

PERSONALITY TRAITS CORRELATION WITH PROFESSIONAL BURNOUT OF EMPLOYEES FROM THE ADVERTISING INDUSTRY

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Abstract

Research Purpose. The aim of the research is to study and clarify the level of professional burnout, personality traits, their interrelationships, and the impact of personality traits on professional burnout in the advertising industry to make recommendations to advertising company managers.

Methodology. The method of quantitative data collection was a 128-item questionnaire, a combination of the Latvian Personality Survey (LPA-v3) (Perepjolkina & Reņģe, 2013); the Maslach Professional Burnout Survey (Maslach & Jackson, 1981) adapted version in Latvian (Vaine, 2019). Data: N=148 respondents, data collected electronically via Google Forms, ensuring respondent confidentiality.

Findings. Advertising employees have high emotional exhaustion, moderate levels of depersonalization or cynicism, and high levels of personal achievement reduction. The highest indicators of general personality traits are as follows: openness to experience, conscientiousness, and honesty - humility, while lower indicators are for extroversion, neuroticism, and agreeableness. Emotional exhaustion has a strong positive correlation with neuroticism and a negative correlation with extroversion; depersonalization has a positive correlation with neuroticism, a positive correlation with agreeableness and a negative correlation with extroversion. Decreased achievement or work efficiency has a strong negative correlation with neuroticism, a strong positive correlation with extroversion, and a positive correlation with openness to experience. Burnout dimensions also have very close positive and negative correlations with the sub-traits. There are statistically significant regression models between professional burnout scales and sub-traits: depressiveness and sociability have the greatest impact on emotional exhaustion; the greatest impact on depersonalisation is for depressiveness; joyfulness; friendliness; the greatest impact on changes in performance is for stress intolerance; joyfulness; creativity.

Practical implications. With at least 50% of advertising employees experiencing high levels of burnout, it is recommended to organise individual and Team Supervision sessions to prevent burnout and identify the triggering factors in a specific organization. This format ensures that both employees and managers are equally accountable for the outcome and through a focused process promotes overall employee engagement, problem-solving, conflict resolution, understanding of diversity, empathy, and role clarity. No less important, the knowledge of the most common personal traits of Advertising Industries employees will help company managers to make more informed hiring decisions.

Keywords: professional burnout, personality traits, advertising industry.

JEL codes: N34.

Introduction

Professional burnout and its relationship to various factors have become a hot topic recently. Moreover, burnout is relevant because it directly affects employees' mental and physical health and reduces their long-term effectiveness, impacting the future of different organizations and industries. According to a

2023 study by KANTAR, 41% of employees in Latvia have experienced professional burnout. Therefore, employers should prioritize employee well-being, including offering mental and physical health benefits (KANTAR, 2023).

However, it is worth noting that there is no available data on the level of professional burnout among Latvian advertising workers, and this is worrying because Nando Malmelin reported that the advertising industry is highly dynamic and in constant flux. It is also plagued by intense internal competition, which drains resources and energy from advertising professionals (Malmelin, 2010). Furthermore, the industry faces challenges due to the transformation of traditional media and the rise of digital advertising, and the impact of these uncertainties on advertising professionals has been significant. For example, authors Lee and Lau noted that these uncertainties can lead to infighting and confusion (Lee & Lau, 2019). On the other hand, previous research on the advertising industry has focused directly on business management, marketing development and advertising effectiveness, and less on the meaning of employees. For example, Hirsh et al. (2012) studied how people with different personality traits perceive different advertising messages. On the other hand, the advertising industry's cornerstone concepts of 'creativity' and 'innovation' have been studied in depth. For instance, Granot (2011) studied how creative managers in advertising agencies integrate creativity into the management process and how it can be adapted to the B2B service segment.

At the same time, not enough studies have been done on the effects of stress on workers' mental health and physical well-being, how the dynamic and demanding advertising industry affects its employees, and whether there are specific personality traits that characterize them. However, that is not the case in other fields. For example, Froutan with others studied the relationship between personality traits and resilience among emergency medical workers and found that resilient workers perceive less stress in a stressful work environment, which may be mistakenly associated with burnout (Froutan et al., 2018).

It is important to note that studies investigating burnout and personality traits are focused on helping professions. For example, research has been conducted on personality traits and burnout in primary care physicians (Brown et al., 2019), anaesthesiologists (Wal et al., 2016), and teachers (Unaldi et al., 2013). While there have been studies on the association of personality traits with professional burnout in hotel workers (Zopiatis et al., 2010), other occupations and sectors have not been studied as extensively concerning burnout in different conceptual models.

Literature Review

In 2019, the World Health Organization (WHO) included burnout in the International Classification of Diseases, 11th Revision (ICD-11) under the category 'Problems related to work and unemployment' with the following definition: 'Burnout is a syndrome resulting from chronic workplace stress that has not been successfully managed.' The ICD-11 classification (WHO, ICD-11, 2020) emphasizes that burnout is specific to the occupational context and should not be used to describe experiences in other areas of life. Occupational burnout triggers can be divided into two groups: those related to the person's personality and those related to the working environment (Cihanović et al., 2011). Burnout triggers can be categorized into job-specific, organizational, and individual personality-related (O'Driscoll & Cooper, 2002). Maslach also differentiates based on the occupational field and suggests that industry specificity may contribute to occupational burnout (Maslach et al., 2001).

