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PERCEPTION OF BURNOUT AMONG SOCIAL WORKERS AND COPING MECHANISMS USED TO COMBAT IT

Natasha Hogan

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PERCEPTION OF BURNOUT AMONG SOCIAL WORKERS AND COPING
MECHANISMS USED TO COMBAT IT

A Project
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Social Work

by
Natasha Hogan
June 2020

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Approved by:

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ABSTRACT

The purpose of this study was to investigate how many social workers are experiencing burnout as well as to learn what kinds of methods they use in order to reduce the symptoms of burnout. During this study, the researcher interviewed six participants who are social workers in San Bernardino County. Each participant disclosed their feelings and thoughts surrounding their experience with burnout. To interpret the findings the open coding method as well as a qualitative data analysis was used. It was found that many participants not only experienced burnout in their job as social workers, but many also were experiencing anxiety and depression stemming from burnout. Four out of the six participants utilized friends and family to help manage the feelings of burnout. The main themes that developed from the data was lack of support from management, lowering caseload sizes, experiencing anxiety and depression, and using friends and family to help cope with burnout. The findings of this study can act as a foundation for future research into the phenomenon of burnout among social workers. Furthermore, resources and better support services can be discussed and implemented for social workers with this information.

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CHAPTER ONE

ASSESSMENT

Introduction

This chapter will begin with a statement of the research focus and reasons why this topic is important. Next, the chapter will discuss the research paradigm that used and why it was the most appropriate for the research focus. After that is explained, a literature review will comment on what empirical research has said about how social workers feel in their positions and what the contributing factors are for burnout on the job. This will lead to an explanation on how this research topic will contribute the field of social work.

Paradigm and Rationale for Chosen Paradigm

This study used the post-positivism approach paradigm. The post-positivism approach is an approach where the researcher is able to use the human experience of others and themselves to collect data. In this paradigm, data comes from participants own perceptions and opinions from their own unique experience (Morris, 2013). In this research, the post-positivism approach allowed the researcher to gain multiple perspectives from social workers and interpret these results to make a meaningful addition to the field of social work.

Literature Review

Burnout can be defined as a state where an individual is physically and emotionally drained (Schaufeli and Greenglass, 2001). According to Wagaman, Geiger, Shockley, and Segal (2015), burnout can produce effects such as depression, insomnia, and digestive issues in employees who primarily work in human service jobs. This means that social workers are at more risk to having a harder time at maintaining their job and coping with the stress of that job. These factors can have severe effects in the long-term outcome of a person's career.

Factors that Contribute to Burnout

Hamama (2012) claims that there are five main factors that account for the presence of burnout at a place of employment. The five main factors that Hamama listed are age, educational level, gender, family status, and level of seniority at the workplace. In reference to age, employees over the age of thirty tend to feel less burnout than their younger counterparts due to the fact that older adults are more inclined to have more financial support and higher self-assurance (Hamama, 2012). Educational level and the perception of burnout are positively correlated. Workers who have achieved advanced degrees usually have higher standards which lead to overworking (Hamama, 2012). Hamama, 2012 claims that females are more likely to feel burnout than males because females become more emotionally involved in their cases. Marriage status can also play a part in how much burnout a person feels. Social workers who are married experience lower levels of burnout because they have partners to

provide emotional support (Hamama, 2012). Lastly, social workers who have a higher level of seniority experience less burnout as a result of experiencing more benefits from the job over time (Hamama, 2012).

Other factors such as level of empathy, responsiveness to the client, personal trauma, lifestyle, and level of exposure are also factors that can contribute to the perception of burnout (Decker, Brown, Ong, and Stiney-Ziskind, 2015). Being exposed to severe trauma continually over a period of time not only can trigger personal traumatic experiences, but it can also change an outlook on life. Additionally, lifestyle and life demands play a part in how burnout can affect a person. Although social workers are trained to work in this field, it is important to ensure that social workers are also given an opportunity to practice self-care.

Effects of Burnout

According to Maslach and Jackson (1980), burnout not only reduces the quality of care, but it is also a contributor to high turnover rates in employment, excessive absences, and decreased morale. All of these factors are important to consider in a social service agency or any kind of job that requires serving the public. It can also be noted that employees who experience burnout also have an increased risk of insomnia, substance abuse, and family issues (Maslach and Jackson, 1980). Decker, Brown, Ong, and Stiney-Ziskind (2015), add that burnout also known as compassion fatigue can cause exhaustion, disengagement, distress, and isolation from others. These researchers note that, human services professionals practice empathy in the daily work life, and

often are exposed to the trauma of the client (Decker, Brown, Ong, and Stiney-Ziskind, 2015). Without a support system or appropriate coping mechanisms, this can become detrimental to an employee. The importance of addressing the issue of burnout is imperative for the care of social workers and other professionals in the human service field.

