

# 소진증후군 (Burnout) 개념의 변화

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직업환경의학과  
강 모 열



A graphic featuring the word "Burnout" in a bold, black, serif font. The text is superimposed on a background of a fire with thick white smoke rising from it. The fire is concentrated in the center, with bright orange and yellow flames. The smoke is thick and billowing, partially obscuring the text. The overall effect is one of intense heat and chaos.

**Burnout**

# Burnout

## ► Burnout in the ICD-10

<b>Z73</b>	<b>Problems related to life-management difficulty</b> <i>Excl.:</i> problems related to socioeconomic and psychosocial circumstances ( <a href="#">Z55-Z65</a> )
<b>Z73.0</b>	<b>Burn-out</b> State of vital exhaustion
<b>Z73.1</b>	<b>Accentuation of personality traits</b> Type A behaviour pattern (characterized by unbridled ambition, a need for high achievement, impatience, competitiveness, and a sense of urgency)
<b>Z73.2</b>	<b>Lack of relaxation and leisure</b>
<b>Z73.3</b>	<b>Stress, not elsewhere classified</b> Physical and mental strain NOS <i>Excl.:</i> related to employment or unemployment ( <a href="#">Z56.-</a> )
<b>Z73.4</b>	<b>Inadequate social skills, not elsewhere classified</b>
<b>Z73.5</b>	<b>Social role conflict, not elsewhere classified</b>
<b>Z73.6</b>	<b>Limitation of activities due to disability</b> <i>Excl.:</i> care-provider dependency ( <a href="#">Z74.-</a> )
<b>Z73.8</b>	<b>Other problems related to life-management difficulty</b>
<b>Z73.9</b>	<b>Problem related to life-management difficulty, unspecified</b>

# Occupational burnout

## ▶ Burnout in the ICD-11

### QD85 Burnout

#### All ancestors up to top

- 24 Factors influencing health status or contact with health services
- Factors influencing health status
  - Problems associated with employment or unemployment
    - QD85 Burnout

[Hide ancestors](#) (🔗)

#### Description

Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterised by three dimensions: 1) feelings of energy depletion or exhaustion; 2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and 3) a sense of ineffectiveness and lack of accomplishment. Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.

#### Exclusions

- Adjustment disorder (6B43)
- Disorders specifically associated with stress (6B40-6B4Z)
- Anxiety or fear-related disorders (6B00-6B0Z)
- Mood disorders (6A60-6A8Z)

# Burnout 정의

## ▶ WHO (ICD-11)

- 직업 관련 증상 (an occupational phenomenon, but... **not** classified as a medical condition)
- '성공적으로 관리되지 않은 만성적 직장 스트레스로 인한 증후군'
- 3가지 측면
  - 에너지 고갈 및 탈진
  - 일에 대한 심리적 거리감, 업무에 관한 부정적, 냉소적 감정 등의 증가
  - 직무 효율 저하





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## Harmonized definition of occupational burnout: A systematic review, semantic analysis, and Delphi consensus in 29 countries

*by Irina Guseva Canu, PhD,<sup>1</sup> Sandy Carla Marca, MSc,<sup>1</sup> Francesca Dell'Oro, PhD,<sup>2,3</sup> Ádám Balázs, PhD,<sup>4</sup> Enrico Bergamaschi, PhD,<sup>5</sup> Christine Besse, MD,<sup>6</sup> Renzo Bianchi, PhD,<sup>7</sup> Jovanka Bislimovska, PhD,<sup>8</sup> Adrijana Koscec Bjelajac, PhD,<sup>9</sup> Merete Bugge, PhD,<sup>10</sup> Carmen Iliana Busneag, MD,<sup>11</sup> Çiğdem Çağlayan, MD,<sup>12</sup> Mariana Cernițanu, PhD,<sup>13</sup> Cristiana Costa Pereira, PhD,<sup>14, 15</sup> Nataša Dernovšček Hafner, PhD,<sup>16</sup> Nadia Droz, MSc,<sup>17</sup> Maija Eglite, PhD,<sup>18</sup> Lode Godderis, PhD,<sup>19</sup> Harald Gündel, PhD,<sup>20</sup> Jari J Hakanen, PhD,<sup>21</sup> Raluca Maria Iordache, PhD,<sup>22</sup> Imane Khireddine-Medouni, MD,<sup>23</sup> Sibel Kiran, PhD,<sup>24</sup> Francesca Larese-Filon, MD,<sup>25</sup> Catherine Lazor-Blanchet, MD,<sup>17</sup> Patrick Légeron, MD,<sup>26</sup> Tom Loney, PhD,<sup>27</sup> Nicole Majery, MD,<sup>28</sup> Eda Merisalu, MD,<sup>29</sup> Ingrid Sivesind Mehlum, PhD,<sup>10</sup> Laurent Michaud, MD,<sup>30</sup> Dragan Mijakoski, PhD,<sup>31</sup> Jordan Minov, PhD,<sup>31</sup> Alberto Modenese, PhD,<sup>32</sup> Marija Molan, PhD,<sup>33</sup> Henk van der Molen, PhD,<sup>34</sup> Evangelia Nena, PhD,<sup>35</sup> Dusan Nolimal, MD,<sup>36</sup> Marina Otelea, PhD,<sup>37</sup> Elisabeta Pletea, MD,<sup>28</sup> Nurka Pranjić, PhD,<sup>38</sup> David Rebergen, PhD,<sup>39</sup> Jelena Reste, PhD,<sup>40</sup> Eva Schernhammer, MD,<sup>41</sup> Anny Wahlen, MSc<sup>42</sup>*

# BACKGROUND

- ▶ **Lack of knowledge on prevalence, etiology, treatment, or prevention of occupational burnout**
- ▶ **Lack of consensus on the nature of burnout**
- ▶ **AIM**
  - ✓ Formulate a harmonized definition of the concept of occupational burnout
  - ✓ Reach a consensus on the definition

# METHODS

- ▶ **Systematic review**
- ▶ **Obtain consensus using Delphi method**
  - ✓ OMEGA-NET experts, two rounds