Research studies have shown that certain personality traits are correlated with an increased risk of experiencing burnout, such as high levels of neuroticism and perfectionism. Other personality traits, such as introversion, agreeableness, and conscientiousness, can have correlations with professional burnout (Almén, 2021). Research on the Big Five personality traits has shown that neurotic personality traits are commonly associated with all three dimensions of burnout (Maslach et al., 2001; Wal et al., 2016; Unaldi et al., 2013; Zopiatis et al., 2010). Moreover, individuals who score high on neuroticism tend to be more prone to experiencing negative emotions and are more likely to become overwhelmed by stressors in the workplace, which can increase the likelihood of developing burnout (Naidoo et al., 2020). On the other hand, emotional exhaustion may be related to conscientiousness and agreeableness, depersonalization may also be related to agreeableness (Brown et al., 2019; Zopiatis et al., 2010) and conscientiousness (Zopiatis et al., 2010), while performance decrement may be related to

conscientiousness (Brown et al., 2019; Zopiatis et al., 2010). In addition, a strong need for achievement and pessimism can trigger burnout (Angelini, 2023; Scott, 2020). Furthermore, individuals with a strong need for achievement may constantly push themselves to meet high standards and goals, often at the expense of their well-being (Edú-Valsania et al., 2022).

Introverted individuals may be more susceptible to burnout as introverts tend to internalize stress and may have difficulty seeking support from others, which can lead to chronic emotional exhaustion and ultimately contribute to burnout (Alarcon et al., 2009). In contrast, research has also suggested that individuals with high levels of agreeableness and conscientiousness may be at a lower risk of experiencing professional burnout as they are more cooperative and adaptable, which can help them navigate workplace challenges more effectively.

Similarly, individuals with high levels of conscientiousness are often organized, self-disciplined, and able to manage their workload, reducing the risk of burnout effectively (Swider & Zimmerman, 2010). Personality traits such as agreeableness and conscientiousness can be protective factors against professional burnout (Barrick et al., 2001). Other authors mention that the relationship between personality traits and professional burnout is complex and can be influenced by various situational factors. For example, (Lu et al., 2022) while high levels of neuroticism have been associated with an increased risk of burnout, the presence of strong social support networks and effective coping strategies can mitigate the impact of neurotic tendencies on burnout risk. There are other similar statements, (Edú-Valsania et al., 2022) that it is important to note that the relationship between personality traits and professional burnout is complex and influenced by various factors such as work environment, stress levels, workload, and available support systems.

Research Methodology

The research aims to study and clarify the level of professional burnout, personality traits, their interrelationships, and the impact of personality traits on professional burnout in the advertising industry to make recommendations to advertising company managers. The conceptual model of the research (Fig.1) shows that the independent variables are the personality traits neuroticism, conscientiousness, extroversion, honesty-humility, agreeableness, openness to experience and their sub-traits. The dependent variables are the professional burnout scales: emotional exhaustion, depersonalization, and achievement reduction. The study investigates the characteristics of the variables as well as their relationships and influences. According to the conceptual model (Fig.1), the research questions were: Q1- What are the most common personality traits of advertising employees? Q2- What is the level of professional burnout in advertising companies? Q3- What is the correlation between personality traits and professional burnout in advertising employees? Q4- Which personality traits impact professional burnout in advertising employees?

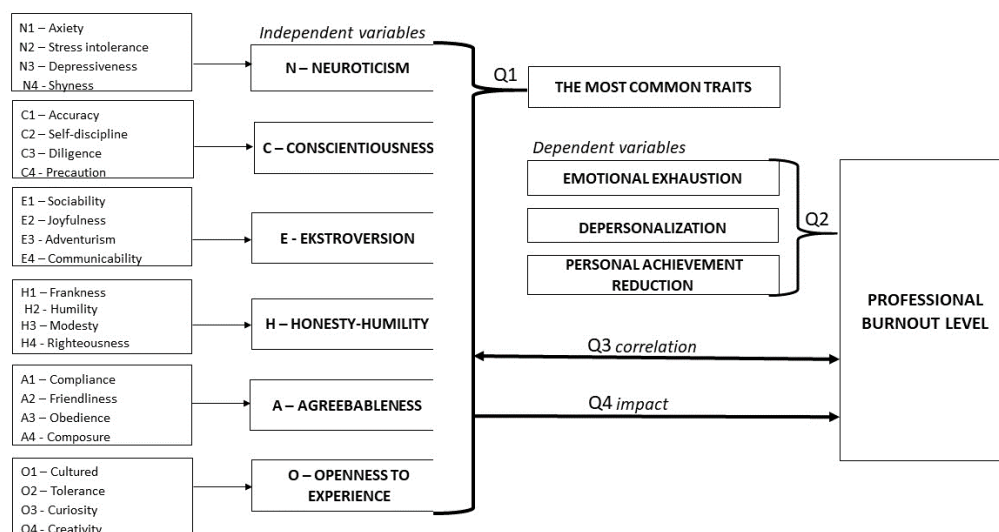


Fig. 1. Conceptual Model of the Research (Source: Created by the authors)