Organizational Differences

The researchers Wallace, Lee, and Lee (2010) have noted that professionals who work in different contexts experience burnout differently. Professionals who work in the human services field can work in different agencies, employment locations, and vary in their client population. Professionals who own their own private practice experience less burnout than professionals who work within the community or for a non-profit agency (Wallace, Lee, and Lee, 2010). These researchers believe this is due to the fact that those who work in a private practice are able to manage their own schedules and control their workload. They are also do not have to deal with a hierarchal structure that often exists in community agencies. Management type and style can contribute the feeling of burnout among workers in the human services field. This is relevant to this study because social workers who work for a non-profit agency and community agency will be interviewed and studied. Their experiences can be analyzed through a lens that contains the information of the differences between private practice and working for the community.

Coping Strategies

Kalliath and Kalliath (2014), define coping as the consistently changing of emotional attempts to maintain both external and internal demands that go beyond the person's ability or resources available. Various coping strategies can be utilized in order to moderate the effects of burnout. Wallace, Lee, and Lee (2010), explain that strategies such as talking to someone and the use of comedy can positively affect the feelings of burnout. This can be attributed to the professional disengaging from their position and using a distraction to move away from their work. Kalliath and Kalliath (2014) have noted that there are different coping strategies what can be classified as either problem-focused or emotion-focused. Problem-focused solutions are usually solution where the social worker feels as if they are able to control the situation and adjust accordingly and emotion- focused solutions are one where social workers feel as if they have no control over the situation and must change the way they feel or act. Between these two coping solutions there are 13 contrasting approaches to dealing with excessive stress.

The emotion-focused approach consists of methods such as denial, acceptance, disengagement, and support from network of trusted individuals, venting, and positive reinterpretation. Getting help from a network of trusted individuals can allow the person to receive compassion, fellowship, and encouragement (Kalliath and Kalliath, 2014). There are two forms of disengagement; disengagement through behavior involves changing an objective

to dodge the stress. The second one is disengagement mentally, which involves a person concentrating on activities that serve as distraction (Kalliath and Kalliath, 2014). Positive reinterpretation can help cope with demanding situations because it involves taking the challenging situation and thinking about it in a more positive light, this can change the way a person's emotions towards the situation. (Kalliath and Kalliath, 2014). Denial and acceptance are complete opposite methods. The use of acceptance entails accepting the problem as real and actively trying to change it, while denial entails refusing to believe the problem is present and ignoring it. Denial can help while also being counterproductive because it does not directly address the issue at hand (Kalliath and Kalliath, 2014). Lastly, venting engages another person in your emotions and thoughts, this can aid in soothing stress (Kalliath and Kalliath, 2014).

Problem-focused methods are more direct coping mechanisms. Active coping entails being as responsive as possible to trying to find a solution to deal with the present issues (Kalliath and Kalliath, 2014). Planning is a method is more sequential and organized. In the planning approach, specific steps are determined that will help clarify what the dilemma is and the best way to overcome it (Kalliath and Kalliath, 2014). Suppression is taking away any activity that may distract a person from concentrating on the problem at hand (Kalliath and Kalliath, 2014). Restraint coping involves waiting for the problem to arise and become more serious to begin to actively deal with the issue (Kalliath and Kalliath, 2014). Seeking guidance, and consultation can also comfort a person

when it comes to dealing with an issue or stressor (Kalliath and Kalliath, 2014). There are many factors that can contribute to social workers feeling burnt-out in their jobs, some include education level, gender, lifestyle, and level of exposure to trauma. All of these can play a part in a social workers life and how they perceive their job and the ability to do that job. There are also differences in the level of burnout depending on the place of employment. Professionals who work in a private setting tend to experience less burnout then those who work for a community agency. Coping strategies can be either direct or indirect and vary in approach.

Theoretical Orientation

The Theoretical orientation used for this research study was systems theory. Systems theory explains how a multitude of elements in a person's life can influence their behavior, actions, and wellbeing. There are many influences that can determine the perception of burnout in social workers. Due to this fact, systems theory helped explain how every individual belongs to different systems and how those systems can also interact with one another. This framework helped keep a generalist perspective during the research process. This theory also helped identify social constructs within a place of employment.