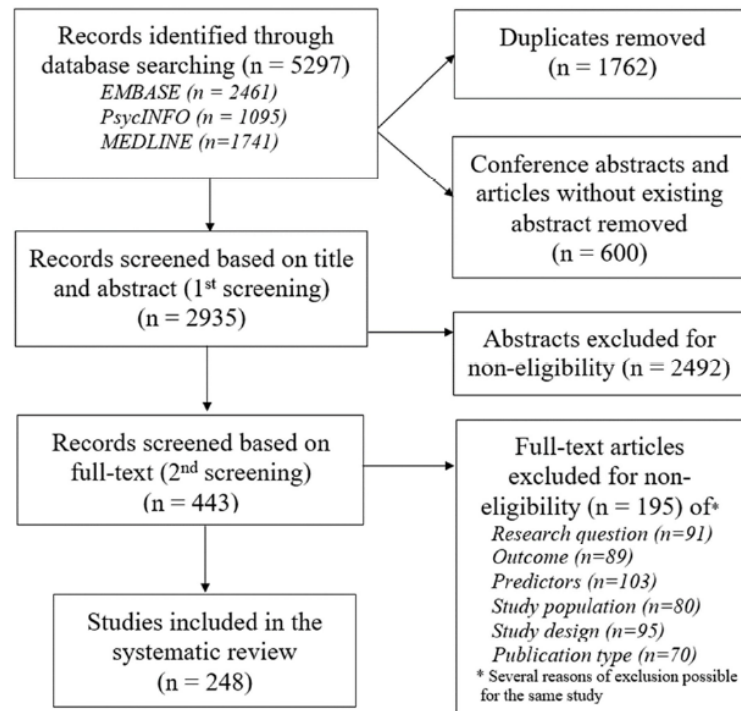
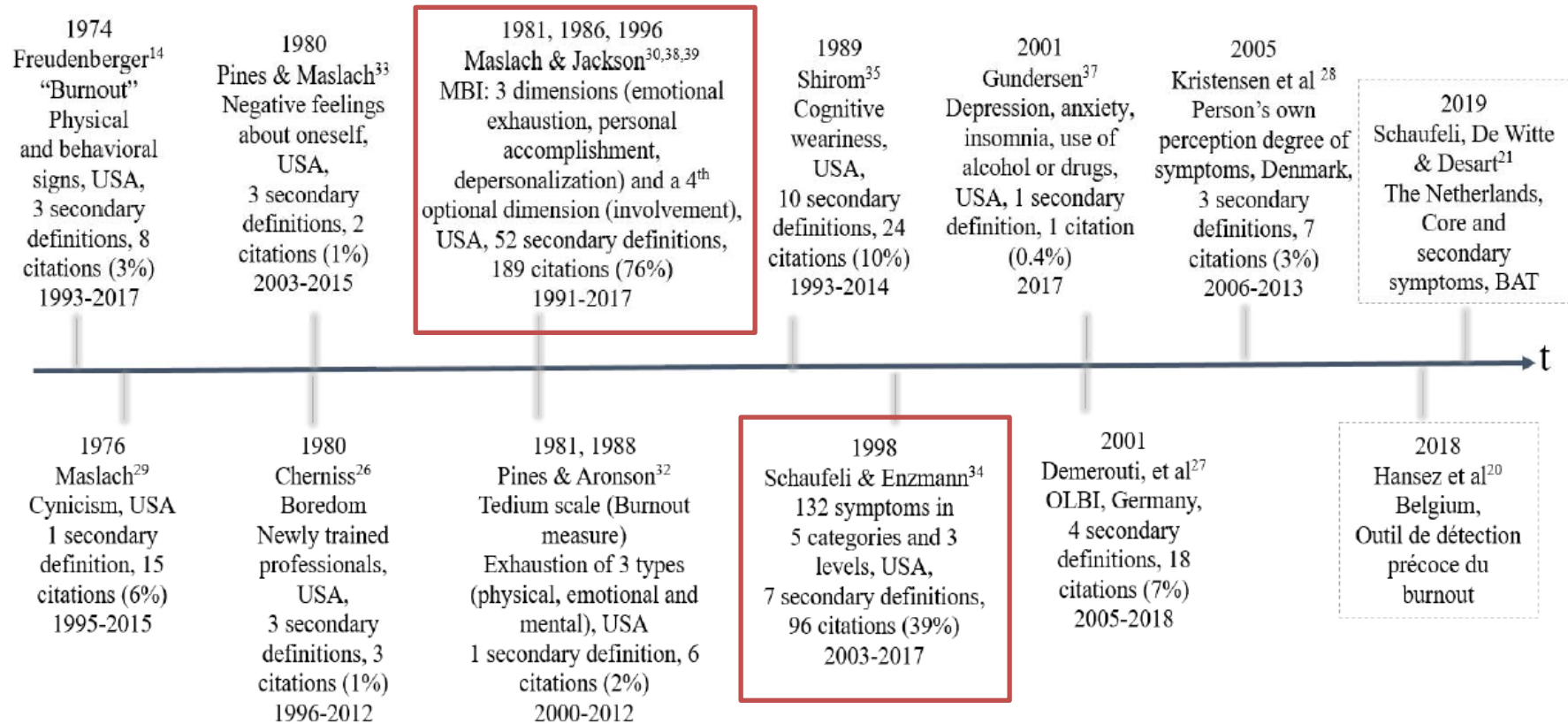


Figure 1. Flow diagram of study selection



# RESULTS

- ▶ **248 studies, 88 distinct definitions, referred 11 original definitions**
- ▶ **Commonly used definition**
  - ✓ Maslach & Jackson: Most commonly used definition (760/0)
    - Three components: emotional exhaustion, depersonalization, and personal accomplishment
    - Maslach Burnout Inventory (MBI)
  - ✓ Shaufeli & Enzman: 2nd (340/0)
    - Listing 132 symptoms which likely to be considered as burnout cases



**Figure 2.** Chronology of original definitions of occupational burnout. For each referenced original definition, the year of the first and updated publication, the first author's name, main features, and the country of publication are reported along with the number of the corresponding secondary definitions, the frequency [N(%)]\* and the timespan of their citations as quantified in the frame of the systematic review of 248 longitudinal studies on occupational burnout. The two definitions identified after the end of the systematic literature search (August 2018) were added and shown framed in dotted lines. \*A single article can cite more than one definition.

# RESULTS

**Table 2.** Multi-level and multi-layer structure of a semantic definition of occupational burnout based on the concepts (reduced to hyponyms or hyperonyms) shared in the analytical sub-corpus of definitions and number of their occurrence in the original definitions at each level and layer.

	Concept occurrence among 11 definitions	Concept occurrence among 13 definitions		
<b>Psychological level</b>			<b>Physical level</b>	
Deterioration of well-being	11	13	Deterioration of well-being	9 11
Exhaustion	8	10	Recovery problems	3 3
Emotional exhaustion	4	4	Sleep disorders	3 3
Mental exhaustion	1	1	Sleepiness	1 1
Weariness	5	7	Insomnia	2 2
Cognitive weariness	3		Exhaustion	9 11
Demotivation	2	3	Physical exhaustion	7 9
Inability to cope	2	2	Fatigue	4 5
Negative attitude	7	7	<b>Behavioural level</b>	
Frustration	4	4	Dysfunctional behaviours	5 6
Negative feelings about oneself	4	4	Relational inability	3 3
Dehumanization	3	3	Regarding clients	0 0
Detachment distancing	5	6	Regarding co-workers	1 1
Detachment towards co-workers	2	2	Cynicism (disengagement)	2 2
Detachment towards clients	1	1		

# RESULTS

- ▶ **Shared definition: A syndrome characterized by 'deterioration of well-being'**
  - ✓ Psychological level: exhaustion, weariness, and negative attitude
  - ✓ Physical level: deterioration of well-being with presence of exhaustion
- ▶ **Newly suggested definition by the study**
  - ✓ In a worker, occupational burnout or occupational physical AND emotional exhaustion state is an **exhaustion due to prolonged exposure to work-related problems**

# 측정도구

## ▶ Maslach Burnout Inventory-General Survey (MBI-GS; Schaufeli et al., 1996)

- 총16문항(신강현, 2003 타당화연구)
- 소진: I feel tired when I get up in the morning and have to face another day on the job
- 냉소: I doubt the significance of my work
- 직업효능감: In my opinion, I am good at my job

## ▶ Oldenburg Burnout Inventory (OLBI; Demerouti et al., 1999, 2008)

- 총16문항
- Exhaustion: There are days when I feel tired before I arrive at work
- Disengagement: Lately, I tend to think less at work and do my job almost mechanically

## ▶ Shirom-Melamed Burnout Measure (SMBM; Shirom & Melamed, 2006)

- 총14문항
- 신체적피로(Physical fatigue): I feel like my “batteries” are “dead.”
- 정서적소진(Emotional exhaustion): I feel I am not capable of being sympathetic to coworkers and customers.
- 인지적피곤(Cognitive weariness): I have difficulty concentrating.