This research is a quasi-experimental, combined cross-sectional, descriptive, and correlational study. The questionnaire included the Maslach Professional Burnout Survey (Maslach & Jackson, 1981) adapted version in Latvian (Vaine, 2019), the Latvian Personality Survey (LPA-v3) (Perepjolkina & Reņģe, 2013), and demographic questions and was distributed electronically. A non-probability sampling was used to select the respondents and a convenience sample was drawn. The selection criterion was the current place of work - media company or advertising agency. In total, the questionnaire was distributed among 10 media companies, 25 advertising agencies and 42 members of the Latvian Advertising Association. There are no precise statistics available on the number of people working in the Latvian advertising industry. According to the Latvian State Revenue Service (VID) (www.vid.gov.lv, 2024), the projections for 2023 by NACE sector code and the average amount of workplaces per month are as follows: 1) NACE (73) *Advertising and market research services* average holds 5 433 workplaces and NACE (60) *Radio and television programme production and broadcasting* companies have 1 882 workplaces. Data in the sector are fragmented as there are different disciplines, both media and advertising agencies - outsourcing is very common in this sector. Based on the VID data (www.vid.gov.lv, 2024), there could be more than 7,000 workers in the advertising sector in Latvia. A total of 153 respondents were surveyed and 148 questionnaires (n=148) were deemed valid and included in the data analysis, which was conducted using Microsoft Excel and PSPP software.

The cumulative age distribution indicates that 49.32% of the respondents were 35 years old or younger. When analysing the respondents by length of service, the most common length of service among the respondents was '5 years or more' (n=67, 45.27%), while the least common length of service was 'up to 1 year' (n=15, 10.14%). The survey asked respondents to indicate their salary level. The results show that the most frequently mentioned salary range was '1000-1500 EUR', accounting for 42.57% of cases. Additionally, the cumulative salary share figures indicate that 64.19% of advertising workers surveyed have a monthly salary of up to EUR 1500. The highest level of remuneration, '2000 EUR or more,' was noted by 18.92% of respondents. Regarding the job category of the surveyed population, 71.72% of respondents are classified as 'employees,' and 28.38% of respondents are classified as 'managers.'

The three scales of the Maslach Professional Burnout Questionnaire were measured with a 7-point Likert scale, where 0 was never, and 6 was every day. K-S Test results showed that Emotional exhaustion sig=0.742, Depersonalization sig= 0.297, and Personal achievement reduction sig= 0.889. For the Latvian Personality Survey (LPA-v3) scales, a Likert scale of 5 denominations was used, where 1 is not applicable, and 5 is applicable. In addition, the K-S Test results done for the independent variables found that: "N-Neuroticism" has a sig= 0.626; "E-Extroversion" has a sig= 0.103; "O-Openness to experience" has a sig= 0.517; "C-Conscientiousness" has a sig= 0.427; "A-Agreeableness" has a sig= 0.774, and "H-Honesty-Humility" has a sig= 0.127. In general, the data follow a normal distribution, as the significance (sig) value of all variables used in the surveys is greater than 0.05 ($p \geq 0.05$). Parametric tests were used to analyse the data further: Pearson correlation test and Linear regression. Descriptive statistics were used to determine the level of burnout and the most pronounced personality traits.

The Maslach burnout test scales measured emotional exhaustion, depersonalization, and personal achievement reduction. Additionally, Cronbach's alpha coefficients for the emotional exhaustion, depersonalization, and personal achievement reduction scales were 0.89, 0.76, and 0.80, respectively. These coefficients indicate that all three scales and their items are reliable and were used for further analysis. The Cronbach's Alpha coefficients for the Latvian Personality Survey (LPV) scales are provided: "C-Conscientiousness" $\alpha=0.85$; "N-Neuroticism" $\alpha=0.90$; "H-Honesty-Humility" $\alpha=0.72$; "E-Extroversion" $\alpha=0.80$; "O-Openness to experience" $\alpha=0.77$ and "A-Agreeableness" $\alpha=0.77$, and these data were considered reliable and were used for further analysis.

The research was conducted within a specific industry, so the data on personality traits and professional burnout can be used to describe the specifics of the advertising industry. Interpreting them within the framework of another sector may be misleading. The suggestions for reducing burnout can be applied to other business organisations where burnout has been identified in employees.