Contribution of the Study to Micro and/or Macro Social Work Practice

This research question is relevant to the field of social work because burnout can, not only effect how someone is perceiving their job, but burnout can also affect a person's livelihood and perception on life. It is imperative that there

is more research on this issue to find out not only how many social workers feel this kind of turmoil, but also what social service agencies and other work environments can do to prevent this from happening. Social workers have a massive impact on the community and the people that they serve. Relieving the pressure of burnout will impact the agency in a positive and productive way, the social worker, and lastly families and children who depend on the care from social workers.

Summary

This chapter began with covering the paradigm that was chosen for this study along with an explanation on why it was chosen. Next, a literature review was given that contained information on what burnout is, its effect, factors that contribute to the feeling of burnout, and known coping mechanisms that may be utilized. That was followed by the theoretical orientation that was chosen along with a discussion on the contributions of this study to social work practice.

CHAPTER TWO

ENGAGEMENT

Introduction

This chapter will include information about the chosen study site for the research project as well as an explanation of the services the agencies provide and who their clients are. Identification and engagement of gatekeepers will be discussed further in detail. Self-preparation and methods will also be included in this chapter. Lastly, potential diversity, political, ethical, and technological issues will be presented along with solutions to these issues if they were to arise.

Study Site

There was not a specific study site for this research project. I interviewed social workers who did not belong to one specific agency. All the social workers interviewed worked in varying locations throughout the County of San Bernardino. To conduct the interview, the researcher and the participant met at an agreed upon location such as a coffee shop and a local park. For the participants who could not meet at a location, the interviews were held and recorded by telephone.

Social workers that were interviewed were intake social workers, carrier social workers, adoption social workers, social workers who conduct home assessments and social workers who help find placement for foster children.

Participants were selected by referral from the previous participant. Once the participant completed their interviews, names and phone numbers of potential participants were referred to the researcher. The researcher contacted each potential participant to describe the purpose of the study and to discover if the potential participant was interested in participating in the study. Once the participant agreed, the researcher scheduled a time and day to complete the interview.

Self-Preparation

To prepare for this research project, extensive research was conducted on burnout in the field of social work in order to obtain all necessary information about not only the topic of burnout. The literature review served as the beginning step to become further educated and well versed on the role of social workers and pressures they face. Research came from empirical resources that have been published. A schedule was drawn out to give the participants the availability of the researcher. Lastly, thank you letters were written to all social workers that choose to participate in the study.

Diversity Issues

In regard to the diversity of the participants, in order to obtain different perspectives on burnout it was important to interview social workers who come from diverse cultures and backgrounds. This may influence how they perceive stress and burnout on the job. Furthermore, interviewing social workers who work

at different agencies and work with children in various capacities allows the researcher to compare what aspects of social work are more susceptible to burnout than others.

Ethical Issues

Potential ethical issues for this type of research were privacy and confidentiality of participants. This includes ensuring that participants are informed of their rights such as understanding the full scope of the research and understanding that participation is not mandatory. Each participant was given a letter of informed consent and was asked to sign once the letter was read and understood.

Political Issues

Political issues that were faced were having participants comment on their experiences working in agencies. Participant were concerned that the results may have tainted the image of their agency.

The Role of Technology in Engagement

Technology was utilized in order to recruit participants to the study. Technology such as the telephone was used to call and speak to participants about the study. Additionally, a tape recorder was used to record interviews with the written permission from the participants.

Summary

This chapter began with an explanation on how and where the interviews took place and how each participant was recruited. Next, a discussion on the type of self-preparation was applied to the research project and a summary of what will be done. To end the chapter, issues pertaining to politics, technology, diversity, and ethics during engagement were explained in detail

CHAPTER THREE

IMPLEMENTATION

Introduction

Chapter three will first discuss the type of participants that were recruited for this study and how they were selected. Next, data gathering will be explained with the different approaches being listed as well. An explanation on why the tool selected will be used also will have an explanation. An outline of the phases of data collection will be discussed. Methods for analyzing data and recording data will be disclosed in the chapter. Following these methods, and plan for communicating findings to the study site and participants will expressed. Lastly, an outline for plans for termination will be discussed. This includes information for dissemination of results from the study.