Original article

Development of Korean Version Burnout Syndrome Scale (KBOS)  
Using WHO's Definition of Burnout SyndromeHyung Doo Kim<sup>1,2</sup>, Shin-Goo Park<sup>1,4</sup>, Won-Hyoung Kim<sup>3</sup>, Kyoung-Bok Min<sup>4</sup>,  
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Mental disorder  
Burnout, Professional / diagnosis  
Burnout, Professional

## ABSTRACT

**Background:** Burnout syndrome (BOS) is defined by the World Health Organization (WHO) as a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. This study aims to create the Korean version burnout syndrome scale (KBOS) that conforms to WHO's definition of BOS and present the cut-off points for screening.**Methods:** We developed the KBOS based on WHO's definition of BOS. An online survey was conducted through a specialized online research company. We recruited 444 workers for this research. The validity of the KBOS was assessed using factor analysis and Pearson's correlation. The KBOS reliability was assessed using Cronbach's alpha coefficient. The cut-off points for each of the three dimensions were derived using the upper quartile score.**Results:** The validity and reliability of the KBOS were good. Regarding reliability, the scale's overall Cronbach's alpha was 0.813. Cronbach's alpha of each three-dimension was as follows: exhaustion, 0.916; cynicism, 0.865; and professional inefficacy, 0.819. The cut-off points of BOS three dimensions are exhaustion  $\geq 21$ ; cynicism  $\geq 18$ ; and inefficacy  $\geq 15$ .**Conclusion:** The developed questionnaire (KBOS) can be a useful tool for screening of BOS.© 2021 Occupational Safety and Health Research Institute. Published by Elsevier Korea LLC. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

## 1. Introduction

Burnout syndrome (BOS) is usually a psychological term for the experience of long-term exhaustion and diminished interest in the work context [1]. Rapid changes in the labor market and performance-oriented working environment because of the recent free-market economy and globalization cause excessive job demands for workers, which easily causes BOS [2]. Since BOS emerged as a social health problem, in 2019, the World Health Organization (WHO)'s 11th revision of the International Classification of Diseases (ICD-11) defined BOS as "a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully

managed" [3] (diagnostic code QD85) and distinguished it from other stress, anxiety, and mood disorders. It is characterized by three dimensions: (i) feelings of energy depletion or exhaustion increased mental distance from one's job, (ii) feelings of negativism or cynicism related to one's job, and (iii) reduced professional efficacy. In the BOS in the previous version (10th revision of the International Classification of Diseases), BOS was defined as a "problem related to life-management difficulty" (diagnostic code Z73), and its symptoms were restricted to those appearing in an exhausted state [4].

The conceptual history of BOS was first developed in the 1970s by Maslach et al., who described symptoms in healthcare workers,

## APPENDIX 2. Forms of Korean version burnout syndrome scale (KBOS)

업무와 관련해 귀하의 최근 상태를 가장 잘 반영하는 것에 답해주세요. \*모든 항목에 대해 "1점" (전혀 그렇지 않다)부터 "7점" (매우 그렇다) 까지 있으니 해당되는 점수에 표시해주세요.

전혀 그렇지 않다	상당히 그렇지 않다	그렇지 않다	중간이다	그렇다	상당히 그렇다	매우 그렇다		
1	2	3	4	5	6	7		
진료 진행	1. 업무와 관련해 정신적으로 지쳐 있음을 느낀다.	1	2	3	4	5	6	7
	2. 업무를 생각하면 가슴이 답답함을 느낀다.	1	2	3	4	5	6	7
	3. 업무를 생각하면 피곤하고, 무기력한 느낌이 든다.	1	2	3	4	5	6	7
	4. 나는 요즘 업무로 인해 에너지가 고갈되는 느낌, 피로감을 느낀다.	1	2	3	4	5	6	7
의사- 진행	5. 직장에서 현재 내가 하는 일이 중요하지 않고, 쓸모 없는 일로 여겨진다.	1	2	3	4	5	6	7
	6. 최근 업무를 대하는 자세가 적극적이지 않고, 소극적으로 바뀌었다고 느낀다.	1	2	3	4	5	6	7
	7. 현재 업무는 나의 경력개발에 도움이 되지 않는 것으로 여겨진다.	1	2	3	4	5	6	7
	8. 업무와 관련하여서 직장에서 나의 존재가치가 점점 사라지고 있다고 느낀다.	1	2	3	4	5	6	7
회 계 진 행	9. 직장 업무에서 어려움이 생기면, 나는 적절하게 잘 대응하는 편이다.*	1	2	3	4	5	6	7
	10. 나는 현재 소속된 직장에 도움이 되는 기여를 하고 있다고 느낀다.*	1	2	3	4	5	6	7
	11. 직장에서 좋은 성과를 냈을 때, 나는 성취감을 느낀다.*	1	2	3	4	5	6	7
	12. 업무에서 나는 좋은 성과를 낼 수 있다는 자신감이 있다.*	1	2	3	4	5	6	7
총 점		말진		냉소주의		비능률		

\* 9, 10, 11, 12번 문항은 역계산

Abbreviations: BOS, burnout syndrome; KBOS, Korean version burnout syndrome scale; WHO, World Health Organization; MBI, Maslach Burnout Inventory; BCSQ, Burnout Clinical Subtypes Questionnaire; PHQ, Patient Health Questionnaire; PSS, Perceived Stress Scale; GAD, Generalized Anxiety Disorder.

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E-mail address: [astress@naver.com](mailto:astress@naver.com) (S.-G. Park).

# 고위험 직종

- ▶ 의료기관 종사자
- ▶ 사회복지사
- ▶ 교사
- ▶ 법조인
- ▶ 경찰관
- ▶ 심리학자



(Mary Gormandy White. 2016)

# Prevalence of Burnout in Training



*"The word 'slave' is so degrading. Why don't we call you 'intern.'"*

## ► **Medical Students: 49%**

- Mean emotional exhaustion score: 23.8
- Mean depersonalization score: 9.3

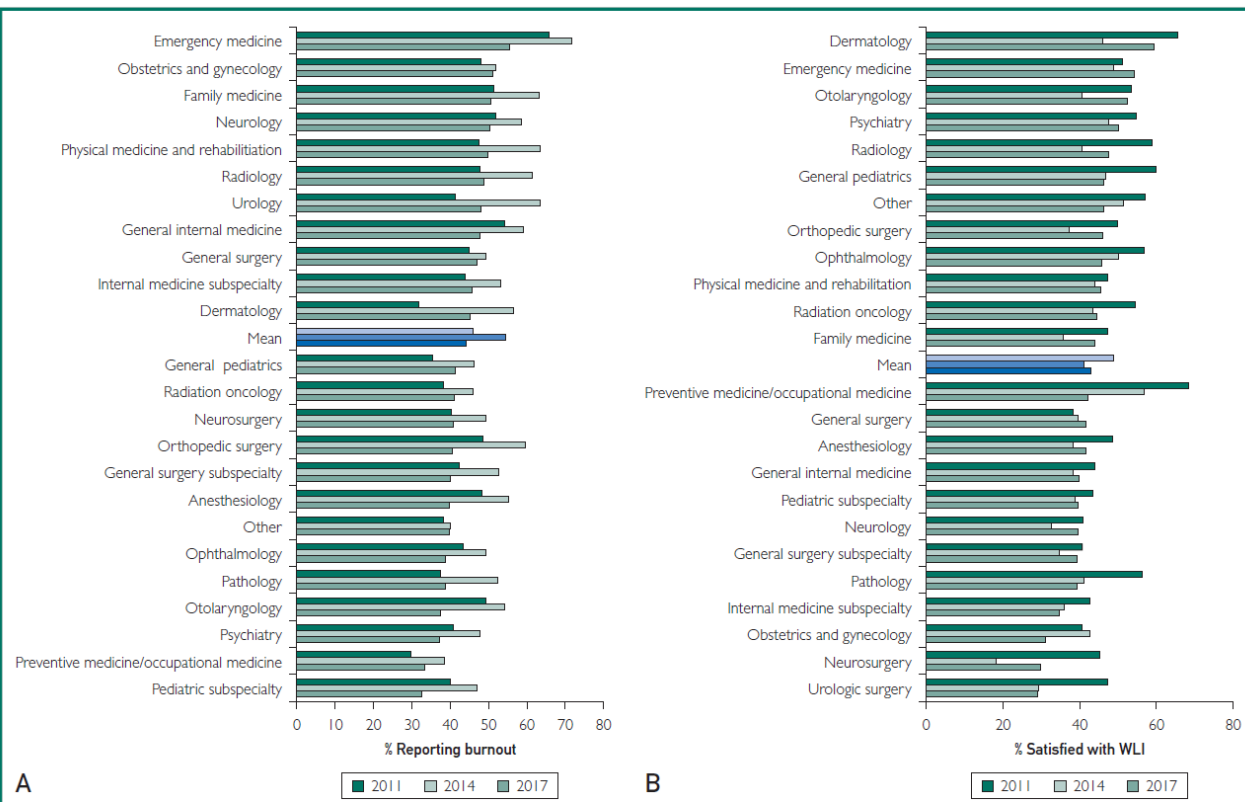
## ► **Residents: 60%**

- Prevalence of high emotional exhaustion: 44-50%
- Increased prevalence of high depersonalization