Results and Discussion

Personality Traits of Advertising Professionals

Figure 2 shows the personality trait ratings for the general traits and their sub-traits, forming the personality trait structure of advertising employees (Fig.2.). The highest scores are for the general traits: O - Openness to Experience (M=55.32), C - Conscientiousness (M=54.91), and H - Honesty-Humility (M=50.84), while the lowest scores are for E-Extroversion (M=49.81), N-Neuroticism (M=47.32), and A-Agreeableness (M=46.97). The results confirm Perepjolkina's (2014) point that the overall traits can be assessed when interpreting the results, and the ratio of high and low scores of the sub-traits should be considered. Furthermore, the most striking difference in subscale scores is in the N-Neuroticism dimension (as shown in Figure 2), where relatively high scores are N-Anxiety (M=13.64) and N-Shyness (M=13.02), showing that advertising workers are multidimensional. In contrast, the lowest score in the Neuroticism dimension is N-Stress intolerance (M=9.65), which indicates emotional stability and ability to function under increased stressful conditions.

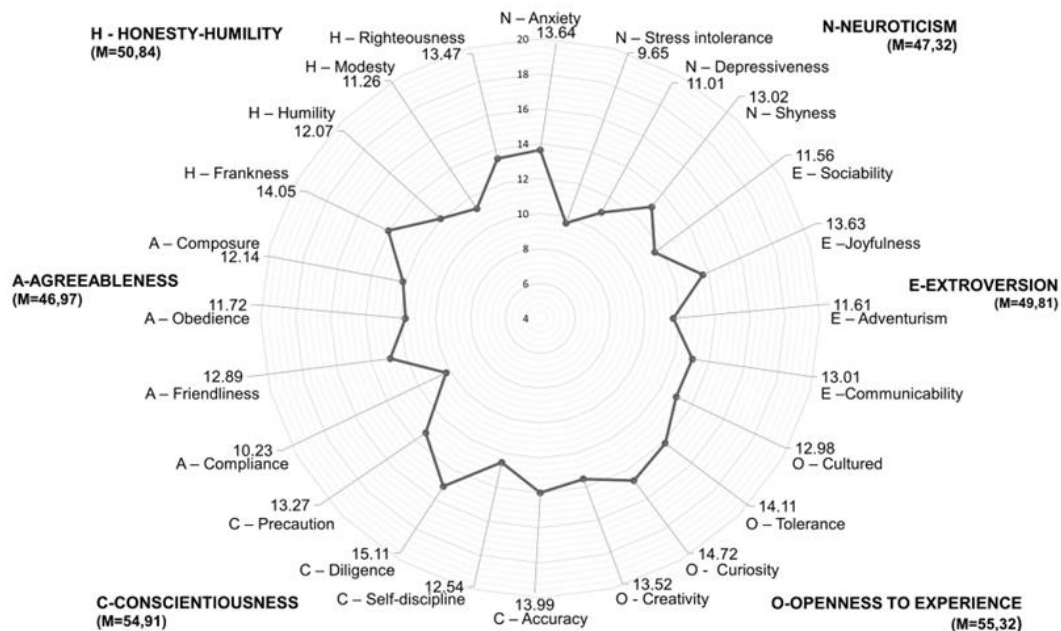


Fig. 2. Personality Structure of Advertising Employees (N=148), Mean Scores (Source: Created by authors)

As shown in Figure 3, advertising workers do not have extremely high or low scores on personality traits - they are balanced and proportionate. In the Latvian Personality Survey (LPA v-3), the maximum possible total score for the subscales is 20, and the minimum is 4 (Perepjolkina & Reņģe, 2013). The survey does not offer a scale to determine high/low scores cut-off. When interpreting the data, high - and low-scores were compared. Among advertising industry employees, the lowest score is for the *stress-intolerance* sub-trait (M=9.65), which is desirable and indicates a person's ability to be collected, confident, and cope well under stress (Perepjolkina, 2014). The highest score (M=15.11) is for *diligence*, which is desirable because people with this trait are motivated to succeed and perform their duties well. However, high *diligence* scores may also indicate perfectionism, which can interfere with work effectiveness (Perepjolkina, 2014).

