders discover new approaches to optimal functioning (Egan, & Feyerherm, 2005; Sherlock-Storey et al., 2013). Leaders identify and remove barriers to fulfill vision and achieve goals through coaching (Passarelli, 2015). The purpose of executive coaching is to assist leaders on their journey of actualization (Maslow, 1987). Effective executive coaching increases the quality of life and provides pathways to authentic living (Kinsler, 2014).

Sense of belonging. Through coaching, executives have the unique ability and space to assess the self, reclaim and restore self-confidence, and to learn about themselves, the environment, and others (Smith, 2015). Rebuilding the self in leadership before, during and after burnout could provide increased productivity, reduced interpersonal conflict and sense of belonging (Ream, 2016). There is also the opportunity to gain new perspectives that generate future potential, positive emotions, and hope after the experience of workplace stress and

exhaustion (Snyder, Rand, & Sigmon, 2005; Maslach 2017). The social relationship of the coach and client is supportive and provides space for reflection, connectedness, feedback, and input (Smith, 2015).

Connectedness is a central element in maintaining resilience, psychological well-being, and positive functioning in challenging times (Roffey, 2013). Literature suggests that the absence of social bonds and of loss of connection is often negative, painful, and can lead to isolation and depression (Lohman, Newman, & Newman, 2007). A basic need in human survival is belonging to a group that fulfills the love and connection of belongingness (Maslow, 1987). Unfortunately in the midst of the burnout experience, professionals often experience depersonalization and become withdrawn in the social environment (Vittoria, 2011). Connection and social belonging obtained through coaching is critical for fostering well-being and positive emotional in leaders (Roffey, 2013).

The coaching relationship and process can provide a sense of community and belonging that promotes psychological health and performance. Coaching provides a context for executives to enhance happiness and growth when they experience acceptance and friendship (Passarelli, 2015). The role of the executive coach is to provide a safe place where leaders can experience the freedom, expression, accountability, feedback, and the ability to grow, develop, and evolve (Smith, 2015). Connectedness gives a sense of community where members feel respected, supported, and included (DiGiovanni, Lancaster, & Law, 2010).

Self-actualization for leaders. The reconstruction of the self is critical after devastation. As executives shift and restructure themselves after loss, they are able to re-create workable plans for self-actualization (Dodgson & Wood, 1998). As leaders reexamine regenerative approaches that lead to positive future outcomes, they can design blueprints to re-create future

success. The shift from dysfunction during turbulent times to the extraordinary is a healing process for the soul of the leader, after burnout (Ream, 2016). Rebounding to full recovery, wholeness, and extraordinary states of functioning are possible after acknowledgment and intentional design (Bright, 2009).

Self-actualization is the notion of developing into the full capacity of one's gifts, talents, unique abilities, and potential (Maslow, 1987). The premise of maximizing potential for personal healing, advancement, and goal achievement leads to enhanced quality of life (Haidt & Keyes, 2003). Many dreams, visions, and ideas become latent and inactive after personal and organizational trauma. Adversities, challenges, and dysfunction have inhibited growth where leadership should be maximizing and realizing potential.

The actualization process is a way for leaders to maximize potential, self-fulfillment, and growth (Maslow, 1987). The process allows leaders to flourish and have peak experiences related to psychological well-being and progression. Philosophers have long investigated the study of developing human potential (Gardner, 2006). The potential of human intelligence is inexhaustible, and actualization requires a keen sense of awareness, focusing on objective, not subjective, judgment.

The Competency of Self-Care Practices in Professional Burnout

In the midst of the reality of pain, suffering, and the rapid change that happens within organizations, the role and responsibility of the leader is to restore the company and its individuals to higher states of functioning (Cameron et al., 2003). Is the organization running the leader down or is the leader commanding with authenticity, self-care, self-awareness, confidence, and support? While giving care to organizations that experience burnout, dysfunction, and dynamic change, who takes care of the leaders who cares for some many

others? There is a lack of research on what happens when small-business owners experience burnout in the workplace. When this phenomenon transpires in senior leadership, there is no one to take care of the leader who is reconstructing, reconfiguring, and bring restoration the company (Ream, 2016). Research is scarce of self-care for leaders.

The leader's charge includes corporate direction, vision, motivation, and the provision of resources, while adapting to changing market conditions and internal corporate change (Tager, 2004). Executives are most often so engrossed with caring for the organization that there is little attention given to fulfilling one's own needs for psychological well-being, survival, and flourishing (Axelrod, 2012; Ream, 2016). This could be a major barrier to effective leadership. Having ample knowledge of psychological well-being and best functioning as a leader can make or break leadership progress.

A lack of awareness of the self and its needs can hinder, block, or stop progress in leadership performance (Morin, 2011). Accurate knowledge of the self thrusts leaders to push beyond challenges and circumstances for the purposes of shifting irrelevant cognitive patterns in the personality (Manasa & Showry, 2014). The literature review focuses on how self-esteem and the leader can restore psychological health and restoration after professionals experience burnout.

Self-determination theory. Self-Determination Theory (SDT) addresses the psychological need to engender well-being, personal development, and vitality in human impetus (Deci & Ryan, 2008). Positive well-being is important for small business owners to maintain throughout their careers to maintain a cognitive health and maintain personal accomplishment. The psychological research examines SDT as a method of motivating individuals to achieve positive outcomes, enjoyment, and satisfaction in the area of work (Milyavskaya & Koestner,

2010). Scholarly research demonstrates that self-determination theory crosses multiple domains and contexts (Deci & Ryan, 2008; Milyavskaya & Koestner, 2010; Vallerand, Pelletier, & Koestner, 2008). SDT focuses on the psychological needs that must be met to achieve optimal psychological development. The basic psychological needs addressed in SDT are autonomy, competence, and relatedness (Deci & Ryan, 2008).

These needs are universal and cross-culturally applied (Moran, Diefendorff, Kim, & Liu, 2012). The SDT theorists Milyavskaya and Koestner (2010) posit:

Autonomy refers to the experience of choice and volition in one's behavior and to the personal authentic endorsement of one's activities and actions. Competence involves the ability to bring about desired outcomes and feelings of effectiveness and mastery over one's environment. Finally, relatedness reflects feelings of closeness and connection in one's everyday actions. (p. 387)

Autonomous motivation promotes psychological wellness and effectiveness in activities that stimulate self-care. In terms of efficacious functioning, autonomous motivation also produces greater long-term results and healthier behavioral changes in individuals (Deci & Ryan, 2008). Autonomous motivation has both intrinsic and extrinsic tenets that have proved advantageous for behavior and positive outcomes.

The theory of self-determination has heuristic power that promotes self-awareness (Moran et al., 2012; Vallerand et al., 2008). Outcomes of autonomous motivation and self-discovery are advantageous and more effective in cultivating extraordinary performance (Deci & Ryan, 2008). Intrinsic motivation transpires when activities or work is done for pleasure and a sense of enjoyment. Extrinsic motivation occurs when activities involve work that is affected by outside influences such as rewards, punishment, and external approval. Whereas intrinsic

motivation focuses on autonomy, sense of self, and self-endorsement, extrinsic motivation focuses on behavior that is motivated by external regulation. Autonomous motivation integrates self-supported actions and self-efficacy when moving from states of dysfunction to higher functioning. SDT supports the ability of the leader to achieve outcomes and cognitive well-being for goal attainment.

Self-determination theory and outcomes. The literature review on self-determination theory links autonomy, competence, and relatedness to motivation and psychological well-being in the workplace. SDT research postulates that environments that support psychological need impact whether self-determination, motivation, and enjoyment are optimal (Vallerand et al., 2008). Motivation, self-esteem and the ability to carry out job responsibilities are seen in the burnout domain of professional efficacy (Vittoria, 2011). Positive psychological outcomes and self-learning are directly related to motivation and self-determination theory (Deci & Ryan, 2008; Moran et al., 2012). They are also related to better outcomes helping leaders develop self-advocacy, greater competency in handling challenges, increased self-efficacy, and stronger leadership results (Trepanier, Fernet, & Austin, 2012; Vittoria, 2011).

SDT suggests that leaders are likely to experience positive cognitive well-being and self-determination when they have connection, autonomy, and are competent in the environment (Trepanier et al., 2012). The connection between SDT research and positive outcomes in work environments is synonymous with autonomous supportive work contexts. Positive outcomes are enhanced by psychological health, higher performance levels, and healthier work-related behavior in leaders (Moran et al., 2012).

Self-determination theory heightens the ability to focus on positive outcomes that are important and meaningful for leaders in acquiring goals and aspirations. As psychological needs

are met at work, self-regulation and autonomy give rise to self-empowerment and vitality (Deci & Ryan, 2008). Investigations in SDT uncovered the links among human motivation, psychological well-being, and future outcomes (Moran et al., 2012).

Fostering interpersonal relationships and autonomous supportive environments where individuals experience a sense of support, competence, and connection, lead to greater organizational performance, wellness, and enhanced self-care for leaders (Moran et al., 2012).

Psychological well-being. Research postulates that the psychological well-being of executives within organizations is the new focus of research, as stress-related health costs are soaring within companies (Stickle & Scott, 2016). Research postulates that if company leaders are healthy and psychologically strong, the well-being of the organization will be positively affected and burnout will be reduced (Karanika-Murray et al., 2015; Maslach et al., 2016). Leaders develop their teams, foster environments for growth, and support the emotional needs of their followers (Zhou et al., 2015). While engrossed with commanding the organization, it is suggested that executives spend inadequate time focusing on personal psychological well-being and flourishing (Axelrod, 2012; Ream, 2016). This lack of attention is implied to be a major obstacle to effective leadership and productivity (Morin, 2011).

After experiencing chronic exhaustion and excessive work-related stress, leaders are often forced to retool internally for the future success of their teams, organization, and personal effectiveness (Collins & Porras, 2002). Leaders who interject innovative strategies for well-being and maintain optimal levels of functioning, practice self-care for the pain and wounds experienced while restructuring the organization after loss. Rebuilding depleted personal reserves promotes well-being. Self-care and renewal practices advance productivity, psychological health, and decrease exhaustion (Karanika-Murray et al., 2015). Cognitive health

is a fundamental strength related to enhanced ability to build and broaden psychological perspective and well-being (Fredrickson, 2001).

Effective strategies and processes that promote resilience and psychological well-being remain fundamental for the success of corporations, their leaders, and their teams (Smith, 2015). It is considered a critical part of the capabilities of effective leadership and outcome for enhanced organizational growth.

Leaders recognize that well-being and stress are areas that require additional attention to sustain personal functioning, psychological well-being, and organization success. Rest, relaxation, and restoration are tools that assist in rejuvenating the spirit, mind, and body (Lomas, 2015). Work-life balance and self-care are important renewal strategies that promote positive work outcomes and psychological well-being. Self-care strategies that help to decrease anxiety and enhance quality of life include the physical, psychological, and spiritual. There is a link to physical activity and stress reduction and alleviation of trauma through psychological support (Richards, Campenni, & Muse-Burke, 2010).

The role of environment in cognitive well-being. Self-determination theory posits that environment goes beyond the physical realm and centers on how and in what ways psychological needs in individuals are supported. Researchers concur that, “Thus, to the extent that the environment allows one to experience feelings of competence, autonomy, and relatedness, the person’s motivation toward a given task will be optimal” (Vallerand et al., 2008, p. 257). Environments that foster autonomy, competence, and relatedness provide individuals increased probabilities for positive psychological outcomes and reduced emotional exhaustion (Trepanier et al., 2012; Vittoria, 2011).

According to SDT, individuals achieve control and autonomy through actions related to self-interest and values. Competence is the ability to gain control of the environment and outcomes while relatedness deals with sense of belonging, interactions with others, and connection (Deci & Ryan, 2008). Autonomy, competence, and relatedness are the three psychological needs that SDT posits are universal and important for predicting outcome of success and motivation and cognitive well-being. Research, according to theorist Deci and Ryan, along with subsequent research confirms that autonomy, competence, and relatedness are associated with positive outcomes. According to the SDT, autonomy, competence, and relatedness predict psychological well-being.

Leaders can achieve greater levels of performance after experiencing corporate devastation and burnout by creating supportive psychological environments (Vallerand et al., 2008). Supportive psychological environments can influence future outcomes when leaders have space to develop their universal psychological needs for autonomy, competence, and relatedness. Autonomous motivation is directly related to employee satisfaction, job performance, and the development of interpersonal relationships essential in the workplace (Trepanier et al., 2012).

In a work environment, factors that motivate positive outcomes are executive performance and transformational leadership. When leaders experience support and collaboration, they tend also to experience decreased levels of dysfunction and increased interpersonal relationships (Trepanier et al., 2012).

Returning to a desired state of functioning. Research posits that one of the best approaches to tapping into the positive core of leaders to improve human flourishing and inspire extraordinary performance after devastation is through Appreciative Inquiry and Positive Organizational Scholarship (Bright, 2009; Cameron et al., 2003). The leaders' return to positive

states after trauma involves examining past success and high-level wins that can be reenergized to birth new strategies for positive future outcomes. Positive and negative experiences in leadership affect vitality and how leaders navigate turbulent times (Bright, 2009).

Just as organizations experience turbulence and require care and attention to restore health, leaders also require personal care after negative experiences. When devastation, injury, and pain go untreated, it can cause further damage that can worsen the initial condition (Dematteo, Dale, Reeves, & Scott, 2011).

Appreciative Inquiry denotes the awe-inspiring generative practice of questioning that is used to re-create positive conditions that tap virtue, elevate strengths, and generate positive potential in organizations and people (Bright, 2009). Cooperrider and Srivastva (1987) introduced Appreciative Inquiry to study the method of tapping the positive core of organizations in order to manage change instead of problem-based approaches. Appreciative Inquiry examines the typical conversation in organizations from the past and gives voice to pain and suffering in order to resolve conflict.