**(Dyrbye L. 2016)**



# Changes in burnout and satisfaction with work-life integration in physicians and the general US working population between 2011 and 2017



**All Practicing Physicians:**

**45.8% in 2011**

**54.4% in 2014**

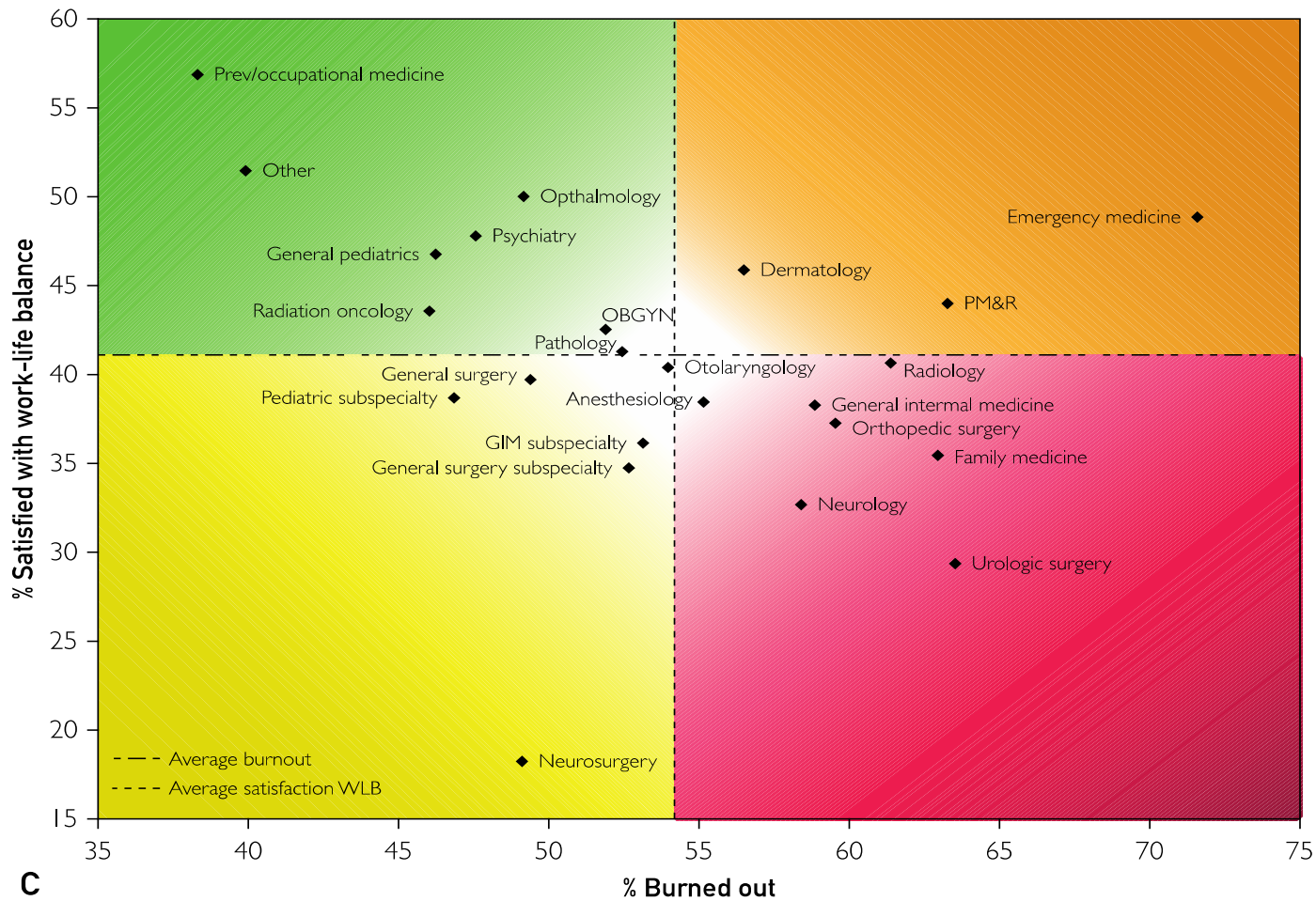
**43.9% in 2017**

A

B

FIGURE 1. Burnout (A) and satisfaction with work-life integration (WLI) (B) by specialty, 2017, 2014, and 2011.

(Shanafelt et al. 2019)



# 번아웃의 원인

1. 업무적 위험요인 (WORK RELATED)
2. 생활방식 (LIFE STYLE)
3. 개인성향 (UNIQUE PERSONALITY TRAITS)

# 업무적 원인

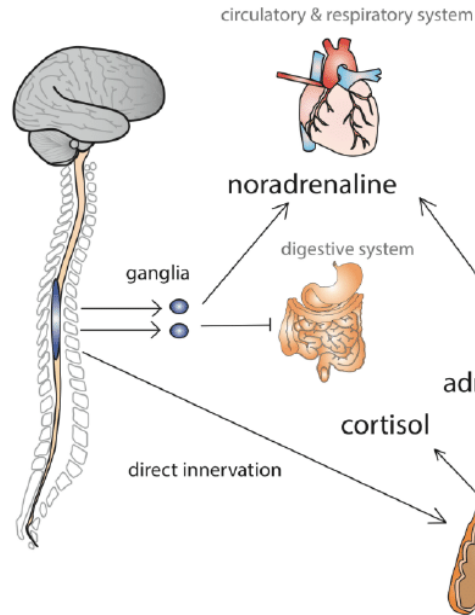
1. Workload
2. Perceived lack of control
3. Reward
4. Community
5. Fairness
6. Values mismatch.

(Maslach and Leiter. 2017)