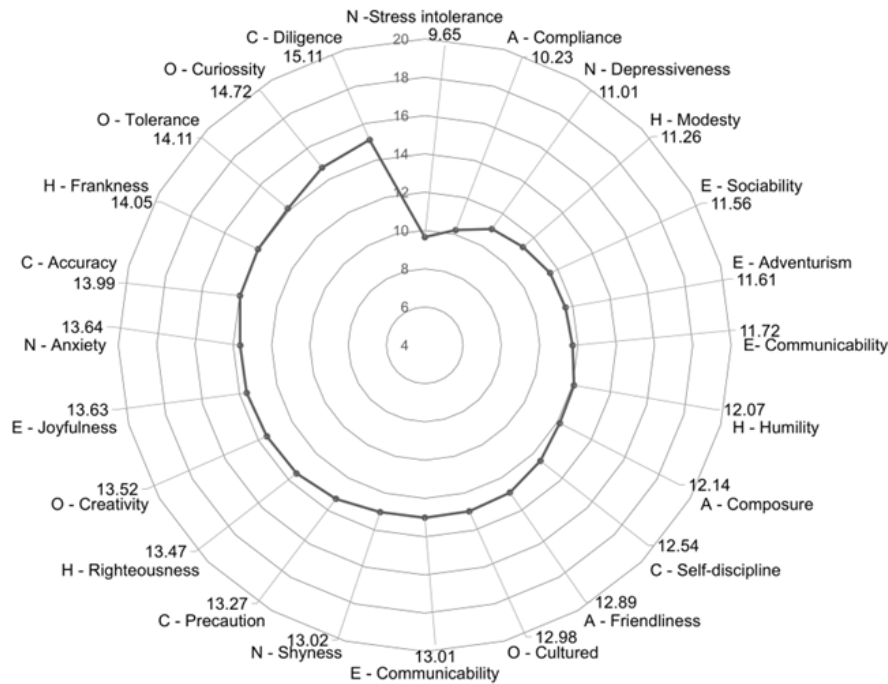


Fig. 3. Sub-traits Mean Scores Ranked, High – Low Score Dynamics (N=148) (Source: Created by authors)

The eight personality sub-traits (Fig.3.) of advertising industry employees with the highest scores are as follows: *diligence* (M=15.11), *curiosity* (M=14.72), *tolerance* (M=14.11), *frankness* (M=14.05), *accuracy* (M=13.99), *anxiety* (M=13.64), *joyfulness* (M=13.63), and *creativity* (M=13.52).

Higher *diligence* scores are characteristic of ambitious people who are driven to succeed, set high standards, and develop themselves. *Curiosity* points to the person having a wide range of interests and a willingness to learn; people with these traits might be easier to train from an employer's perspective. *Tolerance* scores show that people working in advertising are tolerant of differences and broad-minded. In addition, high *openness to experience* scores are desirable in any industry because they indicate that employees are willing to learn (Barrick & Mount, 1991). At the same time, high *anxiety* scores indicate nervousness, tension, rumination about failures, and increased worry, which can interfere with constructive action. Scores for *joyfulness* indicate the ability to feel positive emotions, such as joy and excitement; such people are optimistic. *Creativity* is the eighth most common trait and comprises the ability to think outside the box and express oneself creatively. Such a person is comfortable in a job requiring ingenuity and out-of-the-box approaches relevant to the advertising industry.

The eight sub-traits with the lowest scores are *stress intolerance* (M=9.65), *compliance* (M=10.23), *depressiveness* (M=11.01), *modesty* (M=11.26), *sociability* (M=11.56), *adventurism* (M=11.61), *obedience* (M=11.72) and *humility* (M=12.07). A low score for *stress intolerance* indicates that advertising employees are emotionally stable under stress, able to remain calm, make decisive decisions, and solve problems independently. In any industry, it might be preferred that employees have lower or moderate scores on *neuroticism* subscales. However, these need to be assessed carefully, as too low scores may indicate phlegmatism (Perepjolkina, 2014). For those working in advertising, the lower *stress intolerance* scores balance well with the higher *anxiety* scores. Lower *compliance* scores indicate self-confidence and a desire to be proved right. On the other hand, the *depressiveness* score (M=11.1) may indicate a stable emotional background but does not exclude that some people may be depressed. Lower *modesty* scores indicate a sense of superiority, arrogance, and a desire for recognition. Reduced *sociability* indicates a preference for solitude, but the lower scores for this trait can also be explained by people becoming tired of dynamic environments and consciously choosing tranquillity. Lower *obedience* scores may indicate strong individual opinions, a desire to act as they see fit, and rebellious attitudes. Lower *humility* scores show that social status and financial wealth are important to people working in advertising.

In conclusion, this set of personality traits cannot be attributed to a specific individual, as it describes the advertising workforce as a whole. Additionally, traits are quite subjective, and people may express the same traits in different ways and contexts (Bourne & Russo, 2001). It should also be mentioned that the research and theoretical aspects of the personality traits approach to date are highly controversial. However, personality traits provide trends and help predict employee behaviour (Matthews, 2018), which can be considered by advertising industry company managers when recruiting new employees, forming teams, improving, and developing the organization's culture and microclimate, and making strategic management decisions that affect employees.

Professional Burnout among Employees of Advertising Companies

Employees in advertising companies have high ($M=26.96$) *emotional exhaustion*, medium ($M=9.86$) *depersonalization* or cynicism, and high ($M=30.40$) *personal achievement reduction*, which indicates low work efficiency (Maslach & Jackson, 1981a). When evaluating professional burnout by scales and percentage distribution among respondents, it was found that high *emotional exhaustion* was among 57,47% of respondents ($M=37,76$), high *depersonalization* was among 42,58% of respondents ($M=17,46$), and high *personal achievement reduction* was among 50,67% of employees ($M=22,50$) of respondents.

Correlation between Professional Burnout and Personality Traits

To investigate whether and how burnout is related to the personality traits of employees in the advertising industry, a Pearson Correlation Test was conducted on both - the general personality traits and the subscales (Table 1). The results show that on the dimensions of general traits, *emotional exhaustion* has a strong positive correlation with *neuroticism* ($r=0.53$; $\text{sig}=.000$) and a strong negative correlation with *extroversion* ($r= -0.41$; $\text{sig}=.000$); *depersonalization* has a strong positive correlation with *neuroticism* ($r=0.33$; $\text{sig}=.000$), a negative correlation with *agreeableness* ($r= -0.19$; $\text{sig}=.021$) and a negative correlation with *extroversion* ($r= -0.25$; $\text{sig}=.002$). *Achievement reduction*, or work efficiency, has a strong negative correlation with *neuroticism* ($r= -0.44$; $\text{sig}=.000$), as well as a strong positive correlation with *extroversion* ($r= 0.43$; $\text{sig}=.000$) and a positive correlation with *openness to experience* ($r= 0.20$; $\text{sig}=.014$, $p>0.05$).