Appreciative Inquiry questioning is designed to generate personal stories of high-success moments and exemplary past performance to build sustainability and conditions for future possibilities (Bright, 2009). In practice, Appreciative Inquiry incites answers to questions that identify past high-point performance to provoke positive success for the future (Cameron et al., 2003). The case for Appreciative Inquiry in caring for leaders involves the potential to restore appreciative tones within the lives of leaders to enrich, expand, and generate possibility for healing and restoration (Bright, 2009).

Cameron et al. (2003) posited, "Positive Organizational Scholarship is concerned with the study of especially positive outcomes, processes, and attributes of organizations and their

members” (p. 4). The framework of Positive Organizational Scholarship examines the positive states in organizations and is primarily concerned with the creation of vitality and human flourishing. Positive Organizational Scholarship evaluates the current functioning level in an organization. Bright (2009) noted a continuum of organized states relating to changing organizational dynamics. Positive Organizational Scholarship is used to define the positive and negative experiences in leadership that affect vitality and how leaders navigate through turbulent times in order to return to normal states of functioning. The purpose of Positive Organizational Scholarship is to promote human flourishing, positive future outcomes, and extraordinary functioning.

After negative encounters, using Appreciative Inquiry and Positive Organizational Scholarship assists individuals to move from problem-based methods of functioning to solutions-based methods (Bright, 2009). A context can be developed through Appreciative Inquiry and Positive Organizational Scholarship to rebuild leaders and create workable plans to perpetuate human flourishing and psychological well-being after painful experiences (Cooperrider & Srivastva, 1987).

The objective of Appreciative Inquiry and Positive Organizational Scholarship is to assist leaders in returning to their desired states of optimal functioning after corporate devastation (Egan & Feyerherm, 2005). A method of intervention used to navigate individuals and corporations through transformational shifts of functioning is Appreciative Inquiry. This process draws on Positive Organizational Scholarship to explain and predict experiences that facilitate positive results for the future (Cameron et al., 2003). The Appreciative Inquiry and Positive Organizational Scholarship processes provide solutions for rejuvenation and restoration as leaders discover new pathways to optimal functioning (Bright, 2009; Cameron et al., 2003).

Self-modification and resilience. Learning to transform the self after burnout and difficulty in corporate leadership is critical to achieve positive future outcomes. The concept of human flourishing in positive psychology is used in reconstructing the self (Seligman & Csikzentmihalyi, 2000). Leaders can reconstruct the self, using practices such as Appreciative Inquiry and Positive Organizational Scholarship to create a workable plan for reengineering accomplishment (Bright, 2009; Cameron et al., 2003). Human beings have the inner drive to grow, develop, and evolve. Potential can be harnessed for actualization, goal attainment, and positive motivation (Seligman & Csikzentmihalyi, 2000).

Positive psychology suggests that human flourishing and refurbishing is a science related to optimizing human functioning (Lomas, 2015). Positive psychology, defined by Gable and Haidt (2005), is the “study of the conditions and processes that contribute to the flourishing or optimal functioning of people, groups and institutions.” (p. 104).

Cognitive health is a fundamental strength related to enhanced ability to build and broaden psychological well-being (Fredrickson, 2001). Getting back to producing, flourishing and regenerating the self enhance personal growth and sociocultural wellness (Lomas, 2015).

The disciplines of Appreciative Inquiry and Positive Organizational Scholarship in restoring the soul of leaders create pathways that bring healing, restoration, and wholeness. The work of transformational leaders in this process is emphasized by engendering trust, being a role model, and inspiring followers to contribute meaningfully (Eagly, Johannesen-Schmidt, & van Engen, 2003).

Leaders can encourage other leaders to develop full potential through collaboration, empowerment, and support (Eagly et al., 2003). The development self-esteem, self-confidence,

and self-worth through mutually supportive relationships are characterized by well-being and respect (Trepanier et al., 2012).

The process of self-modification after a leadership challenge is critical to achieve positive future outcomes. Leaders can self-modify using Appreciative Inquiry and Positive Organizational Scholarship methodology to create a workable plan for abundance and self-actualization (Egan & Feyerherm, 2005).

Learning to rewrite the self after experiencing rapid change, challenge, or even positive events is critical to achieve positive future outcomes and psychological well-being (Kinsler, 2014; Smith, 2015). The reconstruction of the self is vital when shifting the performance curve and creating workable plans for self-actualization (Maslow, 1987). As executives shift the performance curve, they identify future aspirations and design blueprints to re-create future success; this gives rise to vision fulfillment, self-esteem, self-awareness, and progression.

Leadership involves the management of constant change. Changing business conditions in world affects the market conditions and puts demands on effective leadership. The construct of resilience has regenerating effects that produce flourishing, personal growth, restoration, and well-being (Lomas, 2015). Pathways that bring healing and restoration stem from the development of resilience and the ability to shift dysfunctional patterns that may arise after chronic stress and burnout (Manasa & Showry, 2014). Resilience is the ability to regenerate and come back to a place of restoration and healing after the experience of loss and devastation (Smith, 2015). The aptitude to rebound and optimize human functioning after dealing with an area of rapid change is the essence of resilience (Lomas, 2015; Smith, 2015). Governance involves the administration of relentless change.

Changing business conditions in the world place disproportionate tensions on operational leadership. Effective strategies and processes that promote resilience and psychological well-being remain fundamental for the success of corporations, their leaders, and their teams (Smith, 2015). Resilience is considered a critical part of the capabilities of effective leadership and outcomes for enhanced organizational growth. It is the ability to regenerate and come back to a place of restoration and healing after the experience of loss, devastation, positive events, or progression. Leadership involves the management of constant change. Companies experience turbulent times, downsizing, and trauma during the lifespan of an organization, and leaders are responsible for rebuilding the core of companies after changing times. This calls for leaders to implement strategies that encourage regeneration and return to optimal levels of functioning and success.

Having effective strategies and processes to implement and manage change are essential both for successful corporations and leaders (Smith, 2015). Resilience is an effective tool in rebounding from adversity in order to gain self-knowledge for leadership development. It is considered a critical part of the psychological capabilities of effective leadership and for managing personal and organizational challenges and change. The outcome of resilience in leadership is enhanced personal and organizational growth. Developing tools and techniques to enhance the proficiency of resilience is an asset to leaders and the companies they run (Neenan, 2009). Rest, relaxation, and restoration are tools that assist in rejuvenating the spirit, mind, and body.

Effective decision making and cognitive focus are further enhanced by self-awareness, reflection, and broadened perspective (Neenan, 2009). Positive affirmations and self-talk are tools that foster positive emotions and optimism (Passarelli, 2015). The goal with resilience is to

develop the ability to bounce back and to optimize human functioning after dealing with an area of rapid change (Lomas, 2015; Smith, 2015).

The Role of Play and Creativity in Leadership

There are benefits to introducing play in the workplace for leaders. The objective of play in the workplace is to provide processes for restoration for leaders as they are restoring the soul of others (Kark, 2011). Play is a stimulus that can be used to help leaders become productive and experience greater happiness after difficulty (Van Vleet & Feeney, 2015). The notion of leaders creating space for a fun activity is beneficial to garner healing and well-being (Kark, 2011).

Companies are embracing workplace activities involving play. Research suggested that play has become a significant element that contributes to the psychological well-being of leaders in the workplace (Fluegge-Woolf, 2014; Kark, 2011). Play is a social process that when implemented can be used in leadership for self-reinvention, after dealing with extraordinary amounts of complexity in the organization (Holliday, Statler, & Flanders, 2007). Companies such as Google, Nike, and Southwest Airlines have adopted play into their culture and have changed the traditional trajectory of the corporate environments (Fluegge-Woolf, 2014).

Leaders are able to re-create future possibilities through play similar to how children create possibilities through their play. As a child may pretend to be an astronaut or doctor, a leader can reenergize identity structures and promote actualization by re-creating desired futures (Kark, 2011). Historically, the role of play in the workplace has not been socially acceptable (Van Vleet & Feeney, 2015). There are certain expectations for seriousness at work that have not included fun and enjoyment as a valued part of the workweek. Traditional organizations have viewed the concept of play in the workplace with limited parameters.

Playfulness in the workplace can lead to the reinvention of the self or new patterns of

leadership development (Kark, 2011). Play is defined as activities of humor, fun, and enjoyment that can develop social and psychological health and cognitive development skills (Van Vleet & Feeney, 2015). Play research is a new development in neuroscience that is discovering how the brain functions in relationship to play (Kark, 2011). Play includes interaction and the intention of amusement that generates excitement, happiness, and personal growth (Van Vleet & Feeney, 2015).

Play is a strategy to help leaders deal with uncertainty in the workplace (Holliday et al., 2007). Cognitive processes that incorporate play allow for improvement in problem solving, productivity, and accessing new social knowledge. Playfulness can invoke new experiences for leaders in the areas of creativity, freedom, trust, and greater enjoyment in the workplace (Van Vleet & Feeney, 2015). Play draws on the inventive processes to create new pathways of being and new insights for development. Creating a healthy work environment that fosters humor, engagement, creativity, and enjoyment can be demonstrated through a culture of fun work culture (Fluegge-Woolf, 2014).

Research proposed that companies benefit from play within the organization when employees are able to develop their cognitive and social skills (Fluegge-Woolf, 2014). In the field of psychology, play in the workplace may prove to relieve stress and build areas of trust and safety (Statler, Roos & Victor, 2009). The notion of play in the workplace helps develop the cognitive processes that allow for the accommodation of new phenomena. In sociology, play has been defined as the development and functioning of the skills related to functioning in a social environment such as business.

Weiss and Cropanzano (1996) introduced the affective events theory, which postulates that environments that encourage events that induce workplace fun have a certain positive affect

on reactions the event generates. Sharing experiences and events with others through socialization promote engagement and reduce isolation (Fluegge-Woolf, 2014). The practice of fun at work promotes social and psychological well-being for leaders as they shift their performance to rebuild organizations after difficulty (Holliday et al., 2007).

Aspects of creativity and play in leadership. Academic researchers have introduced the notion of creativity and play as a discipline in leadership and in the workplace. The theory of creativity that is defined by highly creative work is proposed to incorporate intellection, analytics, practical cognitive abilities, expert knowledge, personality style, and motivation (Glaveanu, 2014). Creativity is the discovery of new ideas and the process by which new paths or solutions are brought into existence (Pandarakalam, 2017). Creativity incorporates the ability to reconstruct knowledge and intelligence in order to amalgamate these constructs for innovative purposes. Novel interests have been established in the fields of business, education and psychology to comprehend the capacity to generate new products, intellectual resources and productive ideas (Hass, Katz-Buonincontro, & Reiter-Palmon, 2016).

Industry leaders are focusing on methods to enhance workplace performance, goal achievement and the promotion of creative problem solving in organizations (Amabile & Kramer, 2011; Hass et al., 2016). Amabile and Kramer (2011) posit that the social environment of the workplace influences creative problem solving and creative yield. Organizations are seeking to promote creative self-efficacy, creative mindsets, and constructs that identify how the work environment can affect production and profitability. Creative scholars suggest that the love of work in leadership and throughout the organization is essential to bottom-line results. Amabile and Kramer (2011) found that meaningful work was the most powerful influencer of life at work.

Progress on what is meaningful to leaders and individuals within organizations reduce susceptibility to set backs that can undermine organizational performance.

Positive emotions enhance creativity and problem solving approaches in the workplace (Russ, 2016). The use of the imagination, engagement, and creativity in the workplace have been reported to facilitate the generation of creative ideas and promote corporate growth. The ability for leaders to include divergent thinking in the cognitive process is a model for creativity and play. Research links creative performance in the workplace to self-efficacy, job-efficacy, and creative problem solving (Hass et al., 2016).

Maisel (2000) postulates that creativity gives one the latitude to intuitively solve problems more easily enjoy life more and perceive the world through a richer perception. Cameron (2016) suggests that creativity is a practice, and source within that promotes physical, spiritual and psychological well-being in leadership. In the workplace creativity has the impetus to trigger the capability to master goals, incite applicable changes, and to realize opportunities quicker. When creativity has been dampened by loss or trauma in the life of a business leader, there remains a motivation to bring creativity back to life with intention and specific tools. The creative recovery process is traceable and allows leaders to bring strained and misplaced creativity back to one's fundamental core (Cameron, 2016).

Gilbert (2015) focuses on creativity as a construct for living. The central question of Gilbert's (2015) investigation is does one have the courage to bring forth the creative thinking, ideas, and inspiration from within? The life of the leader driven less by fear, and more by courage, curiosity and resolve, integrates the notion of the creative existence. Creative scholars have speculated that cognitive flexibility and the ability to experience joy and play, promote intrinsic motivation and creativity in organizations (Hass et al., 2016; Meyer, 2012; Russ, 2016).

Play and the brain. The executive control system of the brain helps with problem solving, negotiation, and navigating new rules for engagement. This part of the brain regulates emotional responses and helps to build new social skills (Kestly, 2016). Play researchers hypothesize that play enhances the development of the human mind and activates new pathways in the brain. Circuits in the brain are activated through social connectedness and positive emotional experiences. The cerebellum provides insight on how play and repetition affect the imagination and other cognitive processes (Vandervert, 2017).

The social, emotional and behavioral components of play allow the brain to become more creative and receptive to building new skills and discovering new ways of being (Kestly, 2016). A function of play is to build social interactions and train the brain to deal with the unforeseen and or unexpected circumstances (Vandervert, 2017). Play used as a methodology for motivation, is speculated to broaden social resources and increase achievement. The social system developed in the brain through play builds positive resilience, social engagement and reduces cognitive impairment (Kestly, 2016).