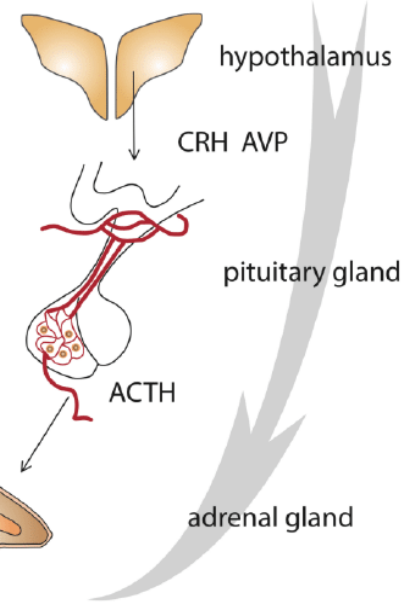
# Fight or Flight Response



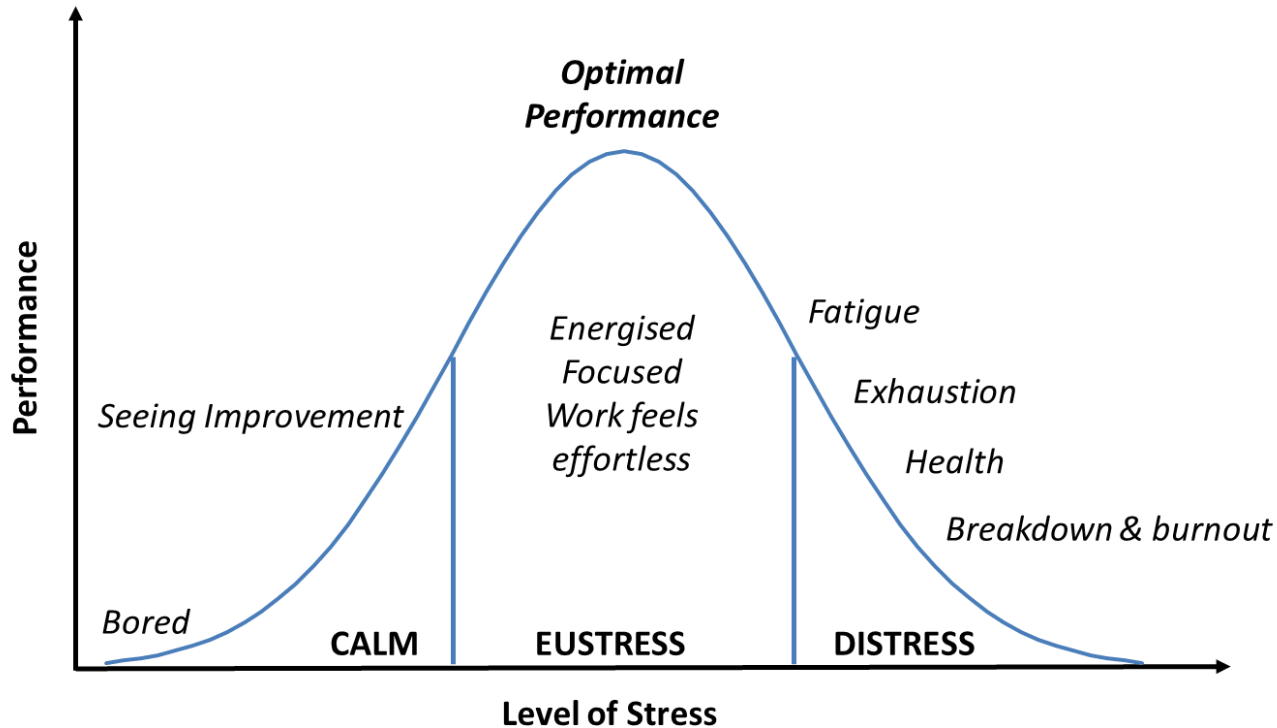
## sympathetic nervous system



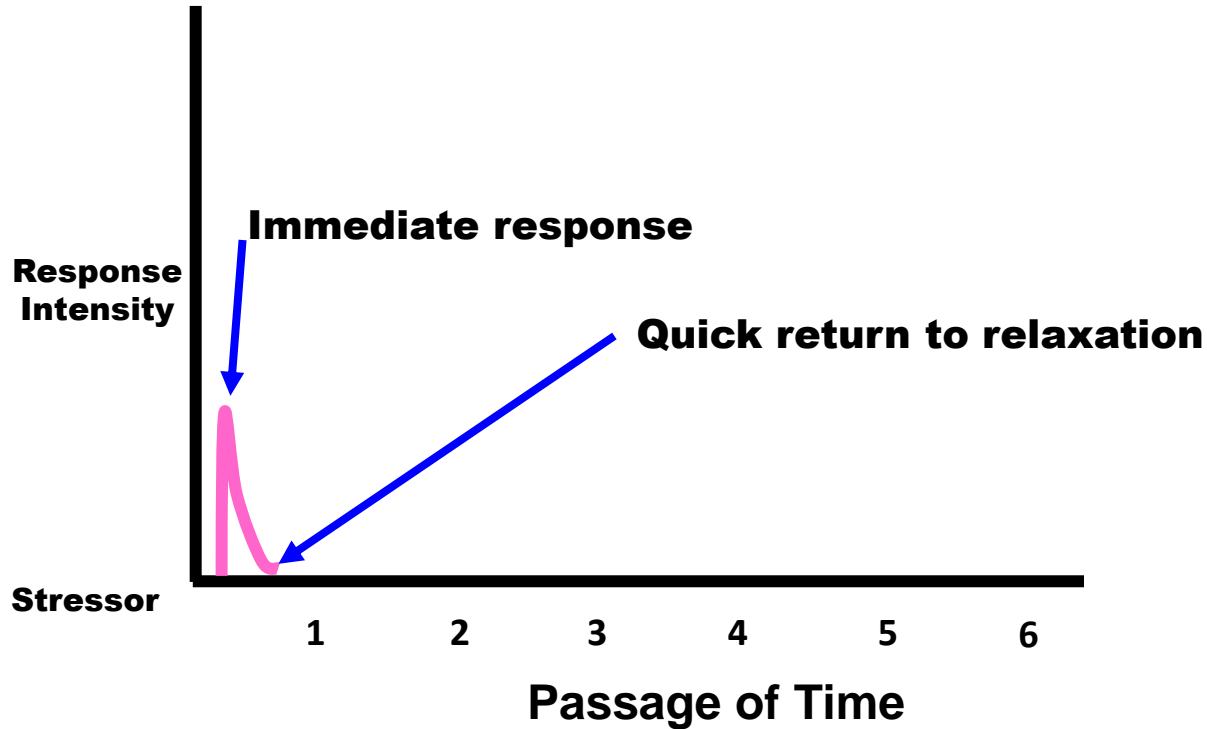
## endocrine HPA axis



# Stress-performance Curve (The Yekes-Dodson Law)

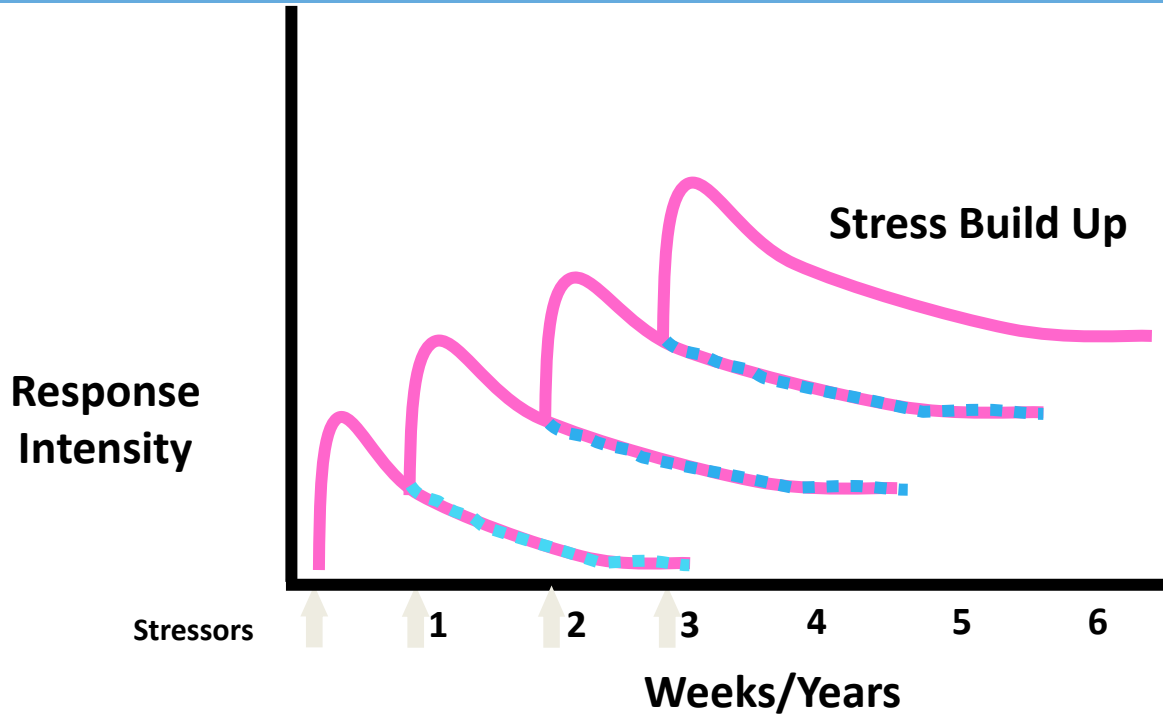


# Single Stress Event



(Johnston. 2009)