Also, other studies have confirmed that *neuroticism* is commonly related to burnout all three dimensions: emotional exhaustion, depersonalization, and achievement reduction (Maslach et al., 2001; Unaldi et al., 2013; Wal et al., 2016; Zopiatis et al., 2010), and there is also support that *depersonalization* may be related to *agreeableness* (Brown et al., 2019; Zopiatis et al., 2010). As per other researchers (Mheidly et al., 2020) in the advertising industry, professionals with high levels of neuroticism may be more prone to experiencing burnout due to their tendency to experience negative emotions and ruminate on stressful situations. In contrast, the correlations of *depersonalization* and *achievement reductions* with *conscientiousness* (Brown et al., 2019; Zopiatis et al., 2010) were not statistically significant in the present study. Others (Edú-Valsania et al., 2022) discuss that certain personality traits, such as *neuroticism*, *conscientiousness*, *agreeableness*, and, to some extent, *extroversion*, and *openness to experience*, might correlate with professional burnout, but it is important to note that the relationship between personality traits and professional burnout is complex and influenced by various factors such as work environment, stress levels, workload, and available support systems.

Table 1. Burnout Dimensions Correlations with Personality Traits (N=148) (Source: Created by authors)

PERSONAL TRAITS & SUB-TRAITS	EMOTIONAL EXHAUSTION	DEPERSONALIZATION	PERSONAL ACHIEVEMENT REDUCTION
N – NEUROTICISM	,53**	,33**	-,44**
N1 - Anxiety	,48**	,29**	-,34**
N2 – Stress intolerance	,35**		-,40**
N3 - Depressiveness	,55**	,37**	-,39**
N4 – Shyness	,32**	,25*	-,30**
E – EXTROVERSION	-,41**	-,25*	,43**
E1 – Sociability	-,47*	-,22*	,30**
E2 – Joyfulness	-,34**	-,31**	,44**
E4 – Communicability	-,25*	-,21*	,32**
O- OPENNESS TO EXPERIENCE			,20*
O2 – Tolerance		-,24*	
O4 – Creativity			,28**
C1 – Accuracy	-,24*		
C2 – Self-discipline	-,31**	-,22*	,18*
A - AGREEABLENESS		-,19*	
A1 – Compliance	,27**		-,19*
A2 – Friendliness	-,17*	-,32**	
A4 – Composure			,26**
H – HONESTY- HUMILITY			
H1 – Frankness		-,22*	
H4 – Righteousness		-,19*	

Sig (2-tailed). = $p > 0,05^*$, $p > 0,001^{**}$

Regarding the sub-trait dimensions, *emotional exhaustion* has a robust positive correlation with *anxiety* ($r=0.48$; sig=.000), *stress intolerance* ($r=0.35$; sig=.000), *depressiveness* ($r=0.55$; sig=.000), *shyness* ($r=0.32$; sig=.000), and *compliance* ($r=0.27$; sig=.001). Also, *emotional exhaustion* has a negative correlation with *joyfulness* ($r= -0.34$; sig=.000) and *self-discipline* ($r= -0.31$; sig=.000). *Depersonalization*, or cynicism, has a very strong positive correlation with *anxiety* ($r=0.29$; sig=.000) and *depressiveness* ($r=0.37$; sig=.000), and a negative strong correlation with *joyfulness* ($r= -0.31$; sig=.000) and *friendliness* ($r= -0.32$; sig=.000). On the other hand, *personal achievement reduction* or work effectiveness has a positive correlation with *sociability* ($r=0.30$; sig=.000), *joyfulness* ($r=0.44$; sig=.000), *communicability* ($r=0.32$; sig=.000), *creativity* ($r=0.28$; sig=.001), and *composure* ($r=0.26$; sig=.001). Meanwhile, *personal achievement reduction* has a negative correlation with *anxiety* ($r= -0.34$; sig=.000), *stress intolerance* ($r= -0.40$; sig=.000), *depressiveness* ($r= -0.39$; sig=.000), and *shyness* ($r= -0.30$; sig=.000). As shown in Table 1, there are statistically significant, but weaker ($p > 0.05$) correlations between professional burnout scales and other 12 sub-traits. Summing up, there are various variations of personality trait correlation and interrelationships with burnout. Renzo Bianchi (Bianchi, 2018) has noted, that personality traits are accounted for about 60% of the variance in burnout. To discuss this more, there are needed more research done on sub-trait correlations with burnout.