Mindfulness is a psychological practice developed through meditative exercises to bring one's thoughts to the present moment (Janssen, Heerkens, Kuijer, Engels, & van der Heijden, 2018). The meditative practice of mindfulness is utilized to cultivate awareness for the self and others. This restorative practice provides an intermission for the brain to regain compassion for the self and others, without critical judgment after devastation, misunderstanding or loss (Kestly, 2016). Sustainable mindfulness practices include self-care activities such as meditation, restorative yoga, and prayer. The mindfulness practice can be used to reduce stress and increase psychological well-being. Play, humor, learning games, and mindfulness releases positive endorphins; decreases cortisol, the stress hormone; and leads to innovation (Janssen et al., 2018).

Fun at work. The role of play can be a meaningful construct that transforms the corporate environment into an innovative and stimulating place to work. Fun work environments promote productivity and inventiveness (Statler et al., 2009). Play has been hypothesized to enhance job performance and employee engagement. Fluegge-Woolf (2014) defined workplace fun as a context that involves social, interpersonal, or other activities that incite enjoyment, productivity, and positive affect.

Research postulates that people entering the workforce are looking to work for companies that value fun. Potential hires are making fun workplace environments a priority for job search requirements (Fluegge-Woolf, 2014). Companies such as Google and Southwest Airlines are known for their corporate values of fun, innovation, and enjoyment at work. These environments encourage humor and foster friendly atmospheres that yield positive corporate impacts.

Greater job satisfaction and better performance outcomes have been linked to individuals experiencing workplace fun (Kark, 2011). Lower emotional exhaustion and distress have been reported to result in organizations that value and fosters the nature of playfulness (Fluegge-Woolf, 2014; Karl & Peluchette, 2006). Categories of workplace fun said to bring meaningful elements include socializing, recognition of personal and professional achievements, and public social celebrations (Fluegge-Woolf, 2014). Exploring play among leaders enhances effective work production.

Summary

Restoring the soul of leaders who experience chronic stress and burnout after corporate devastation, will promote healing and extraordinary functioning (Passarelli, 2015). The role of renewing thyself is becoming increasingly popular in the literature in terms of creativity, innovation, and leadership development (Lomas, 2015). The purpose of this research study is to

bring further consciousness to the importance of regeneration practices for small-business owners in the workplace that experience exhaustion, cynicism and reduced professional efficacy.

Leaders taking time for self-care and psychological well-being is essential to the health of the leader, their followers, and the organizations they manage (Zhou et al., 2015). Finding time to renew and nourish the mind, body, and spirit is often the missing link among leaders who struggle to find the time to balance self-care with the pressures of work (Richards et al., 2010). Restoring the soul of leaders who experience chronic stress and burnout after corporate devastation, will promote healing and extraordinary functioning (Passarelli, 2015).

This quantitative study addresses the importance of leaders being restored to lead effectively their teams and organizations from a place of burnout to well-being and wholeness. After corporate devastation, leaders need to become aware of anything that hinders their functioning. Self-awareness and self-care allow executives to excel, discover new pathways to optimal functioning, and receive help necessary for personal renewal. Self-awareness promotes executive leadership development, positive psychological well-being, and improved human flourishing. While caring for the organization and its members, leaders need to care for the personal pain and wounds experienced on the journey of corporate reconstruction.

Many executives have the ability and consciousness to respond and adapt to others in corporate environments. Learning to rewrite the self after experiencing rapid change, challenges, or even positive events is critical to achieving positive outcomes and psychological well-being (Kinsler, 2014; Smith, 2015). Executives having the ability and space to assess the self, reclaim and restore self-confidence, and to learn about themselves and others after challenges is critical (Neenan, 2009; Smith, 2015). This process is especially important after a leader has experienced burnout and trauma while leading a corporation through devastation and loss (Neenan, 2009).

Who takes care of the leader is the question the research is ultimately designed to answer. There is an opportunity to gain new perspectives that generate future potential, positive emotions, and resilience after experiencing devastation and loss (Snyder et al., 2005). Self-awareness and understanding the self and personality are supportive measures that stimulate extraordinary functioning in leadership (Ashley & Reiter-Palmon, 2012). Self-care, resilience, and executive coaching are vital to the restoration of the souls of leaders (Bachkirova & Maxwell, 2010; Kinsler, 2014; Sherlock-Storey et al., 2013). Optimal functioning gives rise to the possibility of unstoppable leadership and the return to extraordinary states.

This literature investigated the role of play and psychological well-being for leaders and the correlation between positive psychological health and play in leaders. Research on the role of play and playfulness in leadership is scarce. When considering the role leaders play in organizations, the degree to which the leader's psychological well-being is intact is critical to organizational success (Dale & Fox, 2008).

Fun at work contributes to psychological well-being. Positive work environments promote humor and fun that heighten employee engagement and positive attitudes (Fluegge-Woolf, 2014; Kark, 2011). In a fun-based work culture, as morale increases, job satisfaction increases and exhaustion decreases (Karl & Peluchette, 2006). Positive psychology may shape leaders flourishing at work through organizational play (Holliday et al., 2007). Living one's best life at work can enhance positive leadership, resilience, and well-being (Statler et al., 2009). The benefits of play enhance positive emotions, creative problem solving, and promote stress relief.

The review of literature examined methods that shift the performance curve for executives and highlighted ways that executives can become extraordinary leaders. Self-awareness and understanding the self and personality are supportive measures that stimulate

extraordinary functioning in leadership. Optimal functioning gives rise to unstoppable leadership and shifting the performance curve, while reducing levels of exhaustion, cynicism, and low professional efficacy. Appendix A summarizes the link between the research questions and the literature review.

Chapter 3: Methodology

Chapter 3 begins with an overview of the quantitative correlational research design, using the survey method. Chapter 3 continues with the re-statement of the purpose statement and research questions, hypothesis, and rationale of the research design. This will be followed by instrument validation and reliability measures. Chapter 3 continues with the population, sampling procedures, survey development, and participant recruitment. This chapter concludes with protection of human subjects, data collection measures, data analysis, and a chapter summary.

Purpose and Nature of Study

The purpose of chapter 3 is to provide an overview of the research design for the study. The purpose of this study was to identify the extent to which, if at all, a relationship exists between levels of burnout among small-business owners. This quantitative correlational study was designed to explore the levels of burnout among business owners and whether those burnout levels are related to the respondent's demographic characteristics.

A quantitative approach was selected for this research design as the researcher believed it was the best method to accomplish the goal of testing hypotheses established by this study's research questions. Evidence suggests that utilizing carefully selected methodology can provide accurate predictions of research design and rationale (Creswell, 2013). Creswell posited that quantitative research has specific architecture that is clearly defined, reliable, and valid, and its participants are unidentified. Quantitative research is conducted to determine the measurement, variation, and diversity of the research rationale (Malette, 2014). This quantitative research design approach allowed for a strategic method to sample and collect purposeful statistics that infer any findings to the larger population. For the purposes of this dissertation, quantitative

methods were used to examine the research questions set forth in the study. The variables measure perception in the cognitive domains and were collected cross-sectionally. Variables were analyzed at the interval level of measurement.

Research Questions

The research questions this investigation explored were:

Research Question 1: What are the levels of burnout if any among small business owners?

Null 1: Less than 16% will have severe exhaustion (84th percentile of normative sample).

Alternative 1: More than 16% will have severe exhaustion (84th percentile of normative sample).

Null 2: Less than 16% will have severe cynicism (84th percentile of normative sample).

Alternative 2: More than 16% will have severe cynicism (84th percentile of normative sample).

Null 3: More than 16% will have high professional efficacy (84th percentile of normative sample).

Alternative 3: Less than 16% will have high professional efficacy (84th percentile of normative sample).

Research Question 2: Are any of the three Maslach Burnout Inventory-General Survey (MBI-GS) burnout scores related to the respondent's demographic characteristics?

Null 4: None of the three MBI-GS burnout scores will be related to any of the respondent's demographic characteristics.

Alternative 4: At least one of the three MBI-GS burnout scores will be related to at least one of the respondent's demographic characteristics.

Research Design and Rationale

This research study utilized a quantitative, correlational, nonexperimental design approach to identify the levels of burnout in the domains of exhaustion, cynicism, and professional efficacy among small-business owners, according to the MBI-GS. The data and statistics for this research study were collected through the MBI-GS. The MBI-GS was used to evaluate the levels of burnout in the domains of exhaustion, cynicism, and professional efficacy among small-business owners (Maslach, Jackson, & Leiter, 2016) to explore the foremost precepts of burnout and self-care and the impact on organizational stewardship. The MBI-GS was developed to identify and analyze burnout tendencies for professionals working in various industries. Normative data were used in the hypothesis testing for Research Question 1 (Maslach, Jackson, & Leiter, 2016).

The role of the researcher. In this quantitative study the researcher strove to follow an established procedure so that another researcher could duplicate the study and attain the same conclusions. The researcher aimed for the study to be replicable and to allow the facts and data to speak for themselves, apart from the researcher's involvement.

The MBI-GS

This research study utilized the MBI-GS to examine if the population had experienced burnout and if any of the three MBI-GS burnout scores of exhaustion, cynicism, and professional efficacy were related to the respondents' demographic characteristics. Demographic characteristics consist of various dynamics within a population group that provide analytics concerning the population. Demographic statistics are important in quantitative research design because they provide information and analysis on various dynamics of the study population (Creswell, 2013). Examples of demographic variables include gender, race, and education levels.

The researcher analyzed various participants' demographic characteristics in this dissertation study to answer the research hypothesis.

Pearson Correlations

This quantitative research study utilized a Pearson Correlations statistical test to answer Research Question 2. The researcher chose this quantitative statistical test because the researcher believed it was the best method to investigate the relationship between the burnout scores and the respondents' demographic characteristics. The Pearson Correlations statistical model assessed the accuracy and quality of the predictive results of the study. Correlation coefficients indicate how variables are related. The Pearson Correlations model is widely used in quantitative research to assess and generate the analytical models for numerical statistics (Li, 2017). Pearson Correlation was used in this study to determine what statistically significant relationships, if any, existed between established variables (Moore & McCabe, 2006). The Pearson Correlation coefficient was used in this study to determine accurately the quality of the scientific evidence to be established by the quantitative research design and rationale (Li, 2017).

For the purposes of this study, Pearson Correlations determined to what extent, if any, there was a relationship between levels of burnout among small-business owners and whether relationships exist among the three domains of exhaustion, cynicism, and professional efficacy and the respondent's demographic characteristics. The phenomena investigated may provide an understanding of target population in regard to best practices in leadership, and how these practices impact beliefs, actions, and performance. The results of the Pearson Correlations statistical test are presented in Chapter 4 of this dissertation study.

Measures

The Maslach Burnout Inventory developed by Maslach and Jackson (1981) was selected

for this study. The MBI-GS is an inventory instrument designed to assess the job-related burnout in individuals who work in various professional industries. Permission is required to obtain and utilize the MBI-GS. The researcher incurred the cost of each individual assessment. The cost for each on-line or paper assessment is \$2.50. The document granting permission for the researcher's use is included as Appendix B. The MBI-GS questionnaire measures a distinctive Three-factor subscale: exhaustion, cynicism, and professional efficacy. The scale includes 16 items. The study utilized a 7-point Likert-type scale (0 = *never* to 6 = *every day*). Means scores are reported for the Three-Factor subscale. The standard deviation is also be reported.

The MBI-GS provided insights to the study participants' levels of burnout in the three domains the instrument analyzes: Exhaustion, cynicism, and professional efficacy. The MBI-GS was best utilized to evaluate the levels of burnout in the domains of exhaustion, cynicism, and professional efficacy among small-business owners (Maslach et al., 2016) in order to explore the foremost precepts of burnout and self-care and the impact on organizational stewardship. Using the survey instrument, participants were asked to take the MBI-GS and rate themselves on how they actually experience levels of burnout when leading a small business. The researcher obtained permission from each participant prior to survey completion (see Appendix C).

The MBI-GS yields data at the interval level of measurement, with the higher scores for exhaustion, and cynicism indicating an increase in burnout. However, for the professional efficacy scale, lower scores reflect greater burnout. The researcher evaluated the data collected by the instrument to determine the levels of burnout that exists in small-business owners. The researcher evaluated the data collected by the survey instrument to determine the levels of burnout among small-business owners and whether relationships exist among the three domains

of exhaustion, cynicism, and professional efficacy and the respondent's demographic characteristics.

Demographics were collected from participants to establish demographic equivalence of respondents to those of the larger population. The researcher evaluated the data collected by this instrument to determine whether relationships exist among the three domains of exhaustion, cynicism, and professional efficacy and the respondent's demographic characteristics. The demographic variables that were used in this study included age, gender, race, length of time in business, and education levels. Results of this research's MBI-GS assessment suggested the levels of burnout among small-business owners. Results also determined what correlation existed among the three domains of exhaustion, cynicism, or professional efficacy, and the respondent's demographic characteristics.

Population Sampling Method, Sample, and Response Rate

The population for this study consisted of small-business owners. The criteria include small-business owners, five years of work experience, and based in the United States. A small business is defined as one with sales of less than \$35 million average annual receipts or less than 1,500 employees, as noted by the U.S. Small Business Administration.

The principal researcher employed the services of Dr. Tom Granoff, an expert statistician with over thirty-five years of experience. Dr. Granoff possesses training and preparation for conducting quantitative research. He also provides research methodology, data analysis, and productivity coaching in academic, corporate and governmental settings using SPSS. Since 2001, Dr. Granoff has worked on numerous (150+) scholarly projects. He assists students obtaining advanced degrees in leadership, psychology, education, management, public health, marketing, and nursing. To determine the needed sample size for Pearson correlations, the G*Power 3.1

software program (Faul, Erdfelder, Buchner, & Lang, 2009) was used. With a medium effect size (ES = .15) and an alpha level of $\alpha = .05$, the needed sample size to achieve sufficient power (.80) would be 55 respondents. After conferring with Dr. Tom Granoff, a minimum of 55 responses was determined to be the appropriate sample size needed for this quantitative study.