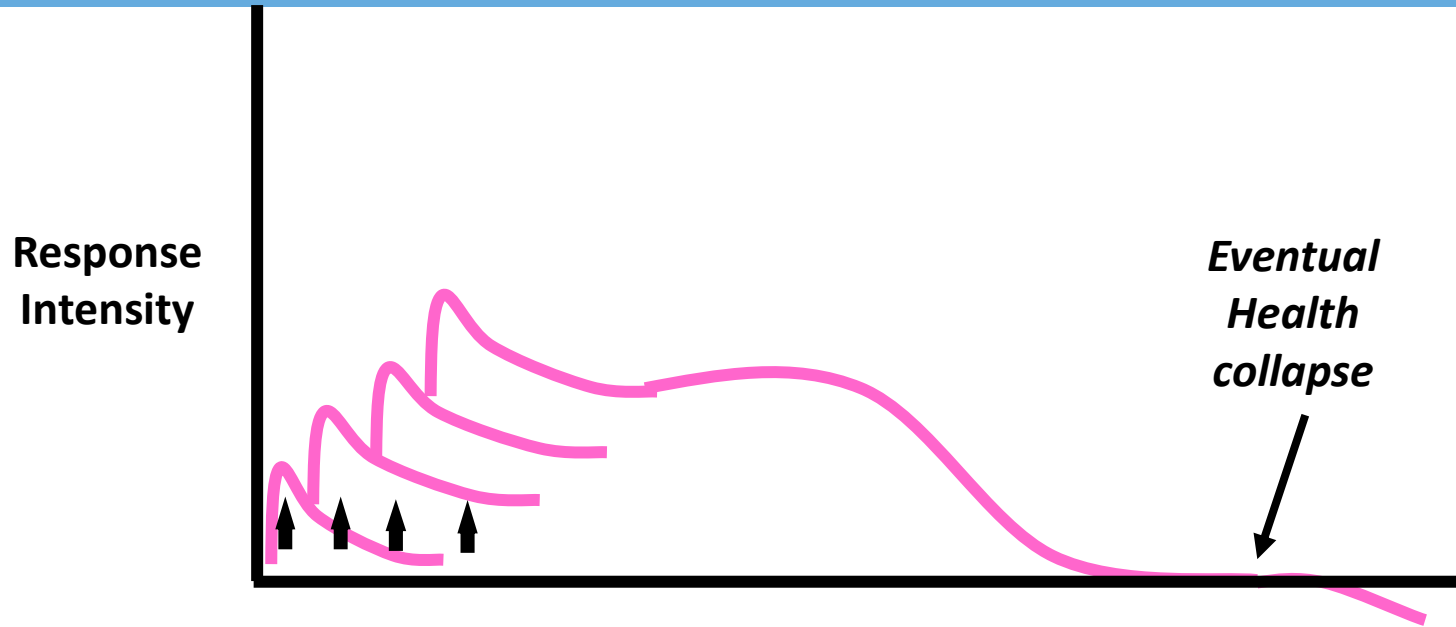
# Multiple Stress Events



(Johnston. 2009)



# Stress Overload

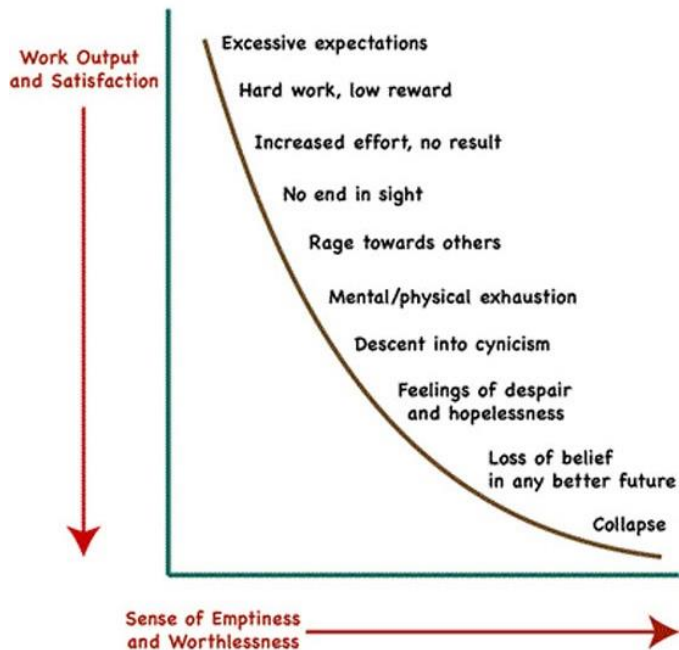


(Johnston. 2009)

# 직무스트레스와 번아웃



## THE BURNOUT CURVE



## ▶ Unmanaged Stress makes us

- Sick
- Stupid, anxious, depressed, forgetful
- Socially awkward





life guilt schoolwork  
self-loathing emptiness  
quit  
useless self-hate  
headaches  
anxiety lost  
helpless tired insomnia stress  
overworked overwhelmed anger disappointment  
overthinking perfectionism pathetic trapped  
nausea MDD giveup  
depression



무엇보다 무릇 네 마음을 지키라.

생명의 근원이 이에서 남이니라.

● 잠언 4:23



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Contents lists available at ScienceDirect

## Social Science &amp; Medicine

journal homepage: <http://www.elsevier.com/locate/socscimed>

## An empirical investigation of the relationship between business performance and suicide in the US

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### ARTICLE INFO

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Suicide  
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Economic conditions  
Business performance  
Economic insecurity  
Psychological work stressors

### ABSTRACT

Previous research suggests that mortality rates behave pro-cyclically with respect to economic growth, with suicides representing a notable exception that consistently increase in economic downturns. Over recent years, there is ample evidence in the literature that the working environment in the US has deteriorated significantly, suggesting that suicide rates may not necessarily behave in a counter-cyclical manner with business performance. Utilising recent suicide data, this study empirically tests the hypothesis that adverse working conditions over recent years may have resulted in a pro-cyclical relationship between business performance and suicide. Unlike previous studies, we use a stock market index, a leading macroeconomic indicator, to measure economic conditions from a business perspective. We employ the Autoregressive Distributed Lag (ARDL) co-integration methodology to study the long-run relationship between monthly S&P500 stock market data and age and gender-specific suicide rates during the period January 1999 to July 2017. Our results highlight substantial differences in age groups responses to fluctuations in business performance. We find a clear positive association between business performance and suicide rates for the youngest males and females aged 15–34 years, indicating that there is a human cost associated with improved business performance. Additionally, we investigate the association between economic insecurity, a unique aspect of the recent deterioration in the working environment, using the Implied Volatility Index “VIX” and age and gender-specific suicide rates. Our findings do not support a population-wide adverse impact of economic insecurity on suicide incidences. The exception was males aged 15–24, and females aged 55–64 for whom we find a significant positive association. Teaching work-life management and problem-solving skills to manage everyday work stressors may be important strategies to mitigate the psychological cost of business successes.