Study Participants

Participants for this study were social workers who work in San Bernardino County and primarily service children and families. The sample of participants represented a diverse population of people in various positions, ethnicities, and years of experience. Social workers who participated in the study were employed in varying agencies through the County of San Bernardino.

Selection of Participants

The maximum variation sampling method as part of the post positivism approach was utilized. This method was the best choice for the research project because it allowed participants to share their perspective and experiences to create their unique construction on the perception of burnout. From that point similarities and differences were analyzed between each participant. To obtain contrasting opinions six social workers who are ethnically diverse, vary in age, gender, and have a range of experiences were chosen. The selection of all these participants will be a random sample and will include an informed consent that each participant will be given before the interview process begins. The participants chosen to engage in the study represented a diverse population of people and backgrounds.

Data Gathering

There method of data collection that was used for this research study was interviews. Participants were given an informed consent letter before interviews began letting them know what the study is about and what kinds of questions will be asked. To gather a range of data, various questions were asked in order thoroughly analyze the human experience. Questions such as descriptive questions, structured questions, and contrast questions. Utilizing all three of

these questions painted a clear picture of how the participants perceive the feelings of burnout in their employment.

Descriptive questions such as “What are some coping mechanisms that you use to help alleviate burnout?” were utilized in this study. This type of question explained how the participant deals with stress and their feelings about their job. Contrast questions that were utilized are: On a scale one to ten how difficult is it for you to practice self-care? And, do you find it hard to be able to leave your work at work and not bring it home with you? Structured questions that were asked are: How has your perception of burnout changed from the beginning of your social work career until now? If it has not changed what do you believe the contributing factors are? These questions helped determine patterns within the data.

Phases of Data Collection

Data collection began with initial interviews of social workers. During the interviews, responses from participants were analyzed to create additional questions for further explanation and to accurately understand the meaning behind all responses. Once the interview was completed the researcher thanked the participant for their time and informed the participant that their information will be kept confidential. Data from the interviews were kept in a locked box for safe keeping.

Data Recording

To record data the researcher used a tape recorder to record the whole interview while also taking small notes to make reminders. This was the best method for remembering what was said during the interview. The note taking during the interview also served as writing pointers for the research journal that was maintained during this process. This will ensure nothing is missed and all-important points were discussed and explained. For participants who do not agree to a voice recording, notes were made during the interview and after the interview in the research journal.

Data Analysis

For this research project, in order to analyze data appropriately the bottom up method was implemented at this stage. This method was the best option because it allows the data to create the framework. This was done by separating topics and creating themes that will reflect all the data gathered. This process was expressed by the open coding method.

Open coding consists of analyzing data and still allowing the opportunity of different interpretations to surface (Morris, 2013). Comparisons were made to each interview so when all the interviews were done, organizing was not difficult. The social phenomenon that was analyzed is the perception of burnout. It was broken down into subcategories that arose from the interviews collected. From these broken-down narratives, they were broken down further to create connections between the data.

Termination and Follow Up

To terminate the data gathering process I thanked every participant for their time and effort in contributing to the findings of the study. Each participant was notified that once all the information is put together, a report will be submitted to California State University, San Bernardino for assessment.

Summary

Chapter three covered topics pertaining to what type of participants will be recruited for this study as well as how they will be selected. It then covered how data will be gathered during research and the phases of collection that will take place. Data analysis was explained along with the four stages of analysis. Next, plans for termination and communicating findings were depicted.

CHAPTER FOUR

EVALUATION

Introduction

This chapter will cover the results and discoveries of this study. Furthermore, demographics of the participants and themes that were learned during this study will be presented. Lastly, this chapter will cover future implications for social work practice.

Data Analysis

This study consisted of six participants that all lived and worked in the County of San Bernardino in Southern California. All of the participants were social workers who had obtained a Master of Social Work Degree. There were four female participants and two male participants who ranged in ages from eighteen to sixty-eight years old. Three of the participants identified as Hispanic, while two of the participants identified as African- American, and one participant identified as Caucasian. Three out of the six participants were married, and the other three participants identified as single. Each participant had at least three years of experience in the field of social work, with one participant having 10 years of experience, which was the highest amount of experience out of the group. Every participant also had experience working with children and carrying a caseload of cases.

Open Coding

Once the data collection was completed, the data was analyzed using the open coding method in order to find common themes and responses from all of the participants. The open coding method exposed that many of the participants shared similar feelings and sentiments of burnout at their place of employment. The following themes were found between each participant, which were, the lack of support from management, the push from employees to lower caseloads, experiencing feelings of burnout, anxiety or depression, and lastly utilizing friends or family to help cope with the feelings of burnout.