Approximately 55 small-business owners were targeted to participate in the study. The population for this study was small business owners who were willing to participate in an online survey or paper survey. Demographics for the targeted population were expected to vary in age, gender, race, length of time in business, and education level.

The sampling method was purposive sampling, a form of non-probabilistic sampling. In quantitative research studies, sampling can provide a solid approach to obtain sufficient data to infer findings on the larger population (Malette, 2014). The intent of the sampling approach is to generalize information in a qualitative research study (Creswell, 2013). However, this may not be the case in this study due to the size of the sampling population. The sampling frame was determined by a generated list of small-business owners acceptable to the study's criteria. To be included in the study, participants were willing and own a small business with \$35 million or less in sales or less than 1,500 employees.

Participants, who were willing to participate, were given a digital survey via e-mail or a paper survey along with information on how to participate in survey. Participants had one week to complete the online survey. A reminder e-mail message was sent out in five days as a follow-up. The paper and online surveys took approximately 15 minutes to complete. The researcher was present to collect the surveys during the administration.

Participant Selection

In a quantitative research study, participants are selected in various ways. In this study participants were selected based on the following criteria:

1. Small-business owners, 5 years of business experience, and based in the United States.
2. A small-business owner is defined as person who provides leadership, oversight, and has ownership of a business with sales of less than \$35 million and less than 1,500 employees.

An applicable sample size is based on the inquiry's purpose (Patton, 2002). The critical factor here is that the potential participants possess the knowledge and experience, meet the criteria for one of the two options stated above, and are willing to participate in the study. The researcher used the first 55 participants who met the study criteria.

Sampling Frame to Create the Master List

As a small-business owner for the past two decades in a highly competitive male dominated industry, I am uniquely positioned and have access U.S.-based executive leaders. In order to reach small business owners, the researcher took the following steps: (a) Used personal and professional business relationships to seek out subjects who fit the criteria; the researcher sought out potential subjects in local business organizations such as the Chamber of Commerce and the Rotary Club; (b) The researcher created a detailed e-mail message about the study to send to professional organizations to gain permission to access potential subjects on their lists who meet the eligibility criteria of the study; (c) created a detailed e-mail message to send to professional organizations such as Young President Organization to access potential subjects on the list; (d) wrote a letter about the study and sent it to the professional organizations requesting

access and seeking approval to forward my study to members of the organization; (e) once potential subjects were identified, they were screened via telephone or e-mail to ensure the criteria were met; and last, (f) If eligibility was determined, potential subjects completed the IRB approved electronic informed consent (see Appendix D). Recruitment materials were located where the researcher resides. In addition, as deemed necessary, the researcher sought out potential respondents in local business organizations to reach members in organizations in which the researcher is a member. Recruitment materials were sent to participants and professional organizations via e-mail. The data collection procedures for the study are detailed in a subsequent section.

Criteria for exclusion. The standards for exclusion for this study are listed below:

- Small-business owners based outside of the United States;
- Small businesses the revenues of which exceed \$35 million or that have more than 1,500 employees;
- Start-ups, incubators, and less than five years in operation; and
- Medium and large businesses, the revenues of which exceed \$35 million or that have more than 1,500 employees.

Human Subject Protections

The researcher solicited and received approval from Pepperdine University's IRB prior to commencing the study (see Appendix E). Participation in this study was voluntary and confidential in nature and follow the guidelines of Pepperdine's IRB process. The consent form informed participants of the voluntary nature of the study and the risks and benefits of participating in the study. Consent information was given digitally and participants clicked *accept* to confirm consent. There were minimal risks participants encountered, including

tediousness in completing the instruments. The benefits of participation included data collection that would provide further research on burnout and self-care practices of small business owners. The benefits may also include providing greater awareness and education for leaders in the field of burnout and self-care. Participants did not receive any remuneration for survey participation. Proper licenses of survey instruments were obtained by the researcher prior to the start of the investigation.

One of the purposes of the IRB is to protect the rights of human subjects participating in research studies. Creswell (2013) purported that the study of human subjects by academic researchers requires procedures and approvals involving IRBs. The IRB process involves an extensive application process and thorough review a proposed research study to examine the possible impact or risk it could have on potential participants. For the purposes of this dissertation study, the potential and foreseeable risks associated with the participation in this study were minimal. The possible risks associated with participating in the study included a potential breach of confidentiality, boredom, and negative self-reflection.

Potential risks in this study were minimized by protecting the participants' identities. Participants' identities were not used in the research and were only known to the researcher and expert statistician involved in the study. No information specifying participants was reported the study. The researcher used a generic numeric system to identify each small business owner. This system was also be used to generate a profile when reporting the survey data. Participation in the study was strictly voluntary. The researcher reiterated this to ensure that participants understood that they could discontinue participation at any time without retribution.

Security of Data

The records for this study will be kept confidential as far as permitted by law. If for any

reason the researcher is required by law to disclose information collected about participants, she will do so. An example of the types of issues that would require the researcher to break confidentiality could be the disclosure of a crime. Pepperdine's University's Human Subjects Protection Program may also review data throughout the collection process. The Human Subjects Protection Program occasionally reviews or monitors various research studies to ensure protection and welfare of research participants.

The data collected in this study were stored on a password-protected computer, on a secured network in the principal investigators place of residence. The data will be stored for a minimum of three years. The researcher backed up information collected regarding the study to an external hard drive, as a measure of redundancy although demographic and survey information were collected, numerically coded, and will remain confidential. Data were coded numerically, with a master list kept confidential on a secured network (confidential). The data collected for the study were de-identified and coded for validity and reliability purposes.

Data Collection Procedures

Data collection procedures include, but are not limited to, obtaining permissions to conduct research, identifying participants or subjects from which to collect data, determining and obtaining appropriate sample sizes for research, determining the information for data collection, recording and storing collected data, and dealing with confidentiality and ethical issues (Creswell, 2013). A quantitative dissertation study involves the goal of testing one or more hypotheses to determine the measurement, variation, and diversity. Creswell posited that a quantitative research study has a specific architecture that is clearly defined, reliable, valid, and its participants are unidentified. This quantitative research design approach will allow for data

collection involving a survey of a sample population that will, for the purposes of this study, infer any findings to the larger population (Malette, 2014).

After the researcher received IRB approval, participants were invited to participate in the researcher's study because they met the established participant criteria. Cross-sectional data collection took place via internet surveys and paper surveys immediately after the researcher received IRB approval for the study from Pepperdine University. The surveys were dispersed at a specific time and date determined by the researcher. The time period selected for both data collection methods permitted concentrated participation and small-business owner involvement for survey completion.

The MBI-GS questionnaire was used as the foundation of the research study, and has a three-factor subscale: exhaustion, cynicism, and professional efficacy. The MBI-GS asks 16 questions aimed at determining the levels of burnout in professionals. The study utilized a demographic assessment to gather data on the participant's gender, race, age, length of time in business, and education level. The Demographic Assessment is included in Appendix F.

To introduce the study to at least 55 small-business owners, the minimum sample size required for the study, the researcher utilized the contact lists from professional organizations such the Young Presidents' Organization, Rotary Club, New York State Small Business Directory, National Small-Business Administration Business Directory, and the Minority and Woman Owned-Business directory from various cities and states, in the United States. All members who qualify from these professional organizations were invited to participate in the study until at least the required the minimum sample size was obtained by the researcher. Human subjects were recruited via e-mail, using e-mail addresses, and by telephone, using the researcher's professional rolodex, and organizations in which the researcher is a member. The

researcher created a master list of potential participants from the professional organizations listed in this paragraph and the personal contacts of the researcher, who are small-business owners.

All participants who met the study criteria were invited to participate in the study by the researcher. Participants, who were willing to participate, were given a digital survey via e-mail along with instructions on how to complete the survey. Participants were provided an informed consent document through which the researcher explained the purpose of the study, the study procedures, potential benefits and risks of the study, along with the participant's rights to withdraw at any time. Participants had time to discuss anything that they did not understand prior to deciding on whether to participate.

The Informed Consent, MBI-GS and Demographic Assessment were provided through the Survey Monkey Tool. The internet surveys provided a convenient setting to introduce the study and collect data needed to test the alternate hypothesis. The researcher setup an upgraded paid account in Survey Monkey, which was used to upload all forms, and to collect data. The researcher uploaded 3 forms to Survey Monkey, the Informed Consent Document, the MBI-GS, and the Demographic Assessment. A link was created to the Survey Monkey tool, and sent to participants to participate in the study. Participants who complete the MBI-GS electronically were asked to sign the consent electronically, and then follow the link to complete the online survey.

For the online survey, once the participant clicked the agree button, giving his or her informed consent to participate in the study, the Survey Monkey software allowed the participant to complete the surveys. As a voluntary participant in the study, each participant was asked to read and sign the informed consent document, then complete the MBI-GS and Demographic

Assessment. Participants had one week to complete the online survey. A reminder e-mail message was sent out to all participants in five days as a follow-up.

The researcher also had the option to collect data utilizing the paper and pencil method of the MBI-GS. The paper surveys were distributed as a second option for data collection. The researcher determined the time and place to obtain data via any paper and pencil surveys. Data collected via paper and pencil surveys were completed within 15 minutes. The research was present to collect the surveys during a 1-hour time frame.

The paper and pencil method contained a hardcopy of (a) the informed consent document; (b) the MBI-GS; and (c) the demographic assessment. This paper and pencil method mirrored the online process and included the same documents. For the paper administration of the survey, participants were given three documents that are stapled together: the informed consent document (see Appendix D), the demographic assessment (see Appendix F), and a copy of the MBI-GS. When the participant agreed to be in the study, he or she read and signed the informed consent document and removed it from the other two documents and placed it in a marked confidential box provided by the researcher. After the participant completed the demographic assessment and the MBI-GS, these forms were put into a separate marked box provided by the researcher. The data collected were then be uploaded into SPSS to run data analysis.

All results from the data collected from both the online and paper and pencil method were numerically coded and downloaded into SPSS. The SPSS was filled then scores created in the three domains of exhaustion, cynicism, and professional efficacy. The researcher reviewed the distribution of scores then reported finding in the form of tables in Chapter 4 of the research study.

The rationale and design decisions for this study were made because of the convenience of collecting reliable data via the Internet and utilizing paper survey methods to sample the study's population. The data collection platform allowed the researcher to collect data from a sample population that lives in the U.S. The access to human subjects was appropriate for the intended use of the investigation's finding, which will be to understand burnout and promote greater self-care practices among small-business leaders.

Participation in the study was completely voluntary and anonymous. Participants could refuse to participate without any penalty or retribution. Participants could withdraw their consent at any time during the data-collection process and discontinue participation without consequence.

The duration for the entire study including data analysis and publication was approximately three months. The researcher started recruitment of subjects immediately after receiving Pepperdine University IRB approval (see Appendix G). The total time for subject recruitment was two weeks. The researcher estimated five days to complete follow-up with subjects. The data analysis took approximately two weeks.

While there was no remuneration provided for participation in this study, there may be indirect benefits that participation may provide. There are several anticipated benefits that data collected from participants may provide to society, which include providing personal insights, strategies, and pathways for future and present small-business owners on the subject of burnout, self-care, and well-being. Other benefits include adding to the literature and widening the scope of best practices for small-business leaders in the area of self-care that are applicable across multiple industries. The participants' expertise and feedback are vital to this quantitative study and will be used to compile a comprehensive doctoral dissertation focusing on *Self-Care for Leaders: Cultivating Extraordinary Functioning & Psychological Well-Being* by the researcher.

Reliability and Validity

Creswell (2013) posited that standards of validation and reliability substantiate the quality of an academic research study. In survey research, internal and external validity, reliability, and objectivity are dealt with to ensure the comparability and translatability of the study (LeCompte & Goetz, 1982). Validity of the survey instrument focuses on the measures of credibility and fidelity of instruments and the ability of the instrument to answer the study's research questions. Reliability refers to the measure of the stability and strength of the responses generated by data collecting instrument, to return a consensus of the same information (Malette, 2014). Validity is the measurement of the how well the instrument scores are useful and appropriate for the study (Harvey, 2005).

The Malach Burnout Inventory has been extensively used to measure burnout in various industries for more than 25 years. The instrument has proved to be a valid and reliable method for measurement in this domain. Reliability measures the extent to which the amount of error is great or small. Harvey (2005) suggested, "The consistency of the measurement—the extent to which results are similar over different forms of the same instrument or occasions of data collection" (p 48). The lower the amount of error, the more reliable the instrument will be. The MBI-GS is considered a reliable instrument because of its low error rate. McMillan and Schumacher, (2001) posited that on an overall scale of reliabilities of .00 to .99, reliabilities over .70, are considered satisfactory.

For this quantitative study, this measure's subscales and ranges of reliabilities for small-business owners were reported. Regarding the internal reliabilities for the MBI-GS, Maslach et al. (2016) confirmed, "For a large sample of 12,140 employees from varied organizations, Cronbach's alpha values were .88 for Exhaustion, .76 for Cynicism, and .76 for Professional

Efficacy.” (p. 41) Results of the MBI-GS assessment will suggest the burnout levels that exists among small-business owners. The results of the questionnaire may also indicate whether any of the three MBI-GS burnout scores of exhaustion, cynicism, and professional efficacy are related to the respondent’s demographic characteristics.

Analytic Techniques

Table 1 gives a summary of hypothesis and constituent variables for the quantitative study.

Table 1

Summary of Hypothesis and Constituent Variables

Alternative Hypothesis	Data Elements	Statistical Approach
More than 16% will have severe exhaustion (84 th percentile of normative sample).	Exhaustion Score	Frequencies and Percentages
More than 16% will have severe cynicism (84 th percentile of normative sample).	Cynicism Score	Frequencies and Percentages
Less than 16% will have high professional efficacy (84 th percentile of normative sample).	Professional Efficacy Score	Frequencies and Percentages
At least one of the three MBI-GS burnout scores will be related to at least one of the respondent’s demographic characteristics.	Three Burnout Scores and Demographics (see Appendix F)	Pearson Correlations

The researcher obtained data using the Survey Monkey-The Maslach Survey Resource Tool online instrument and paper and pencil surveys. The raw data were input into an Excel spreadsheet and verified for accuracy by a second reviewer. The data were then be imported into SPSS for the purposes of analyzing the data and running statistical analyses. The sample population was defined using descriptive statistics, including age, gender, race, years of experience, and education. Cronbach alpha reliability coefficients were also be calculated to measure the reliability of the burnout scores.