Impact of Personality Traits on Professional Burnout in the Advertising Industry

Since the Pearson correlation test showed statistically significant correlations of burnout with *extroversion*, *neuroticism*, *agreeableness*, and *openness to experience*, a linear regression analysis was conducted to determine which sub-traits impact professional burnout, and Figure 4 shows the impact of different sub-traits on the dimensions of professional burnout (Fig.4.).

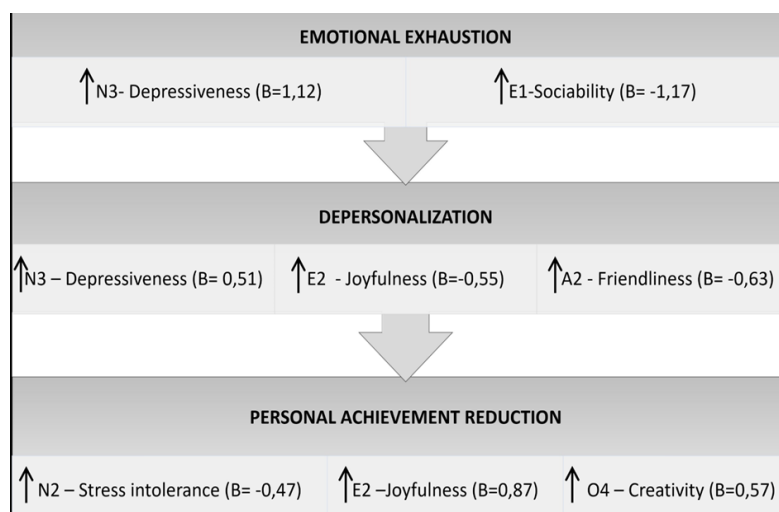


Fig.4. Statistically Significant Linear Regression Results of Effects of Different Sub-Traits on Dimensions of Professional Burnout (sig=.000; p>0.05) (Source: Created by the authors)

Overall, *neuroticism* traits explain 31% (adjusted $R^2=0.31$) of the changes in *emotional exhaustion*, while *extroversion* traits explain 24% of the changes in the emotional exhaustion dimension (adjusted $R^2=0.24$). Also, Bianchi (2018) has found that there is evidence that burnout is more strongly associated with neuroticism and concluded that this association is even stronger than with any of the work-contextualized factors. Among the *neuroticism* sub-traits, *depressiveness* ($B=1.12$) has the greatest ($t=-4.15$; $\text{sig}=.000$, $p>0.05$) and most statistically significant ($t= -5.02$; $\text{sig}=.000$) effect on changes in *emotional exhaustion*, while among the *extroversion* sub-traits, *sociability* ($B= -1.17$) has the greatest ($t= -5.02$; $\text{sig}=.000$) and most statistically significant effect.

Changes in *depersonalization* also have statistically significant regression patterns ($\text{sig}=.000$; $p>0.05$) with *neuroticism*, *extroversion*, and *agreeableness* features. For example, *neuroticism* traits explain 14% (adjusted $R^2=0.14$) of the total *depersonalization* change in advertising employees, and the greatest statistically significant ($t= 3.11$; $\text{sig}=.002$) impact is for *depressiveness* ($B= 0.51$). On the other hand, *extroversion* traits explain 10% (adjusted $R^2=0.10$) of the total change in *depersonalization* and the strongest statistically significant ($t= -3.04$; $\text{sig}=.003$) effect is for *joyfulness* ($B= -0.55$), indicating that as the *joyfulness* trait increase, *depersonalization* decreases. Meanwhile, *agreeableness* traits explain about 11% (adjusted $R^2=0.11$), and the statistically significant ($t= -3.95$; $\text{sig}=.000$) greatest effect of *depersonalization* change is for *friendliness* ($B= -0.63$).

On the other hand, *personal achievement reduction* has statistically significant regression models ($\text{sig}=.000$; $p>0.05$) with *neuroticism*, *extroversion*, and *openness to experience* ($\text{sig}=.013$; $p>0.05$). *Neuroticism* traits explain 19% of the total change in *personal achievement reduction* (adjusted $R^2=.19$), and *stress intolerance* has the most statistically significant ($t= -2.45$; $\text{sig}=.015$) and negatively greater ($B= -0.47$) effect on *personal achievement reduction*. Since *Personal achievement reduction* explains work efficiency, the more intense the stress intolerance trait is, the lower the work efficiency becomes. *Extroversion* traits explain 21% (adjusted $R^2= 0.21$) of the total change in *personal achievement*, and the greatest statistically significant ($t= 4.28$; $\text{sig}= .000$) effect is for the sub-trait *joyfulness* ($B=0.87$). *Openness to experience* explains about 6% (adjusted $R^2= 0.06$) of the total change in *personal achievement*, and the statistically significant ($t= 3.10$; $\text{sig}=.002$) positive effect ($B=0.57$) on the change in work effectiveness is for the *creativity* sub-trait. There is a need for more research on sub-trait-specific impacts on burnout to have a wider discussion on this topic.