# 2015-2020 과로자살 산재현황

	2015년도	2016년도	2017년도	2018년도	2019년도	2020년도
신청(명)	59	58	77	95	72	87
승인(명)	22	20	44	76	47	61
승인율(%)	37.3	34.5	57.1	80	65.3	70.1

(출처: 근로복지공단)

# 지난 5년 동안 업무관련 자살 승인 현황

	2017	2018	2019	2020	2021	합계
산재법상 재해	44	76	47	61	88	316
공무원재해	7	7	4	7	10	35
군인재해	17	25	38	18	16	114
사립학교교직원 재해	3	1	3	1	0	8
소계	71	109	92	87	114	473

(출처: 기본소득당 용혜인 의원실)



[표 53] 2015~2019년 동기별 자살 현황 추이

[단위: 명, %]

1위 2위 3위

		2015년	2016년	2017년	2018년	2019년
가정 문제	자살자 수	1,285	1,162	1,100	1,043	1,069
	백분율	9.6	8.9	8.9	7.9	8.0
경제생활 문제	자살자 수	3,089	3,043	3,111	3,390	3,564
	백분율	23.0	23.4	25.0	25.7	26.7
육체적 질병 문제	자살자 수	2,903	2,768	2,565	2,429	2,518
	백분율	21.6	21.3	20.6	18.4	18.8
정신적·정신과적 문제	자살자 수	4,228	4,713	3,939	4,171	4,638
	백분율	31.5	36.2	31.7	31.6	34.7
직장 또는 업무상의 문제	자살자 수	559	514	487	487	598
	백분율	4.2	3.9	3.9	3.7	4.5
남녀 문제	자살자 수	469	429	387	419	373
	백분율	3.5	3.3	3.1	3.2	2.8
사별 문제	자살자 수	101	108	107	109	113
	백분율	0.8	0.8	0.9	0.8	0.8
학대 또는 폭력 문제	자살자 수	2	3	7	0	4
	백분율	0.0	0.0	0.1	0.0	0.0
기타	자살자 수	243	172	253	326	330
	백분율	1.8	1.3	2.0	2.5	2.5
미상	자살자 수	557	108	470	842	160
	백분율	4.1	0.8	3.8	6.4	1.2
전체	자살자 수	13,436	13,020	12,426	13,216	13,367
	백분율	100.0	100.0	100.0	100.0	100.0



(2021 자살예방백서)

[출처: 경찰청, 2015~2019년 번사자통계]

# 과로자살



- ▶ 극단적 선택으로 떠미는 사회
- ▶ 사회적 타살

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# Harvard Business Review

JANUARY-FEBRUARY 2016

44 **The Big Idea**  
Embracing Complexity  
Martin Reeves et al.

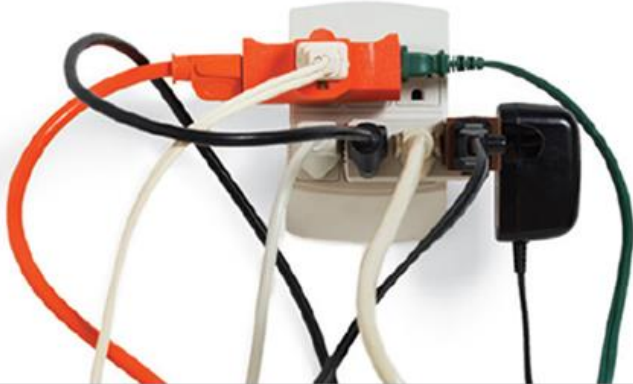
104 **Leadership**  
Secrets of  
Superbosses  
Sydney Finkelstein

94 **Technology**  
The Care and Feeding  
of Algorithms  
Michael Luca et al.

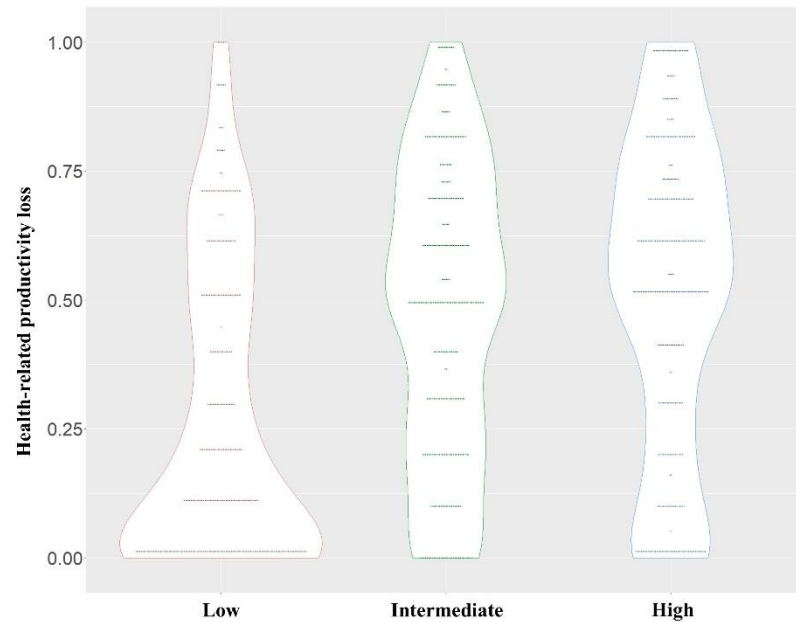
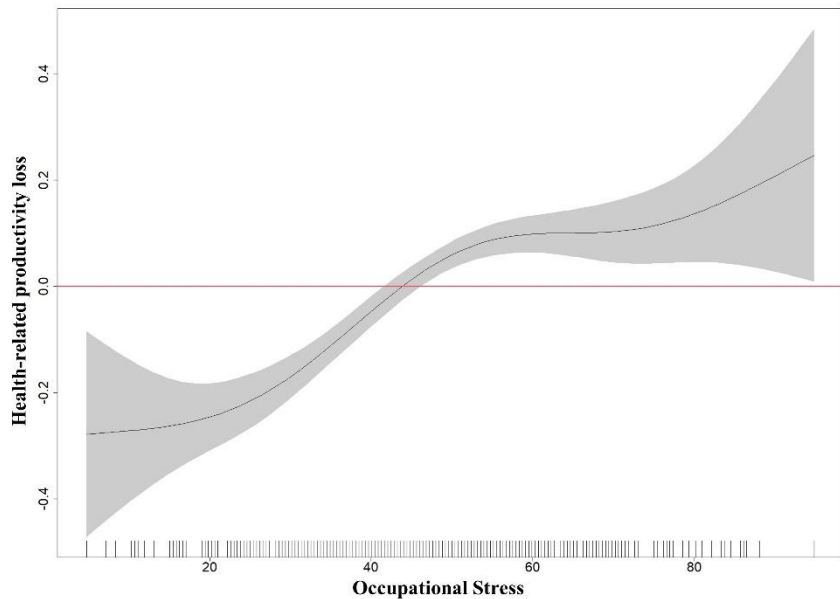
## COLLABORATIVE OVERLOAD

YOUR MOST HELPFUL EMPLOYEES ARE  
BURNING OUT. HERE'S WHAT TO DO ABOUT IT.