Lack of Support from Management

One of the themes that emerged from the data among the participants was the feeling of lack of support from their management team. Many participants felt that the management team at their place of employment did not care consider their concerns and struggles regarding their case load size or by the type of assignments they were given. Participant number one stated:

Nothing has happened yet so it is kind of like there's a lack of support from management side trying to reduce the caseload size. They always verbalize that they believe more staff will not get rid of the problem, so I don't really understand.

Participant number five also asserted that "From my experience, treatment from management and other staff makes an enormous difference in the work

environment which can affect burnout”. Throughout the interviews there was an ongoing theme that numerous social workers felt that management team did not support them and that it made a difference in how burnt out they would feel.

Lowering Caseload Size

There were many participants that suggested that lowering the amount of cases on their caseload will reduce the feelings of burnout. Four out of the 6 participants felt that their high caseload was an issue and that the high caseload was an ongoing problem that is not addressed. Participant number two contended that the only factor that she believes contributes to her feeling burnout is her high caseload. Participant number two also stated:

Lowering caseloads, that's the big elephant in the room and addressing it even with our union but having more social workers as well. Well what happens is that social workers are burning out because the caseloads have not been reduced and so that's the problem. I've worked in a lot of positions and a pretty high-powered positions and that this one is the worse and so what would I suggest? Lower caseloads and to do the self-care and meditating. We used When I first came in and my overtime was about 40 every paycheck that's a part-time job and you know it's disheartening

Participant number also stated that “the biggest thing that affects me and most people in this office is the high caseload that we have to manage”, and that “I would recommend lowering caseloads. The number of cases we have is just too much”. Participant number three affirmed that “definitely I would say lower

caseload”, in response to the interviewer asking if there were any recommendations the interviewee has to help combat burnout. All of these responses indicate that caseload sizes are an issue that needs to be addressed by employers across the social work spectrum.

Burnout, Anxiety, and Depression

All of the participants described having feelings of burnout, anxiety, and depression due to their work environment. Participant number one stated “yes and then even I have noticed I like to just sleep but I'll wake up in the middle of the night and I've had bad dreams about clients and then just everything that I had to do that day” and “Dreading coming to work, and thinking of just staying in bed those are the top two that I've noticed. Also, just family trying to hang out with me, but I am just too tired”. Participant number two asserted that “OK in all the years of social work which is been probably 30 years. I didn't really exhibit burn out at any of my jobs until I got here because the tasks are impossible to do to meet all the needs, and so I am burned out at this point”. Participant two also asserted that “My anxiety and depression, problems sleeping, staying asleep, and falling asleep. The anxiety comes from excessive worrying about did you forget to do something. One of the most things that burns me out”. Similarly to participant one and two, participant three described her feelings as “I'm having difficulty feeling like there's no end in sight and being completely fatigued and exhausted and feeling stressed and sometimes you get so burnt out that you don't feel motivated to do it”. Participant four stated that “I am experiencing

anxiety, stomach pains, and depression so far”. Based off all of these responses, countless social workers are feeling some type of burnout, anxiety, and depression.

Utilizing Friends and Family to Help Cope

The last theme that developed from the results of the interviews was utilizing friends or family to help cope with burnout. Four out of the six participants claimed to use friends or family to help cope with their feeling's burnout. Participant five indicated that “I enjoy going out to socializing events. This helps take my mind off of work”. Participant four also indicated that “I try to get out and spend time with my son, or just relaxing on the weekends”. Participant three stated that “When I do have free time, I like hiking and anything outdoor, spending time with my family but the problem is this type of job there is no time. So, I would say taking vacation, using my leave time”.

Implications for Micro Practice

The results of this study have shown that many social workers are struggling to cope with the burnout that they are experiencing in their social work practice. These results can act as not only a guide for employers hiring social workers, this can also serve to lay a foundation for future research into the phenomenon of burnout. By reading the concerns of the participants in this study, employers can set up additional resources or support measures to further support the social workers at their agency. Additionally, allowing the social

workers to have more time to practice self-care can be an effective way to reduce stress and burnout in their staff. The findings of this study will serve as a model of prevention to avoid more social workers from feeling unsupported from management as well as anxiety and depression.

