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## **An examination of factors associated with job burnout among child welfare workers**

Jennifer Marie Ahmu

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AN EXAMINATION OF FACTORS ASSOCIATED WITH  
JOB BURNOUT AMONG CHILD WELFARE WORKERS

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

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

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by  
Jennifer Marie Ahmu

June 2010

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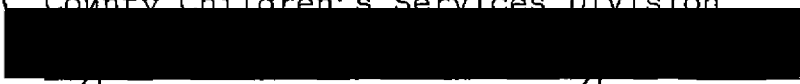
June 2010

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## ABSTRACT

The purpose of the research study was to examine factors associated with job burnout among child welfare workers working for Riverside County Department of Children's Services. Self-administered survey questionnaires were distributed to all case-carrying child welfare workers employed for Riverside County Department of Children's Services. A total of 143 child welfare workers participated in the research study.

Findings of the study revealed that child welfare workers with higher levels of job satisfaction had lower levels of burnout. It was also discovered that child welfare workers who obtained a Bachelor's Degree had higher levels of burnout than those who obtained a Master's Degree, Doctoral Degree, or L.C.S.W. The major findings of the research study indicated a significant correlation between job burnout, job satisfaction, years of employment, hours worked daily, age, and annual salary. The findings of the study suggested that child welfare workers who were more satisfied with their job, been employed longer, worked fewer hours daily, of older age, and had higher salaries were found to be less burnout out.

## ACKNOWLEDGMENTS

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I would like to acknowledge the child welfare workers, mentors, supervisors, and administrators of Riverside County Department of Children's Services Division, without their assistance and support this research study would not have been possible. I would like to specifically acknowledge and thank my mentor, Amanda Robles, for her guidance, direction, advice, and patience she demonstrated as my mentor. Her genuine concern for others, exemplifying characteristics, dedication, generosity, and her kindness were recognized and appreciated by many. Thank you Amanda for the best internship experience!! Lastly, I would like to acknowledge Jonas Nava and Carol Rakestraw, who were both so supportive and motivating, and so "altruistic." All of the countless hours at Starbucks, and the many late nights we stayed up writing papers until sunrise has finally paid off!

## DEDICATION

This is dedicated to my family and friends who believed in me and gave me the support and strength I needed to make it through this amazing two year journey. I would like to thank God for never leaving my side during the many times of discouragement. I dedicate this to Lana Ahmu and Ava Ahmu, my two perfect beautiful little angels from heaven. Furthermore, I dedicate this to my sisters whom I love dearly, Amanda, Sarah, and Elizabeth Ahmu and to my brother Ryan Ahmu and his wife Vanessa; I love you both! I would like to specially thank my parents, Ron Ahmu and Brenda Ahmu for their unconditional love and support. I am so blessed to be part of a beautiful and loving family.

I dedicate this to Ashlee Marron, a guardian angel who continues to watch over me from heaven. I miss you and love you very much Ashlee! To my best friend Melissa Valencia, I am thankful to have you in my life! Thank you for always making me laugh when I'm having a bad day. To my best friend Nicole Jefferson, thank you for your genuine friendship and continuous support and encouragement. Thank you for always being there for me. I feel so blessed to have such genuine lifelong friends in my life.

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## CHAPTER ONE

### INTRODUCTION

#### Problem Statement

Burnout rates and workforce retention continue to be a national crisis among public child welfare agencies, with annual turnover rates estimated at between 30% and 44% (U.S. General Accounting Office, 2003). Turnover costs, which include recruiting, selection, training and lost productivity expense, costs an average of \$13,355 per full-time worker, according to a 2004 analysis from the Employment Policy Foundation, a Washington, D.C. based research group (State of California Commission, 2006).

The well being of children served by the child welfare system is put at risk as staff shortages and high caseloads continue to rise, which can weaken workers' abilities to perform critical case management functions (GAO, 2003). Over all, child welfare workers experiencing burnout are more likely to provide poor services that can pose a threat to the safety of children and reunification of family members (GAO, 2003).

Social workers help people overcome many of life's most complex challenges such as poverty, maltreatment,

inequality, addiction, unemployment, and mental illness (National Association of Social Workers [NASW], 1996). Dealing with such challenges on a day to day basis may possibly be a factor as to why social workers are considered a job related group of high risk for burnout (Soderfelt, M., Soderfelt, B., & Warg, 1995). Child welfare workers most susceptible to job burnout are ones who are strongly motivated, dedicated, and involved in their work (Van Dierendonck, Garssen, & Visser, 2005).

A considerable number of child welfare workers choose a career in social work because they believe the safety and protection of children is their mission, calling, purpose, and meaning in life; nonetheless it is important that they also find meaning by achieving their ambitions and expectations. Consequently, the process of "burning out" is the awareness and reflection of one's failure towards finding meaning and growth in life (Van Dierendonck et al., 2005).

The consequences of job burnout affect not just the child welfare worker, but the organization and economy as well. Burnout costs within an organization are extensive as consequence of worker separation costs, new worker training costs and time, negative effectiveness and worker

productivity, and high levels of turnover (Nissly, Mor Barak & Levin, 2005). In addition to the estimated cost of \$13,355 per worker (State of California Commission, 2006) for the organization, burnout and work stress are estimated to cost the U.S. economy \$300 billion in sick time, long-term disability, and excessive job turnover rates (State of California Commission, 2006). Moreover, long term disability claims based on burnout, stress, and depression are the fastest growing category of claims in North America and Europe (Maslach & Leiter, 1997). In fact, according to The U.S. Department of Health & Human Services [DHSS] (1998), stressful jobs have been identified as equally harmful to women as smoking and obesity.