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# 직무스트레스와 건강관련 노동생산성 손실

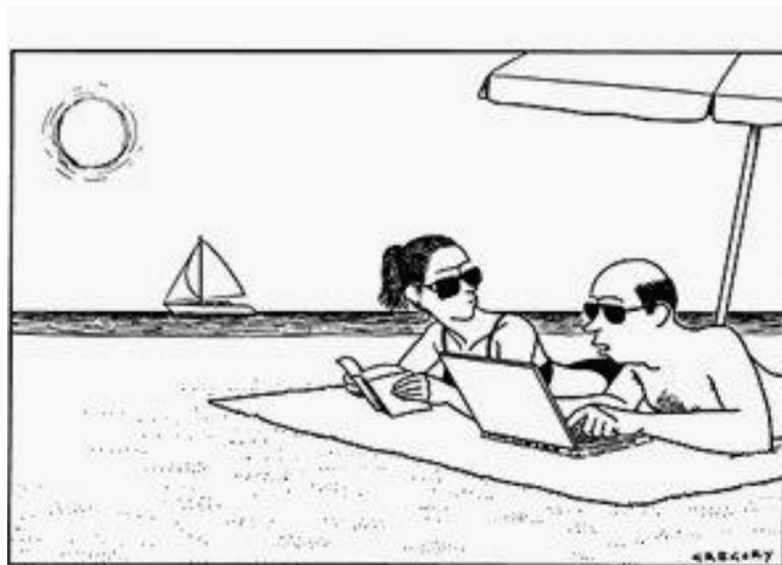




“대부분의 사람들은 그들의 만족과 행복을 아주 간단하게 증진시킬 수 있다. 돈을 버느라 쓰는 시간을 줄이고, 가족이나 건강 등의 본질적 재화를 위해 더 많은 시간을 쓰는 것으로 충분하다. 그들은 본래 얻을 수 있는 것보다 훨씬 더 적은 만족을 얻는 것에 그치고 있다. 더 많은 돈이 지속적으로 더 행복하게 만들어 준다는 잘못된 가정에서 출발했기 때문이다.”

- 리처드 이스털린

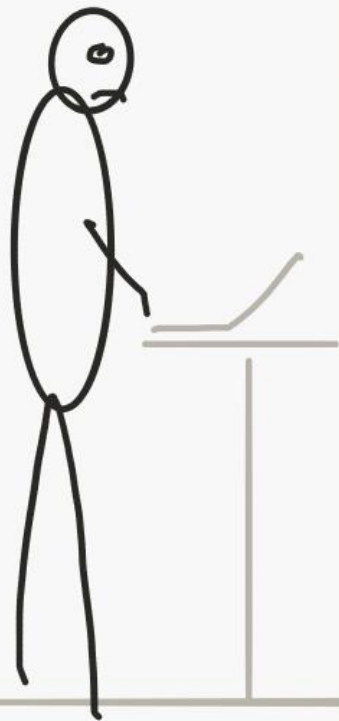
## ▶ Balance Your Life



*"I am not a workaholic. I just work to relax."*

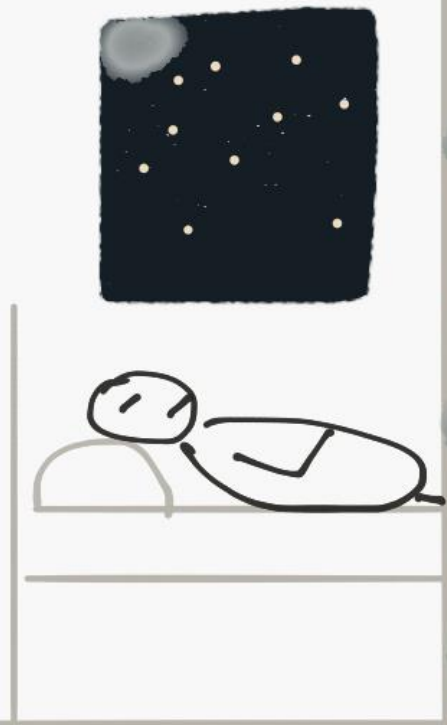


8 HOURS



FOR WORK

8 HOURS



FOR SLEEP

8 HOURS

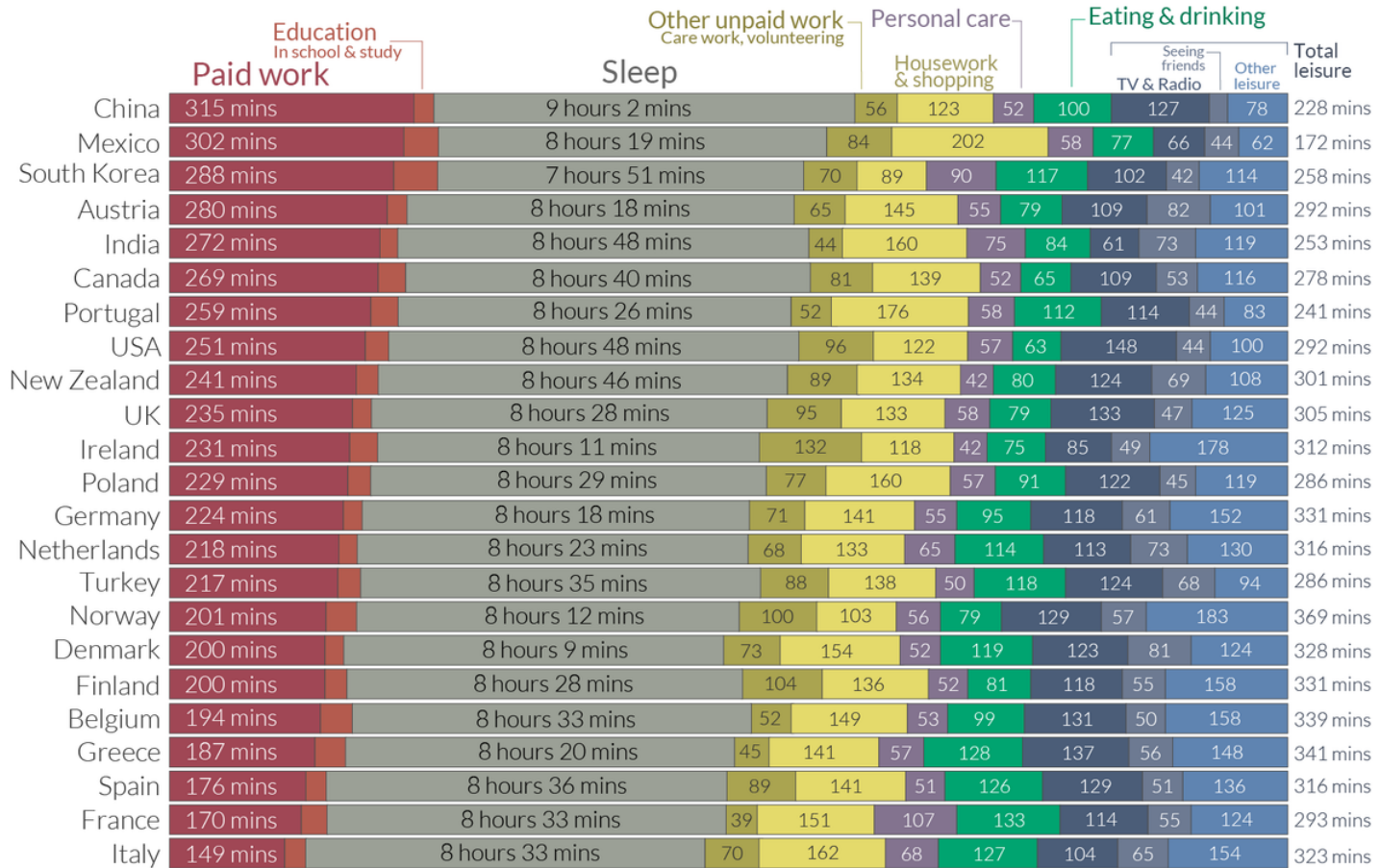


FOR LEISURE



# How do people spend their time?

Averages of minutes per day from time-use diaries for people between 15 and 64.



Data source: OECD Time Use Database, Gender Data Portal. For most countries surveys were conducted between 2009 and 2016, but surveys for some countries are older.

A person is sitting on a wooden dock in the middle of a calm lake. The lake is surrounded by steep, forested mountains. The sky is clear and blue. The person is seen from behind, looking out at the vast landscape. The water reflects the surrounding mountains and sky.

We are not **human Doing**, but **human Being**.

감사합니다.  
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