Summary

Chapter 3 provided an overview of the quantitative research design using the survey method. Chapter 3 outlined a re-statement of the purpose statement and research questions. Chapter 3 discussed the request and approvals necessary the use of MBI-GS survey instrument. This was followed by instrument validation and reliability measures. Chapter 3 provided information on the population, sampling techniques, survey development, and recruitment of participants. This chapter concluded with data collection, data analysis, protection of human subjects, and a chapter summary. The results from the study will appear in Chapter 4. Data will be analyzed using SPSS. Results will be presented using a variety of tables.

Chapter 4: Results

The purpose of this study was to identify the extent to which, if at all, a relationship exists between levels of burnout among small-business owners. In addition, this quantitative correlational study was designed to explore the levels of burnout among small-business owners and whether those burnout levels are related to the respondent's demographic characteristics. The data was collected after the researcher received IRB approval. The data was then gathered utilizing an on-line Survey Monkey assessment tool. The Survey Monkey Tool incorporated the Maslach Survey Resource and Demographic Assessment. The survey for the study took respondents approximate six minutes to complete. The statistical analysis was a ten-phase process. Chapter 4 describes the results of the statistical analysis. A total of 66 small-business owners participated in this study.

Results of the study are presented in Tables 2-10. Table 2 displays the frequency counts for selected variables. Table 3 displays the ratings of the exhaustion items from the MBI-GS, ranked by the highest mean ratings. The ratings of the cynicism items from the MBI-GS, ranked by the highest mean ratings are shown in Table 4. Table 5 gives the ratings of professional efficacy items from the MBI-GS, ranked by the highest mean ratings. Table 6 displays the Psychometric Characteristics for the Summated Scale Scores. Table 7 is the frequency counts for Burnout Score Distribution. Tables 8, 9, and 10 display the Pearson's Correlations between each of the three Maslach Burnout Inventory scores and five demographic variables.

The research questions for the study are re-stated, the participants of the study are described and an overview of the results explained.

Re-statement of the Research Questions

Research Question 1: What are the levels of burnout if any among small-business owners?

Null 1: Less than 16% will have severe exhaustion (84th percentile of normative sample).

Alternative 1: More than 16% will have severe exhaustion (84th percentile of normative sample).

Null 2: Less than 16% will have severe cynicism (84th percentile of normative sample).

Alternative 2: More than 16% will have severe cynicism (84th percentile of normative sample).

Null 3: More than 16% will have high professional efficacy (84th percentile of normative sample).

Alternative 3: Less than 16% will have high professional efficacy (84th percentile of normative sample).

Research Question 2: Are any of the three MBI- GS burnout scores related to the respondent's demographic characteristics?

Null 4: None of the three MBI-GS burnout scores will be related to any of the respondent's demographic characteristics.

Alternative 4: At least one of the three MBI- GS burnout scores will be related to at least one of the respondent's demographic characteristics.

Description of Research Participants

Two hundred small-business owners in the United States were invited to participate in this study. Of the 200 invited, 82 began the online survey. Sixty-eight initially completed the survey; however, two respondents were removed from the study because they did not fit within

the study criteria, having at least 5 years of business experience. In sum, 66 participants fully completed the Maslach Burnout Inventory survey instrument and demographic assessment required for this research study according to the study criteria.

The demographic variables used in this study were age, gender, race, length of time in business, and education levels (see Appendix F). The results of the study determined what correlations existed among the three domains of exhaustion, cynicism, or high professional efficacy and the respondent's demographic characteristics. The small business owners who participated in this study had at least five years of work experience, sales of less than \$35 million average annual receipts or less than 1,500 employees, and were based in the United States.

Table 2 displays the frequency counts for selected variables. The gender of the small-business owners was predominantly female; 41 of the 66 who participated were females (62.1%) and 25 of the participants were males (37.9%). The participants in the study were predominantly African American/Black. Forty-two of the 66 participants were African American/Black (63.6%). There were 19 Caucasian/White participants (28.8%); two of the participants were, Hispanic/Latino (3.0%). Three of the participants reported other in their ethnicity; 4.5% of the participants reported being racially mixed or of another ethnicity. The age range of participants was between 29 years old and 68 years old ($M = 49.33$, $SD = 9.67$). The majority of the participants were between 50 and 59 years of age (36.4%), followed by the 40-49 age group (33.3%). The length of time the majority of participants were in business was 5-9 years (33.3%), followed by 10-19 years in business (27.2%) ($M = 17.30$, $SD = 11.06$). Several participants held a Master's Degree (33.3%); 21.2% held a Bachelor's Degree and 10.6% held a Doctoral Degree (see Table 2). The population in the study was highly educated. More than half of the population of the study had undergraduate degrees, master's degrees or doctoral degrees.

Table 2

Frequency Counts for Selected Variables (N = 66)

Variable	Category	<i>n</i>	%
Gender	Male	25	37.9
	Female	41	62.1
Ethnicity/Race	African American/Black	42	63.6
	Caucasian/White	19	28.8
Ethnicity/Race	Hispanic/Latino	2	3.0
	Other	3	4.5
Age ^a	29-39	11	16.7
	40-49	22	33.3
	50-59	24	36.4
	60-68	9	13.6
Education	High School	3	4.5
	Some College	8	12.1
	AA Degree	4	6.1
	BA/BS Degree	14	21.2
	Some Graduate School	8	12.1
	Master's Degree	22	33.3
	Doctorate	7	10.6
Years in Business ^b	5-9	22	33.3
	10-19	18	27.2
	20-29	12	18.1
	30-39	12	18.1
	40-49	2	3.0

^a Age: $M = 49.33$, $SD = 9.67$.^b Years: $M = 17.30$, $SD = 11.06$.

Description of Statistical Data Collected

The MBI-GS was used to examine if the population has experienced burnout and if any of the three MBI-GS burnout scores of exhaustion, cynicism, or professional efficacy were related to the respondents' demographic characteristics. The MBI-GS asks 16 questions that measure a distinctive three-factor subscale: exhaustion, cynicism, and professional efficacy.

Participants were recruited via e-mail, which included criteria for survey participation, instructions on how to complete the survey, and the digital survey. Participants were provided an informed consent document that explained the purpose of the study, the study procedures, potential benefits and risks of the study, along with the participant's rights to withdraw at any time. Each participant who agreed to the consent and met the study criteria was eligible to click on the electronic link provided, and participate in the study. The Informed Consent, MBI-GS and Demographic Assessment were provided through the Survey Monkey software tool. The following items exhibited below are examples from the MBI-GS, with EX = Exhaustion; CY = Cynicism; and PE = Professional Efficacy:

- I feel emotionally drained from my work. EX
- I can effectively solve the problems that arise in my work. PE
- I feel burned out from my work. EX
- I have become more cynical about whether my work contributes anything. CY
- I doubt the significance of my work. CY
- At my work, I feel confident that I am effective at getting things done. PE

The following five questions were asked to report on the population's demographic characteristics:

- Are you a small-business owner?
- Are your sales less than \$35 million?
- Do you have less than 1,500 employees?
- Is your business based in the United States?
- Do you have at least 5 years of business experience?

The extent of challenges in the data collection process was minimal. All participants were informed that the data collection process would take less than 15 minutes to complete. The average completion rate for respondents completing the study was six minutes.

Data Analysis

Participants in the study provided self-reported responses that gave insight for levels of burnout, if any among the population. The data analysis was a ten-phase process. The first phase of the statistical analysis was to review all results from the data collected online then numerically code them. The second phase was entering data into an Excel Spreadsheet. The third phase involved the data being imported into Statistical Package for Social Sciences (SPSS) for the purpose of analyzing the data and running statistical analyses. Phase four involved the analysis being run on the 66 participants in the study. The fifth phase utilized a Pearson Correlations statistical test to investigate the relationship between the burnout scores and the respondent's demographic characteristics. Phase six generated scores in the three domains of exhaustion, cynicism, and professional efficacy. The seventh phase comprised a review of the distribution of scores. Phase eight incorporated defining the sample population using descriptive statistics of age, gender, race, years of experience and education. The ninth phase involved utilizing Cronbach

Alpha Reliability Coefficients to measure the reliability of the burnout scores. Finally, phase ten involved the results of the data analysis reported in tables.

Table 3 displays the ratings of the Exhaustion items from the MBI-GS, ranked by the highest mean ratings. The ratings were based on a seven-point metric 0 = *Never* to 6 = *Every Day*. The highest rating was for item number 2, “I feel used up at the end of the workday” ($M = 2.11$). The lowest rating was for item number 4, “Working all day is really a strain for me” ($M = 1.26$; see Table 3).

Table 3

Ratings of Exhaustion Items Sorted by Highest Mean (N = 66)

Item	<i>M</i>	<i>SD</i>
2. I feel used up at the end of the workday.	2.11	1.81
1. I feel emotionally drained from my work.	2.05	1.66
3. I feel tired when I get up in the morning and have to face another day on the job.	1.58	1.61
6. I feel burned out from my work.	1.27	1.24
4. Working all day is really a strain for me.	1.26	1.54

Note. Ratings based on a seven-point metric: 0 = *Never* to 6 = *Every Day*.

Table 4 displays the ratings of the Cynicism items from the MBI-GS, ranked by the highest mean ratings. The ratings were based on a seven-point metric 0 = *Never* to 6 = *Every Day*. The highest rating was for item number 13, “I just want to do my job and not be bothered” ($M = 1.50$). The lowest rating was for item number 15, “I doubt the significance of my work” ($M = 0.65$; see Table 4).

Table 4

Ratings of Cynicism Items Sorted by Highest Mean (N = 66)

Item	<i>M</i>	<i>SD</i>
13. I just want to do my job and not be bothered.	1.50	1.77
14. I have become more cynical about whether my work contributes to anything.	0.92	1.55
9. I have become less enthusiastic about my work.	0.79	1.31
8. I have become less interested in my work since I started my job.	0.73	1.38
15. I doubt the significance of my work.	0.65	1.28

Note. Ratings based on a seven-point metric: 0 = *Never* to 6 = *Every Day*.

Table 5 displays the ratings of Professional Efficacy items from the MBI-GS, ranked by the highest mean ratings. The ratings were based on a seven-point metric 0 = *Never* to 6 = *Every Day*. The highest rating was for item number 10, “In my opinion, I am good at my job” ($M = 5.80$). The lowest rating was for item number 12, “I have accomplished many worthwhile things in this job” ($M = 5.08$; see Table 5).

Table 6 displays the psychometric characteristics for the three summated scale scores. These scales were based on a seven-point metric: 0 = *Never* to 6 = *Every Day*. The means for the three scales are as follows: exhaustion ($M = 1.65$), cynicism ($M = 0.92$), and professional efficacy ($M = 5.49$). Cronbach alpha reliability coefficients were as follows: exhaustion ($\alpha = .90$), cynicism ($\alpha = .82$), and professional efficacy ($\alpha = .64$). This suggested that all scales had acceptable levels of internal reliability (Creswell & Creswell, 2018; see Table 6).

Table 5

Ratings of Professional Efficacy Items Sorted by Highest Mean (N = 66)

Item	<i>M</i>	<i>SD</i>
10. In my opinion, I am good at my job.	5.80	0.53
7. I feel I am making an effective contribution to what this organization does.	5.62	0.92
11. I feel exhilarated when I accomplish something at work.	5.36	1.19
12. I have accomplished many worthwhile things in this job.	5.08	1.18

Note. Ratings based on a seven-point metric: 0 = *Never* to 6 = *Every Day*.

Table 6

Psychometric Characteristics for the Summated Scale Scores (N = 66)

Score	Number						α
	of Items	<i>M</i>	<i>SD</i>	Low	High		
MBI Exhaustion	5	1.65	1.33	0.00	6.00	.90	
MBI Cynicism	5	0.92	1.12	0.00	6.00	.82	
MBI Professional Efficacy	6	5.49	0.58	3.50	6.00	.64	

Note: Ratings based on a seven-point metric: 0 = *Never* to 6 = *Every Day*.

Summary of Results for Research Question 1 (RQ1)

The first research question was designed to examine the levels of burnout, if any among small-business owners as measured by the MBI-GS. Research Question 1 provided insights to the study participants' levels of burnout in the three domains analyzed by the MBI-GS: Exhaustion, cynicism, and professional efficacy. The statistical data related to this question are listed in Table 7.

Table 7

Frequency Counts for Burnout Score Distribution (N = 66)

Variable	Category	<i>n</i>	%
Exhaustion	Lowest 16 Percent	15	22.7
	Middle 68 Percent	45	68.2
	Highest 16 Percent	6	9.1
Cynicism	Lowest 16 Percent	22	33.3
	Middle 68 Percent	40	60.6
	Highest 16 Percent	4	6.1
Professional Efficacy	Middle 68 Percent	28	42.4
	Highest 16 Percent	38	57.6

The Null 1 hypothesis for RQ1 examined burnout in the domain of exhaustion. The Null 1 hypothesis indicated that less than 16% of respondents would have severe exhaustion (84th percentile of normative sample). The related Alternative 1 for RQ1 was that more than 16% of respondents were considered severely exhausted (84th percentile of normative sample). To test this hypothesis Table 7 displays the distribution of the Maslach Burnout Inventory scores. It was found that only 9.1% of respondents had severe exhaustion. These findings support the retention of Null Hypothesis 1 (see Table 7).