Conclusions and Recommendations

Advertising employees in Latvia do not show extreme values in the personality trait scores assessed. The eight highest-scoring sub-traits are *diligence*, *curiosity*, *tolerance*, *frankness*, *accuracy*, *anxiety*, *joyfulness*, and *creativity*. In contrast, the lowest-scoring sub-traits are *stress intolerance*, *compliance*,

depressiveness, modesty, sociability, adventurousness, obedience, and humility. For company managers, it is recommended to use a personality test when recruiting new applicants. The most suitable candidates for advertising companies are those who score higher on the general personality traits: *openness to experience, conscientiousness, and honesty - modesty*, and lower or average scores on *extraversion, neuroticism, and agreeableness*. When assessing the results, attention should also be paid to the sub-traits, as they give a more precise insight into the personality structure. For employees of an advertising company, lower scores on the following sub-traits are desirable: *anxiousness, stress intolerance, depressiveness, shyness, and agreeableness*. Higher scores in the sub-traits of *cheerfulness, contentment, self-discipline, social activity, creativity, and self-restraint*.

Since at least 57% of advertising employees are burnt out at a high level of emotional exhaustion dimension and 50% have reduced work efficiency, it is recommended to attract consultants, such as professional supervisors, organisational psychologists, or other related specialists to identify professional burnout triggers in a specific organization or team, which would help prevent burnout in the future. This format ensures that employees and managers are equally accountable for the outcome. A focused process promotes employee engagement, problem-solving, conflict avoidance, understanding of diversity, empathy, and role clarity which usually are the main organisational triggers for burnout. To deal with the individual depersonalisation or cynicism factors which is high at 42.58%, it is recommended to introduce an Employee Assistance Programme and provide individual supervision sessions or other related consulting services, to support specific employee needs and prevent individual burnout factors.

There are statistically significant interrelationships between sub-traits and burnout dimensions. For example, *emotional exhaustion* has a robust positive correlation with the sub-traits: *anxiety, stress intolerance, depressiveness, shyness, and compliance* - the more pronounced these traits are, the higher the *emotional exhaustion* is. Also, there is a very strong negative correlation between *emotional exhaustion* and *joyfulness* and *self-discipline*, meaning that the stronger these traits are, the lower the *emotional exhaustion* is in the individual. On the other hand, *depersonalization* has a robust positive correlation with *anxiety* and *depressiveness*, and this means that the more severe they are, the more severe the *depersonalization*, or cynicism in attitude and behaviour is. Additionally, a strong negative correlation exists between *depersonalization* and *joyfulness* and *friendliness*, indicating that *depersonalization* decreases when *joyfulness* and *friendliness* are more pronounced. Additionally, *personal achievement reduction* (or work effectiveness) has a robust positive correlation with *sociability, joyfulness, communicability, creativity, and composure*. Hence, the stronger these traits are, the better the work effectiveness is. There is a very strong negative correlation between *achievement reduction* with *anxiety, stress intolerance, depressiveness, and shyness* - the stronger *anxiety, stress intolerance, depressiveness, or shyness* trait a person has, the more work efficiency is reduced.

Some sub-traits have a statistically significant impact on professional burnout. For example, *emotional exhaustion* is most significantly affected by *depressiveness* and *sociability* - *depressiveness* increases *emotional exhaustion*, while *sociability* decreases *emotional exhaustion*. The largest effects on *depersonalization*, or cynicism, of advertising employees are *depressiveness, joyfulness, and sociability*. This means that *depersonalization* is increasing directly under the influence of *depressiveness*, while *joyfulness* and *friendliness* traits are *decreasing*. The greatest effects on changes in *personal achievement* are *stress intolerance, joyfulness, and creativity*, meaning that *job performance* is negatively affected by *stress intolerance*, while it is enhanced by *creativity* and *joyfulness* traits.

In order to prevent or reduce professional burnout, it is recommended to develop, maintain and stimulate personality traits of *joyfulness, creativity, stress intolerance, friendliness* and *sociability* as they directly affect burnout. A creative work environment, balanced work tasks and a positive team microclimate would contribute and can be achieved through general stress management programs by attracting well-being consultants to help organizations.

As the most significant influence on changes in personal achievement is for the *neuroticism* sub-trait *stress intolerance*, it is recommended to educate employees to specifically understand and master stress management and emotional self-regulation in the work environment. Regular training or coaching on this specific subject would help reduce burnout. To sum up, the sub-trait *creativity* has the largest

statistically significant impact on work performance and also a statistically significant, strong positive correlation between work performance and *creativity*: as *creativity* increases, work performance increases. In order to prevent professional burnout, it is recommended to develop, maintain, and stimulate the trait of *creativity* in employees: by providing a creative working environment; a creative approach to work tasks; the opportunity and freedom to generate ideas; and the encouragement and inspiration to approach everyday work issues with ingenuity and out-of-the-box approaches.

Organizations need to consider a holistic approach that recognizes the impact of personality traits and focuses on creating a supportive work environment, providing resources for stress management, and promoting a healthy work-life balance to address the risk of burnout in the workplace effectively. Furthermore, fostering a culture of open communication and support can aid individuals in seeking assistance when facing burnout or high stress levels.

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