Summary

This chapter discussed the results of the study, the demographics of the participants, as well as the major themes that emerged from the data. Additionally, the future implications for micro practice were presented and examined.

CHAPTER FIVE

TERMINATION AND FOLLOW UP

Introduction

This chapter provides a discussion of how the research study was terminated as well as the termination process for the participants. A plan for how the results will be presented and sent to the proper authority will also be reviewed.

Termination of Study

Each participant was thanked for their time and efforts for participating in the research study once the interview was completed. Each participant was informed that the information collected will remain confidential and that once the study is completed all recordings will be deleted and all written transcripts will be shredded and disposed of. The study was terminated completely once all of the necessary interviews were completed.

Communication of Findings

The results of this study will be submitted to the Institutional Review Board at California State University, San Bernardino. A publishing of the findings can be found on the California State University, San Bernardino's website. Each

participant was notified that the finished research project will be uploaded to the John M. Pfau Library research database as well.

Plan for Follow Up

There are not any plans to continue to follow up with any of the participants once the study was completed. The participants were advised during the termination phase of the study that no further information needs to be collected and that the communication will be stopped.

Summary

Chapter five presented how the researcher chose to terminate with each participant and where the findings can be located. Additionally, the researcher has learned a wealth of information regarding burnout and will implement this information to continue to help social workers who struggle with this.

APPENDIX A
DATA COLLECTION INSTRUMENT

Interview Questions

1. How old are you, and what ethnicity do you identify as?
2. Is there a gender you would like to identify as?
3. What county are you employed in and is it the same county as you reside in?
4. Which label best describes your marital status: single or married?
5. What is your highest level of education you have obtained?
6. How many cases do you have on your caseload currently? Do you find it to be manageable without completing overtime?
7. Do you find it difficult to be able to leave your work at work and not bring it home with you?
8. How has your perception of burnout changed from the beginning of your social work career until now? If it has not changed what do you believe the contributing factors are?
9. If you feel burnt out, what are some effects that you have seen so far?
10. What are some coping mechanisms that you use to help alleviate burnout?
11. What factors do you believe contribute to feeling burnout?
12. On a scale of one to ten, how difficult is it for you to practice self-care?
13. What type of self-care activities do you engage in on your free time?
14. If you were asked how to combat burnout in social workers from management, what suggestions would you recommend?
15. Are there any support groups or resources for employees who feel overwhelmed or overworked at your place of employment?

I created all of the interview questions myself. I did not use any other resources to create this data collection instrument.

APPENDIX B
INFORMED CONSENT



California State University, San Bernardino
Social Work Institutional Review Board Sub-Committee
APPROVED 5/3/2019/VOID AFTER 5/2/2020
IRB# SW1954 CHAIR Janet Chang

College of Social and Behavioral Sciences
School of Social Work

Informed Consent

The study in which you are asked to participate is designed to examine the perception of burnout among social workers and the coping mechanisms used to combat it. The study is being conducted by an MSW student, Natasha Hogan, under the supervision of Dr. Janet Chang, professor in the School of Social Work, California State University, San Bernardino. The study has been approved by the Institutional Review Board Social Work Sub-Committee, California State University, San Bernardino.

PURPOSE: The purpose of the study is to examine the perception of burnout in social workers and to examine what kind of coping mechanisms they use to prevent or alleviate the feeling of burnout.

DESCRIPTION: Participants will be asked of a few questions on how burnt out they feel at work, their current caseload, how supported they feel from management, and what types of activities participants engage in to prevent burnout.

PARTICIPATION: Your participation in the study is totally voluntary. You can refuse to participate in the study or discontinue your participation at any time without any consequences.

CONFIDENTIALITY OR ANONYMITY: Your responses will remain anonymous and data will be reported in group form only.

DURATION: The interview process will take 30 to 40 minutes to complete.

RISKS: There are no foreseeable risks to the participants.

BENEFITS: There are no direct benefits to the participants. But the results from this study will help employers find better ways to support social workers and to implement new policies and resources to prevent their staff from burning out.

CONTACT: If you have any questions about this study, please feel free to contact Dr. Janet Chang at 909-537-5184 (email: jchang@csusb.edu)

RESULTS: Results of the study can be obtained from the Pfau Library ScholarWorks (<http://scholarworks.lib.csusb.edu>) at California State University, San Bernardino after December 2020.

909.537.5501 · 909.537.7029

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College of Social and Behavioral Sciences
School of Social Work

This is to certify that I read the above and I am 18 years or older.

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