The Null 2 hypothesis for RQ1 examined burnout in the domain of cynicism. The Null 2 stated that less than 16% of respondents experienced severe cynicism (84th percentile of normative sample). The related Alternative 2 for RQ1 was that more than 16% of respondents experienced severe cynicism (84th percentile of normative sample). To test this hypothesis Table

7 displays the distribution of the Maslach Burnout Inventory scores. It was found that only 6.1% of respondents experienced severe cynicism, which provided support to retain Null Hypothesis 2 (see Table 7).

The Null 3 hypothesis for RQ1 examined burnout in the domain professional efficacy. The Null 3 hypothesis indicated that more than 16% of the respondents in the study would have high professional efficacy (84th percentile of normative sample). The Alternative 3 hypothesis indicated that less than 16% would have high professional efficacy (84th percentile of normative sample). Lower scores received in this domain communicate a greater relation to burnout. The hypothesis was tested and the results indicated that 57.6% of respondents reported in the Highest 16 Percent category. Therefore, the Null 3 hypothesis was supported (see Table 7).

Summary of Results for Research Question 2 (RQ2)

Research Question 2 was designed to explore if any of the three MBI-GS burnout scores related to the respondent's demographic characteristics. Five corresponding demographic questions were asked. The demographic variables were correlated with the responses assessed by the MBI-GS. The analysis of demographic data related to RQ2 is listed in Tables 8, 9, and 10.

Table 8

Correlations for Selected Small-Business Owner Demographic Variables and Exhaustion (N = 66)

Variable	Exhaustion
Gender ^a	-.04
African American/Black ^b	-.01
Age	-.36 ***
Years in Business	-.27 *
Education	-.08

* $p < .05$. ** $p < .01$. *** $p < .005$. ^a Gender: 1 = Male 2 = Female. ^b Coding: 0 = No 1 = Yes

Table 9

Correlations for Selected Small-Business Owner Demographic Variables and Cynicism (N = 66)

Variable	Cynicism
Gender ^a	-.14
African American/Black ^b	-.07
Age	-.22
Years in Business	-.23
Education	-.02

* $p < .05$. ^a Gender: 1 = Male 2 = Female.

^b Coding: 0 = No 1 = Yes.

Table 10

Correlations for Selected Small-Business Owner Demographic Variables and Professional Efficacy (N = 66)

Variable	Professional Efficacy
Gender ^a	.00
African American/Black ^b	-.08
Age	.09
Years in Business	.02
Education	.19

* $p < .05$.

^a Gender: 1 = Male 2 = Female. ^b Coding: 0 = No 1 = Yes.

The Null 4 hypothesis for RQ2 suggested that none of the three MBI-GS burnout scores would be related to any of the respondent's demographic characteristics. The Alternative 4 hypothesis indicated that at least one of the three MBI-GS burnout scores would be related to at

least one of the respondent's demographic characteristics. To test this hypothesis, Tables 8, 9, and 10 display the Pearson's Correlations between each of the three Maslach Burnout Inventory scores and five demographic variables. Examination of the data found 2 of the 15 correlations to be significant. Exhaustion was specifically found to be higher with younger respondents ($r = -.35, p = .003$) and those with fewer years in business ($r = -.27, p = .03$). Therefore, the Alternate Hypothesis 4 was supported for this study (see Tables 8 through 10).

Pearson Correlation was used to determine what statistically significant relationships, if any, exists between established variables (Moore & McCabe, 2006). A significant relationship between variables is indicated when Pearson's r is close to 1 (+1 or -1). Variables are not significantly related when Pearson's r is close to 0. McCormick, Salcedo, & Poh, 2015 suggests that a negative correlation between variables is when one increases while the other decreases. In a positive correlation, one variable increases as the other variable increases correspondingly. When examining the Pearson's r in Table 8 the correlation results are closer to -1, regarding age, indicating there is a significant negative correlation ($N = 66, r = -.36, p = .003$). The younger respondents displayed higher levels of exhaustion. Additionally, there is a significant negative correlation between respondent's length of time in business and their level of exhaustion ($N = 66, r = -.27, p = .03$). Results of the study indicate that older more established respondents have lower levels of exhaustion. None of the five demographic characteristics are related to levels of cynicism. The study also found that professional efficacy was not related to any of the demographic categories of the study.

Summary

Chapter 4 presented the results of this quantitative research study. The purpose of the study was to identify the extent to which, if at all, a relationship exists between levels of burnout

among small-business owners. This correlational study also examined the levels of burnout among small-business owners and whether those burnout levels are related to the respondent's demographic characteristics. Chapter 4 described the results of the statistical analysis, provided a re-statement of the research questions, described the research participants, description of statistical data collected, data analysis, summary of RQ1, and a summary of RQ2.

Sixty-six small-business owners participated in study. Statistical data was collected using the Maslach Burnout Inventory-General Survey instrument and a five item demographic assessment. The results of the MBI-GS indicated that compared to the normative sample, the small-business owners in this study were less exhausted, less cynical, and had higher levels of professional efficacy.

The Pearson's Correlations results indicated a significant negative correlation between the level of exhaustion and the age of the respondents. Higher levels of exhaustion were present for small-business owners who were younger. In addition, the Pearson's Correlations results indicated a significant negative correlation between the level of exhaustion and the length of time respondents have been in business. The study found that there were lower levels of exhaustion in older more established small-business owners. The results of this research study may provide direction to where further research may be needed.

Chapter 5: Conclusion and Recommendations

Introduction

This chapter provides a summary of key findings, discussion of conclusions and implications, recommendations for future research, and practitioner recommendations. The purpose of this quantitative correlational study was to assess the levels of burnout among small-business owners, if any, and whether those burnout levels were related to the respondent's demographic characteristics.

This study provided an opportunity to examine whether small-business owners experience burnout and what best practices could be designed to ensure a future in which this population can move from states of burnout to extraordinary functioning. Formulating the time necessary to replenish and support the mind, body, and spirit is primarily essential while experiencing excessive work-related stress, and burnout (Zhou et al., 2015). Small-business owners constructing time for self-care and psychological well-being is essential to the health of the leader, and the organizations they manage.

This research study utilized the MBI-GS to examine if the population has experienced burnout and if any of the three MBI-GS burnout scores of exhaustion, cynicism, or professional efficacy are related to the participants' demographic characteristics. The participants MBI-GS results were correlated with demographic variables including gender, race, age, length of time in business, and education levels. To help answer what relationships, if any, burnout has among small-business owners; the following research questions were explored:

- What are the levels of burnout, if any among small-business owners?
- Are any of the three MBI-GS burnout scores related to the respondent's demographic characteristics?

Summary of Key Results

Burnout has been studied among professionals since the 1970s (Freudenberger, 1974). It has become a mounting problem in human service industries as well other occupations involving education, business, finance, and customer service. Research on burnout developed further into investigation on chronic stress and emotional exhaustion in the work place. Traditionally, the Maslach Burnout Inventory has examined burnout, work-related stress, and potential vulnerabilities in various professional industries. The MBI-GS has been administered to thousands of professionals in diverse industries (Maslach et al., 2016). For the purposes of this study the MBI-GS was used to survey small-business owners because of the need for more academic research on how this population can address workplace issues related to burnout and self-care. Sixty-six small-business owners participated in this research study. Levels of burnout were assessed in three domains,

1. Exhaustion
2. Cynicism
3. Professional Efficacy.

Exhaustion. Exhaustion is the first recognized domain by the Maslach Burnout Inventory. This domain deals with the levels of overwhelm, emotional, physical and mental fatigue professionals experience in the workplace (Maslach et al., 2016). The domain of exhaustion was assessed by the MBI-GS on a 5-item scale and the research found that small-business owners in this study were less exhausted compared to the normative sample. Participant's scores ranged from 9.1% in the Highest 16 Percent; 68.2% in the Middle 68 Percent; and 22.7% in the Lowest 16 Percent. The higher the score received, describes the greater the experience of emotional exhaustion, overwhelm and fatigue. This research study

found that small-business owners experienced exhaustion in their leadership roles. Higher levels of exhaustion were found in small-business owners who were younger.

Cynicism. The domain of cynicism was assessed using the 5-item measure Cynicism Scale in the MBI-GS. This scale was used to determine the small-business owner's level of indifference and apathy towards work. Depersonalization towards people in the workplace, loss of empathy, and negative job related attitudes are also related. The research found that small-business owners experienced less cynicism as compared to the normative population. Participant's scores ranged from 6.1% in the Highest 16 Percent; 60.6% in the Middle 68 Percent; and 33.3% in the Lowest 16 Percent. Higher scores received on this scale indicate greater burnout.

Cynicism was determined to instigate heightened social conflict, insufficient social support, and insufficient coping skills

Professional efficacy. The 6-Item Personal Accomplishment scale on the MBI-GS was used to assess feelings of competency, effectiveness, self-efficacy, and workplace efficacy among small-business owners. The lower scores received in this domain communicates a greater relation to burnout. The research indicated that small-business owners experienced higher levels of professional efficacy in their career compared to the normative sample. Participant's scores ranged from 57.7% in the Highest 16 Percent, and 42.4% in the Middle 68 Percent. The social and psychological aspects of burnout in the domain of professional efficacy heighten feelings of ineffectiveness and the lack of gratification with previous and present work endeavors (Maslach et al., 2016). When a professional is burned out in the workplace, the potential for lower job performance, impaired judgment and errors on the job, has greater probability for increasing (Maslach, 2017).

Demographic analysis. Many studies agree that burnout remains a social psychological problem in the U.S. workplace (Maslach et. al., 2016; Maslach, 2017, Reams, 2017).

Demographic variables in this study were correlated with the responses from the MBI-GS via five corresponding demographic questions. Pearson's Correlations was used to test the alternate hypothesis. The study found that there was a significant negative correlation between the respondent's age and their level of exhaustion ($N = 66, r = -.36, p = .003$). The younger respondents were more exhausted. In addition, the study revealed that there was a significant negative correlation between respondent's level of exhaustion and length of time in business ($N = 66, r = -.24, p = .031$). Results indicated that respondents who were older, and in business longer had lower levels of exhaustion.

Conclusions and Implications

Significance of the study. Burnout can be defined as an extended or high amount of stress or fatigue beyond a reasonable level. For a long time organizations have focused on the stress levels of employees. Although that focus was important, this research has shown that business owners are an important group to shift the organizational attention. It has been concluded that small-business owners are experiencing burnout on some levels. This study will potentially add to what currently exists in literature by focusing on the small-business owner population in U.S., and providing research on burnout and self-care practices to promote well-being and optimal performance. Developments from the research could play a significant role in increasing productivity and motivation to leaders who continuously manage corporate transitions.

This study is relevant because of the difficult circumstances currently facing companies and business owners in the U.S. The fluctuating business climate has adversely impacted

employees, leadership, and the optimal performance of corporations (Bridges, 2013; Oreg & Berson, 2015). Corporate expenditures in the United States related to burnout and stress associated illness are at an all time high. The over \$200 billion spent annually on stress-related issues impact companies performance and the bottom-line (Stickle & Scott, 2016). The demanding conditions associated with restructuring, corporate life cycles, financial loss, and other challenges, leave ownership vulnerable to stress and burnout (Oreg & Berson, 2015; Reams, 2016). As indicated in this research and in other past research, there continues to be a need for leaders to have solutions for burnout, and effective self-care best practices, after experiencing burnout (Maslach, 2017; Vittoria, 2011).

It was concluded in this study and in prior other studies that burnout remains a problem among professionals in the workplace (Maslach, 2017; Freudenberger, 1974; Reams 2016). Academic research remains limited on small-business owner burnout and solutions to provide psychological well-being. The compilation of this quantitative research study may now benefit small-business owners who experience burnout by proposing effective strategies and further research to promote extraordinary functioning and psychological well-being, after burnout. The ability to learn modification strategies after experiencing trauma and burnout in the workplace is critical to positive future outcomes for small-business owners and their companies.

Small-business owners, who remain at the helm of leadership throughout corporate life cycles, must maintain comprehensive strategies for optimal performance. This implies that small business owners will need to implement effective self-care best practices after experiencing organizational stress and burnout. Ackrill (2017) agrees that self-care for leaders is a business decision imperative to organizational success. The restoration of the small-business owner after burnout is vital when shifting the performance curve and designing blueprints to re-create future

success in organizations. The significance of creating workable solutions to rectify burnout calls for models that promote healthier work environments and improve work life balance (Maslach, 2017). It can be concluded that increased consciousness of workplace burnout and strategies for self-care could have an impact the small-business owner population.

Self-care refers to a methodology of decreasing stress and improving well-being through empowerment and healthy physical and emotional management techniques (Lee & Miller, 2013). Methods that can be used to promote self-care include fostering creativity, innovation, play, and leadership development. Leadership retreats and professional coaching can also be used to provide small-business owners with support and self-care strategies likely to improve well-being and psychological functioning.

The necessity of well-being. The objective of this research was to provide leadership in the areas of self-care and psychological well-being to small-business owners who lead through corporate life cycles and traumatic times. Difficult corporate circumstances impact leadership, productivity, and the bottom-line of organizations. Therefore, there is a need for small-business owners to develop safeguards to remove stumbling blocks that impede professional efficacy and organizational progress, after burnout. In order to effectively manage corporate challenges and fluctuating climate conditions happening in the U.S. marketplace, small-business owners should have strategies for realignment, optimal performance, and psychological well-being. Incorporating these strategies would be a proactive step to ensure that organizational efficacy is never compromised. Academic literature agrees that when leadership effectiveness is compromised it could affect the bottom-line results of the organization and corporate performance (Collins & Hansen, 2011).

Similar to the findings in this study, in the tenure of my career as a small-business owner, there have been numerous small-business leaders, newer in business, who have suffered greatly during times of corporate transition. Younger owners of small-businesses in the study were found to experience high stress, exhaustion, and emotional drain in the corporate environment. The often relentless workloads, deadlines, and stressful pressure at work that new business owners face, warrant the need for effective self-care and well-being. This is due to the responsibility of the leader to propel the organization and maintain sustainability. When a company is young, enormous pressure is put on the business owners to maintain the impetus of the organization through corporate instability, hiring errors, and other career mistakes.

There is a lack of research that the researcher was able to uncover on how leaders can themselves recuperate from trauma, and move from states of dysfunction to extraordinary states of corporate renewal, after burnout. Small-business owners should intentionally engineering environments conducive for healing and positive psychological well-being in order to rebuild the core of companies after critical transitions and their own professional burnout. This stratagem will ensure that the organization and their leaders are brought back to healthy states of functioning and development. Having the appropriate cognitive strategies, tools, and the time to recover from any burnout experience is essential for rejuvenating the mind, body, and spirit of owners, who manage small-businesses.

Importance of self-care. This research study has real significance because it goes far beyond the day-to-day of corporate life and gives accent to the pain, suffering, and challenges small-business owners endure, while leading through organizational life cycles. If company owners are psychologically, emotionally, physically, and spiritually healthy, the well-being of the organization will be positively impacted. However, after experiencing chronic exhaustion

and excessive work-related stress, small-business owners are negatively impacted, and should employ innovative strategies for self-care to retool internally and progress. Since academic research posits stress-related health costs are soaring in U.S. companies, more emphasis could be placed on self-care, and the stress reduction of leaders within organizations.

Self-care is a critical step to advance productivity, improve psychological health, and decrease exhaustion among the small-business population. Effective strategies integrating rest, relaxation, and restorative practices that promote self-care, remain fundamental for leaders. These are tools that could assist small-business owners with work-life balance, enhanced professional performance, and positive work outcomes. Self-care helps decrease stress and anxiety. Small-business owners should make time for physical exercise, meditating before critical decisions, unwinding from stressful encounters, and even turning their cell phones and e-mail notifications off for even thirty minutes. This would be a progressive step in decreasing, stress in order to recharge the mind.

Researcher's observations. The researcher believes that the findings of this study may lead to further development in the capacity of small-business owners to continually work toward the development of their professional efficacy, unique talents, and competencies. The findings of this research study and other academic research confirm that, after burnout having contingency plans in place to improve stress and professional efficacy is critical (Maslach, 2017). Business leaders continue to face unrelenting challenges and the phenomenon of burnout continues to be problematic in the workplace. Therefore, more emphasis could be placed on providing effective solutions that maximize potential when the going gets tough, and the leader experiences organizational trauma or burnout. Maximizing potential for personal healing, corporate healing, and advancement could lead to an enhanced quality of life. The process of personal and

corporate actualization could also be an approach for leaders to maximize corporate wellness, cognitive health, and eliminate roadblocks to corporate potential. As small-business owners restructure themselves and their corporations, after burnout, they can take advantage of opportunities to create workable plans for self-actualization and business-actualization.

What resonated with the researcher regarding the study was that burnout and well-being issues have been the challenge of small-business owners over the course of many different ages and stages of life. The researcher observed that burnout and self-care practices are significant topics of interests among business leaders in the U.S.; however, the conversation is still limited. The researcher observed that small-business owners are concerned with obtaining change strategies that promote renewal, spiritual reconnection, self-care, and psychological well-being. Through completing this study, the researcher further observed that business leaders want to be committed to intentionally practicing self-care and reducing levels of burnout in the workplace. These business leaders are seeking best practices and models for self-care to shift their performance, create well-being, and enhance their quality of business and life.

Contributions to academic literature. This study uniquely contributes to academic literature that is available on small-business owners and burnout. The researcher incorporates strategies by which small-business owners could continue to recreate winning scenarios for both the corporation and themselves, while at the helm of leadership. After corporate or personal loss, the objective of leaders should be to quickly move from dysfunction to extraordinary states, and effectively reinstate equilibrium. Understanding the need to bring small-business owners back to positive states after traumatic experiences involves examining both past failures, and high-level corporate wins.

Small-business owners need to become more aware of any obstacles that may hinder their functioning. Self-awareness will allow small-business owners the opportunity to discover new pathways to optimal functioning, while caring for the organization and its members. This is significant to the study because, when small-business owners are self-aware, especially after burn-out, they have the proficiency to appropriate essential attention towards themselves. With this knowledge these leaders can receive the support necessary for personal renewal and the personal pain experienced on the journey of to self-care. Leaders will also have a greater understanding of what impedes them when they understand what prohibits them. Identifying how work life experiences have impacted their leadership, cognitive processes, and decision-making, is critical in leadership development.

Implications. Implications of this study include a change in small-business owners taking additional time off from their businesses and including self-care practices into their lives. Organizational success could be compromised if small-business owners do not locate time to renew the mind, body, and spirit on a regular basis. It is essential to organizations that healthy leaders are at the helm. Resilient leadership will determine the success of organizations, and if the leader is burned out the questions of who will take care of the organization will yet remain. Based on the findings, other implications of the study conclude that younger business leaders may sometimes neglect themselves due to mounting focus on business dealings, challenges, and the objective for corporate growth. This failure to increase attention inward, and on self-care is often an overlooked necessity in leadership.

Research in this study suggests that leaders in the workplace can reduce stress, anxiety, and depression by the development of regenerative practices in self-care. As small-business owners examine regenerative techniques, they can design blueprints to recreate future success.

Optimal development and performance theoretically highlights patterns for advancing self-confidence, self-esteem, and a sense of efficacy. The assumption of expanding and developing well-being, after burnout, trauma or shame, could affect how small-business owners lead their organizations and others. This conclusion is drawn from the findings on burnout because trauma of any kind could affect growth and one's ability to productively move forward in life.

Lessons learned from the study. From conducting this research study, the researcher has learned the importance of replacing old patterns with new more effective strategies, while in corporate leadership. Most of the small-business owners in the study exhibited higher professional efficacy. This conclusion was no surprise to the researcher, who is a small business-owner, and understands the significance of self-confidence and effectiveness at work. When a negative or stressful pattern that no longer serves a small-business owner is realized, there are critical steps to follow. The first step is to identify and acknowledge the pattern; the second step to develop strategic action plans that provides solutions to the challenge; and, the third step involves executing the action plan for resolution. Small-business owners can empower themselves to achieve mega success again, even after devastating circumstances. Additionally, business leaders in various industries, during various stages of the corporate life can develop the skill and talents necessary to become totally unstoppable in both leadership and life.

Corporate life is filled with many uncertainties, and when opportunity arises, business owners should be willing to eliminate any cognitive patterns that could sabotage them. These leaders should focus on self-care strategies and understand the importance of finding time for self-restoration, after experiencing difficult times. For great leaders to continue at the helm, they must be whole. Restoring the soul of leaders that experience burnout after corporate devastation will promote psychological well-being and extraordinary functioning (Ryce, 2017).

Additionally, based on the results of study, the researcher learned that there was a significant negative correlation between respondent's length of time in business and their level of exhaustion. Small-business owners in the study that had lengthier business experience had more favorable results in the domain of exhaustion than their peers with less established companies. This conclusion confirmed that older more established respondents had lower levels of exhaustion. This result indicates that the strategies these particular leaders utilize to take care of themselves, as their companies mature, could provide perspective on how to maintain resilience and lower levels of burnout. This new development could play a significant role in future studies. Future research could emphasize attention on self-care, psychological well-being, and flourishing among small-business owners in early the stages of business. Having ample knowledge of how to best function, and what improvements can be made on an on-going basis will establish corporate leadership progress. More established business owners could provide their personal methods for how to reduce exhaustion and increase professional efficacy to less establish business owners.

Recommendations for Practitioners

Leadership mastermind retreat. Attending a leadership mastermind retreat is highly recommended for all small-business owners. As this study and previous studies have confirmed, leaders need solutions to overcome levels of burnout. As a preventative measure to lessen emotional exhaustion and increase psychological well-being, small-business owners should take time for self-care and psychological well-being. The purpose of a leadership mastermind retreat is for small-business owners to have a safe place to rejuvenate, reconnect with others, and redesign their futures, after experiencing burnout. It is recommended that small-business owners create opportunities to engage with other leaders, who may be experiencing similar issues in the

workplace. This practice could work to build new social bonds and support structures for inspiration.

Understanding that optimum performance is affected when leaders are compromised by chronic stress in the workplace can be the impetus needed to reevaluate, reconnect, reimagine and relaunch. This study advocates that small-business owners ensure the establishment of innovative approaches for support and positive cognitive functioning to reduce stress levels in the workplace. Such a lack of strategic thinking and corporate strategy around protecting the leader of the organization could create further barriers that compromise organizational success.

While the time constraints of small-business owners are understood, especially in times of corporate crises, self-care should still be a priority. Long-term workable strategies to successfully manage corporate life cycles and reengineer corporate success should be generated to reinforce sustainability. Leadership retreats are not meant to be a one-time involvement. They should be planned and attended regularly as a method for sustainability, sustenance and protection for the organization and the small-business owner. This recommendation is designed to help small-business owners enhance their quality of life and regain extraordinary functioning on both the personal and professional level.

Recommendations for Future Research

This study used a quantitative correlational design to examine burnout among small-business owners. In order to gain insightful information on the importance of self-care and psychological well-being, levels of burnout, and demographic characteristics were assessed. Results of the study could be valuable for future research in developing programming to identify solutions for the epidemic of burnout among small-business owners. A question this study did not answer was what is happening in the personal and social lives of small business owners in

the U.S. Answering this question will further confirm or not, if other factors of life should be taken into account that may impact levels of burnout. Additionally, understanding how burnout affects the employees or family members of small-business owners should be considered as a way to include them in the conversation of restoration. Strategies could be designed for employees and family members incorporating effective communication plans and systems to support small-business owners, at the helm of organizations. Further recommendations for research include the following:

1. Performing a longitudinal study with small-business owners utilizing the MBI-GS. During a specific time period, small-business owners would take an initial assessment, implement self-care practices over a period of time, then re-take the assessment to see whether there was a reduction or change in levels of burnout.
2. A qualitative study could be conducted using interview questions in order to gain in-depth themes for best practices involving stress reduction and self-care approaches for small-business owners.
3. Conduct a similar study with small-business owners that include Leiter and Maslach's (2006) Area of Work Life Survey. The survey is a 29-item measure of person-job match, based on six work environment factors. The six factors include the workload magnitude, level of autonomy, perceived reward, support of community in the workplace, perceived fairness, and values. The assessment is based on a 5-point Likert scale from 1 (*strongly disagree*) to 5 (*strongly agree*). This assessment could provide insight on if a misfit or inequity of the six environmental factors could contribute to burnout.
4. A similar study could be conducted with C-Suite Leaders in organizations to see

whether other leaders are experiencing burnout and how this may further impact the bottom-line. C-suite leaders refers to top executives who lead organizations and hold the title of chief in various roles. Examples of C-suite leaders include, Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Chief Information Officer, Chief Management Officer, and the like.

5. Develop a self-care assesment tool and research study specifically for small-business owners and professionals in senior leadership.

These five proposed recommended research studies could provide strength and offer significant value to the current study, and the academic literature on burnout and self-care practices.

Final Summary

This research study was developed in response to challenges small-business owners face with high stress, corporate devastation, and burnout. Organizational leaders in America are experiencing burnout at an all-time high. As evidenced by research there is need for solutions concerning the epidemic of burnout in the workplace to promote regeneration, well-being, and improve performance (Ackrill, 2017; Maslach, 2017). This quantitative study examined burnout, self-care practices, and psychological well-being among small-business owners. The research probed how small-business owners could regenerate success and bring forth positive future outcomes, after burnout, to lead effectively their teams and the organization. Many studies exist on professional burnout and burnout among religious leaders. To date, the researcher has not been able to uncover published research related to small-business owners' exhaustion and burn out. Theories in academic literature on self-care, managing transitions, and psychological well-being can be applied to small-business owners experiencing burnout, while leading through corporate life cycles.

The research and literature review for this study found that companies are spending billions of dollars annually on stress-related expenditures. These findings substantiate the notion that effective self-care is a business decision that affects the organization and members (Ackrill, 2017; Stickle & Scott, 2016). This study answered the need for academic research on burnout and self-care practices among small-business owners, as small businesses are an economic engine in the U.S.

This research study utilized a quantitative, correlational, design approach to identify the levels of burnout in the domains of exhaustion, cynicism, and professional efficacy, among small-business owners. Purposive sampling was used for small-business owner selection. The Maslach Burnout Inventory-General Survey (MBI-GS-4th Edition) was used to assess burnout and demographic data was collected from 66 participants. Pearson Correlations were used to determine the relationship between levels of burnout among small-business owners and whether relationships exist between the burnout domains and participant's demographic characteristics.

Results from this study indicated two significant findings. Correlations indicated higher levels of exhaustion for small-business owners who were younger. Secondly, correlation analysis indicated there is a significant negative correlation between respondent's length of time in business and their level of exhaustion. The results of this research study may provide direction to where further research may be needed.

As discovered in this research study, it has been concluded that small-business owners are experiencing some levels of burnout. Implications of this study may include budgetary concerns for small-business owners taking time off from their businesses for self-care practices, and well-being. Conceptually, organizations will have opportunities to invest in the leadership at the helm. Recommendations include additional studies using longitudinal methodology, and

qualitative interviews. These findings can be used in order to gain in-depth themes for self-care best practices, involving stress and burnout reduction. This study provides small-business owners with strategies that enhance their quality of life, promote extraordinary functioning, and psychological well-being, after experiencing burnout.

Finally, I would like to thank all of the small-business owners who participated in this study. Their input has been of great significance.

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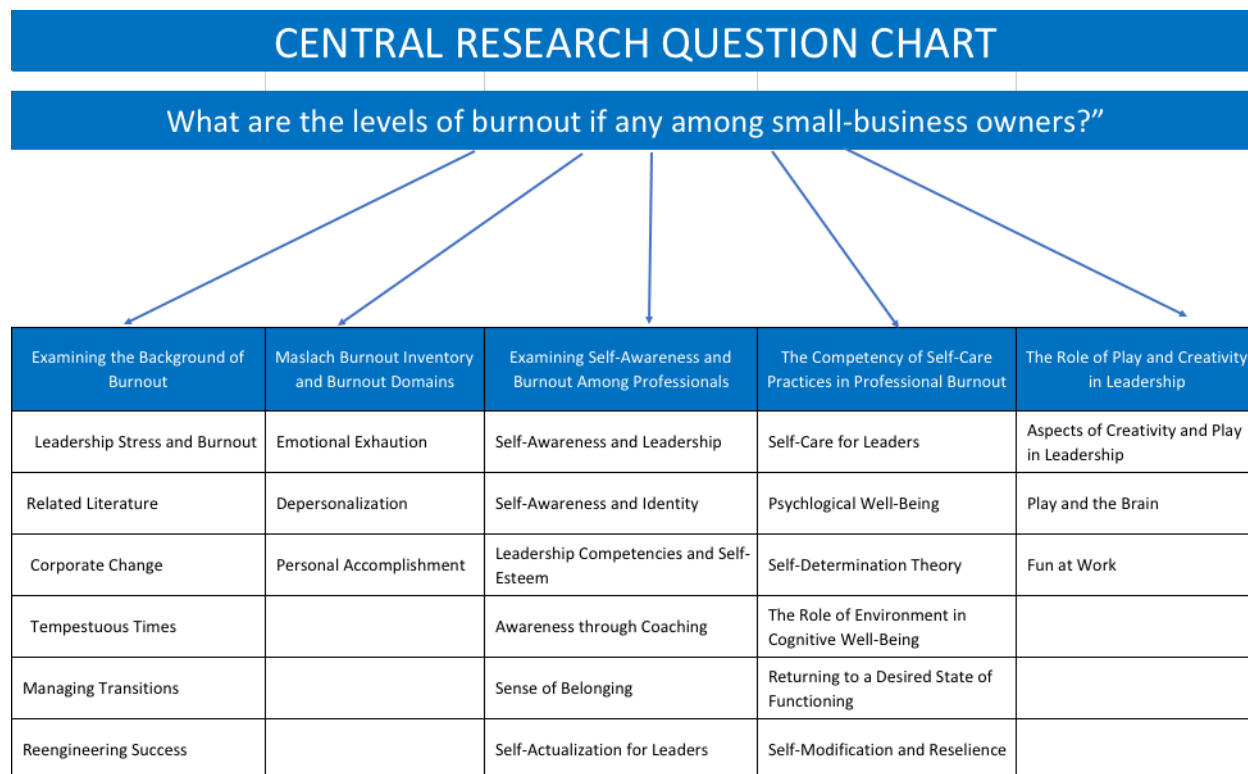
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APPENDIX A

Central Research Question Chart



APPENDIX B

Maslach Burnout Inventory License

For use by Sundra Ryce only. Received from Mind Garden, Inc. on January 27, 2018



To whom it may concern,

The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to the quantity purchased:

Maslach Burnout Inventory Forms: Human Services Survey, Human Services Survey for Medical Personnel, Educators Survey, General Survey, or General Survey for Students.

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Sincerely,

Robert Most
Mind Garden, Inc.
www.mindgarden.com

APPENDIX C

Informed Consent Letter to Prospective Participants

December 2, 2017

Dear _____,

My name is Sundra Ryce and I am a Doctoral Candidate at Pepperdine University Graduate School of Education and Psychology in the Organizational Leadership program. I am conducting research for my dissertation *Self-Care for Leaders: Cultivating Extraordinary Functioning & Psychological Well-Being: A Quantitative Study Examining Burnout and Self-Care Practices of Small Business Owners*. I am conducting a quantitative study examining burnout for Small Business Owners, as effective self-care is a business decision (Ackrill, 2017). The study aims to survey small business owners. The criterion includes owners of small businesses, having at least 5 or more years in their respective industry and based in the United States. The businesses represented in the study must have annual sales of less than \$35 million or have fewer than 1,500 employees. I have selected the Maslach Burnout Inventory for Human Services Industries as my survey instrument.

I am inviting you to participate in my study. Your participation is voluntary. You can contact me at Sundra.ryce@pepperdine.edu. Thank you in advance for your consideration for participating in my study.

Sincerely,

Sundra Ryce

Pepperdine University

Doctoral Candidate

APPENDIX D

Informed Consent

PEPPERDINE UNIVERSITY*Graduate School of Education and Psychology***INFORMED CONSENT FOR PARTICIPATION IN RESEARCH ACTIVITIES**

Self-Care for Leaders: Cultivating Extraordinary Functioning & Psychological Well-Being A Quantitative Study Examining Burnout and Self-Care Practices of Small Business Owners

You are invited to participate in a research study conducted by **Sundra Ryce, and Dr. Andrew Harvey, Ed.D** at Pepperdine University, because you are small business owner. Your participation is voluntary. You should read the information below, and ask questions about anything that you do not understand, before deciding whether to participate. Please take as much time as you need to read the consent form. You may also decide to discuss participation with your family or friends. If you decide to participate, you will be asked to sign this form. You will also be given a copy of this form for you records.

PURPOSE OF THE STUDY

The study aims to survey small business owners. The criterion includes small-business owners, having at least 5 or more years in the their respective industry and based in the United States.

The businesses represented in the study must have annual sales of less than \$35 million or have fewer than 1,500 employees. I have selected the Maslach Burnout Inventory for Human Services Industries as my survey instrument.

STUDY PROCEDURES

If you volunteer to participate in this study, you will be asked to:

1. Complete the Maslach Burnout Inventory-General Survey.
2. Review the informed consent form.
3. Sign the consent electronically then follow the link to complete the online survey or complete the paper survey.

Your consent and signature are required to proceed with the research. The responses from the survey and data compiled will be used for educational and research purposes only. The quantitative study consists 22 questions that will focus on potential levels of burnout among small business owners. To participate in this study you can volunteer, be a referral, or selected based on your experience and leadership position as a small business owner. The survey will take approximately 15 minutes.

POTENTIAL RISKS AND DISCOMFORTS

The potential and foreseeable risks associated with participation in this study include no more than minimal risk. Possible risk for participating in the study include, but are not limited to:

1. Potential Breach of Confidentiality
2. Potential risk to reputation
3. Self-Efficacy: Boredom; Fatigue and Negative Self Reflection

Risks will be minimized in the following ways: (a) Participants identities will be known only to the researcher and will not be used in the study; (b) No specific identifying information will be reported in any part of the study; (c) Researcher will use a generic numeric coding system to identify each small business owner and generate a profile when reporting the data; and (d) the researcher will reiterate participation is strictly voluntary and ensure participants they may stop at any time without any form of retribution.

POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY

While there are no direct benefits to the study participants, there are several anticipated benefits to society which include: providing clear strategies, pathways and personal insights for future and present small business owners on self-care and well-being. Other benefits include adding to the literature and widening the scope of best leadership practices for small business leaders that are applicable across multiple industries. Your expertise and feedback are vital to this quantitative study and your thoughtful and intentional responses will be used as data to compile a comprehensive doctoral dissertation focusing on Self-Care for Leaders: Cultivating Extraordinary Functioning & Psychological Well-Being.

COMPENSATION FOR PARTICIPATION

No compensation or incentive will be provided for participating in this study.

CONFIDENTIALITY

I will keep your records for this study confidential as far as permitted by law. However, if I am required to do so by law, I may be required to disclose information collected about you. Examples of the types of issues that would require me to break confidentiality are if you tell me about instances of child abuse and elder abuse. Pepperdine's University's Human Subjects Protection Program (HSPP) may also access the data collected. The HSPP occasionally reviews and monitors research studies to protect the rights and welfare of research subjects.

The data will be stored on a password-protected computer in the principal investigators place of residence. The data will be stored for a minimum of three years. Researcher will save and back up all information on an external hard drive as a redundancy measure. There will be no identifiable information obtained in connection with this study. Demographic information will be collected, however identifiable information obtained in connection with this study will remain

confidential. Your responses will be coded with a pseudonym. The data collected will be coded for validity and reliability purposes, and de-identified. The principal researcher will employ the services of an expert statistician.

PARTICIPATION AND WITHDRAWAL

Your participation is voluntary. Your refusal to participate will involve no penalty or loss of benefits. You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this research study.

There are instances in which the researcher may deem it necessary to end your participation in the study, for example ethical or moral discrepancy, if the participant has recently terminated the leadership position, or suddenly fail to meet the research criteria. If the number of willing participants far exceed the population sample size, some may be turned away.

ALTERNATIVES TO FULL PARTICIPATION

The alternative to participation in the study is not participating or completing only the survey questions, which you feel comfortable.

EMERGENCY CARE AND COMPENSATION FOR INJURY

If you are injured as a direct result of research procedures you will receive medical treatment; however, you or your insurance will be responsible for the cost. Pepperdine University does not provide any monetary compensation for injury.

INVESTIGATOR'S CONTACT INFORMATION

I understand that the investigator is willing to answer any inquiries I may have concerning the research herein described. I understand that I may contact supervising faculty,

Andrew.harvey@pepperdine.edu if I have any other questions or concerns about this research.

RIGHTS OF RESEARCH PARTICIPANT – IRB CONTACT INFORMATION

If you have questions, concerns or complaints about your rights as a research participant or research in general please contact Dr. Judy Ho, Chairperson of the Graduate & Professional Schools Institutional Review Board at Pepperdine University 6100 Center Drive Suite 500
Los Angeles, CA 90045, 310-568-5753 or gpsirb@pepperdine.edu.

SIGNATURE OF RESEARCH PARTICIPANT

I have read the information provided above. I have been given a chance to ask questions. My questions have been answered to my satisfaction and I agree to participate in this study. I have been given a copy of this form.

Name of Participant Providing Consent

Signature of Participant Providing Consent

Date

SIGNATURE OF INVESTIGATOR

I have explained the research to the participants and answered all of his/her questions. In my judgment the participants are knowingly, willingly and intelligently agreeing to participate in this study. They have the legal capacity to give informed consent to participate in this research study and all of the various components. They also have been informed participation is voluntarily and that they may discontinue their participation in the study at any time, for any reason.

Name of Person Obtaining Consent

Signature of Person Obtaining Consent

Date

APPENDIX E

IRB Notice of Approval for Human Research



Pepperdine University
24255 Pacific Coast Highway
Malibu, CA 90263
TEL: 310-506-4000

NOTICE OF APPROVAL FOR HUMAN RESEARCH

Date: February 28, 2018

Protocol Investigator Name: Sundra Ryce

Protocol #: 18-01-706

Project Title: SELF-CARE FOR LEADERS: CULTIVATING EXTRAORDINARY FUNCTIONING & PSYCHOLOGICAL WELL-BEING A QUANTITATIVE STUDY EXAMINING BURNOUT AND SELF-CARE PRACTICES OF SMALL-BUSINESS OWNERS

School: Graduate School of Education and Psychology

Dear Sundra Ryce:

Thank you for submitting your application for exempt review to Pepperdine University's Institutional Review Board (IRB). We appreciate the work you have done on your proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Upon review, the IRB has determined that the above entitled project meets the requirements for exemption under the federal regulations 45 CFR 46.101 that govern the protections of human subjects.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an amendment to the IRB. Since your study falls under exemption, there is no requirement for continuing IRB review of your project. Please be aware that changes to your protocol may prevent the research from qualifying for exemption from 45 CFR 46.101 and require submission of a new IRB application or other materials to the IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite the best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the IRB as soon as possible. We will ask for a complete written explanation of the event and your written response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the IRB and documenting the adverse event can be found in the *Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual* at community.pepperdine.edu/irb.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval. Should you have additional questions or require clarification of the contents of this letter, please contact the IRB Office. On behalf of the IRB, I wish you success in this scholarly pursuit.

Sincerely,

Judy Ho, Ph.D., IRB Chair

APPENDIX F
Demographic Assessment

- Are you a small-business owner?
- Are your sales less than \$35 million?
- Do you have less than 1,500 employees?
- Is your business based in the United States?
- Do you have at least 5 years of business experience?

APPENDIX G

Recruitment Phone Script

Good Morning/afternoon {Potential participant name},

My name is Sundra Ryce and I am a Doctoral Candidate at Pepperdine University Graduate School of Education and Psychology in the Organizational Leadership program. I am conducting research for my dissertation *Self-Care for Leaders: Cultivating Extraordinary Functioning & Psychological Well-Being: A Quantitative Study Examining Burnout and Self-Care Practices of Small Business Owners*. I am conducting a quantitative study examining burnout and self-care for small business owners, as effective self-care is a business decision (Ackrill, 2017). The study aims to survey small business owners. The criterion includes small business owners, having at least 5 or more years in their respective industry and based in the United States. The businesses represented in the study must have annual sales of less than \$35 million or have fewer than 1,500 employees.

The purpose of this quantitative research study is to highlight methods that can shift the performance curve of small business owners and leaders who have experienced burnout and offer a set of leadership practices in self-care and turnaround, after corporate devastation. At this stage in the research the role of burnout is defined as social psychological theory that emphasizes levels of fatigue, stress or exhaustion in professionals (Maslach & Jackson, 1981). This research study will examine the paradigm that leaders need self-care strategies as a result of stress and burnout they may encounter while leading organizations and restoring organizations back to optimal success, after corporate crises.

Based upon specific qualifying criteria, I have determined you would be an ideal participant for this study. The survey will take approximately 15 minutes of your time. You will need to read, agree and sign an informed consent to participate.

Would you be interested in participating in this quantitative study?

If yes, thank you for your consideration and upon IRB approval and after receiving your signed electronic informed I will send you a direct link to take the survey anytime from Feb.1-28, 2018.

If no, thanks you for your time for speaking with me today.