Reacting from the large number of turnover rates and costs, and dissatisfaction in child welfare agencies, The DHSS (1998) recognized the need for competent training for child welfare workers. As a result, DHSS granted the unitization of Title IV-E funds towards tuition stipends and training programs to improve child welfare practice skills. The assumption behind Title IV-E funding suggests that social work trained employees will produce improved outcomes for families and children within the child welfare system (Robin & Hollister, 2002).

In a study conducted by Dickinson and Perry (2002), it was found that 39 percent of 235 respondents whose Master in Social Work (MSW) degrees were subsidized through Title IVE funds, had terminated their child welfare employment or had intentions of leaving between three and six months following completion of payback. These findings imply that although trainings administered through Title IV-E has assisted students and child welfare workers to produce better outcomes for families and children within the child welfare system, it has had little effect on job retention and burnout among child welfare workers. These findings indicate that trainings administered through Title IV-E should address the burnout and retention issues faced among child welfare workers.

#### Purpose of the Study

The purpose of this research study is to examine factors related to job burnout among child welfare workers specifically working for Riverside County, Department of Children's Services Division (CSD). Identifying predictors of job burnout can improve working conditions, reduce absenteeism, reduce economic cost, increase employee retention, improve client treatment, and help attract

competent individuals to the profession, making job burnout a relevant and necessary area to study in social work (Staudt, 1997).

With elevated rates of turnover among child welfare workers, identifying predictors of burnout is crucial. There is need for effective strategies and interventions designed to decrease turnover, reduce burnout, increase retention, and, overall, improve the quality, stability, and profession of the child welfare workforce (Drake & Yadama, 1996).

By collecting and analyzing data obtained from child welfare workers in Riverside County, this study examined contributing factors that may predict burnout. The findings of this research project can expand our understanding and knowledge of job burnout, and as a result, successful components for effective programs can be established, intended to reduce burnout among the child welfare workforce. This study employed a quantitative survey design using self-administered questionnaires. The dependent variable of the study was job burnout, accompanied by the independent variables, which included perceived job satisfaction, supervisory support, salary, case load, educational back ground, and demographic variables.

## Significance of the Project for Social Work

It is the intent of this study to identify contributory factors that are related to job burnout among child welfare workers. By gaining knowledge and awareness of factors associated to job burnout, burnout among child welfare workers will decrease, job satisfaction can be more easily obtained, and the quality of work produced can be improved, as well as reducing agency costs. This study is significant to county child welfare agencies; in that the findings of this study can be used to implement programs specifically designed to reduce job burnout. Furthermore, the findings of the study can contribute to social work practice, policy, and research by broadening our understanding of predictors in job burnout, and implementing programs aimed to decrease job burnout among child welfare workers.

In addition to child welfare workers benefiting from this study, students receiving assistance from Title IV-E may also benefit. The findings can assist accredited schools associated with Title IV-E training programs with issues related to decreasing burnout, and strategies that can be applied in the workplace. The research questions of the study are: What contributing factors are the leading

predictors of job burnout among child welfare workers?

Additionally, what protective factors are most influential

in preventing job burnout among child welfare workers?



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

A review of the professional literature focused on specific factors related to job burnout will be presented in this chapter. The chapter is divided into segments, each addressing relevant issues pertaining to job burnout. These segments include retention and burnout, work relationships, work load, salary, and lastly education, training and professional background.

#### Job Burnout among Child Welfare Workers

The organizational literature has recognized the concept of burnout among workers experiencing job stress for several decades (Halbeslen & Buckley as cited in Keyes & Smith, 2005). According to Maslach & Leiter (1997);

burnout is the index of the disarticulation between what people are and what they have to do. It represents a slow destruction in ones values, dignity, motivation, spirit, and will; it is a calamity that spreads gradually and continuously over time, putting people into a downward spiral from which it's hard to recover. (p.17)

Burnout can lead to depersonalization of clients, as well as workers, isolating themselves from their peers and coworkers (Figley, 2002). As a result of this relationship, many workforce studies use theories of burnout and job satisfaction to explain retention and job turnover (Drake & Yadama, 1996; Ellet, 2000; Jayaratne & Chess, 1984).

Burnout can be understood as a multidimensional construct including three sub-dimensions: (a) emotional exhaustion - feeling emotionally drained through contact with others; (b) depersonalization - negative feelings and contemptuous attitudes toward clients; and (c) feeling little personal accomplishment - a tendency to negatively assess one's own work (Westbrook, Ellis, & Ellett, 2006; Maslach & Jackson, 1981). Siebert (2005) suggests that the term "burnout" is poorly defined because measures tend to have formed the theory, rather than theory informing the design of the measures.

Emotional exhaustion is a constant state of physical and emotional depletion that results from extreme demands and continuous stress (Wright, & Cropanzano, 1998). Moreover, emotional exhaustion is a feeling of being emotionally overextended and exhausted by one's work where it is manifested by having both a physical and

psychological sense of feeling emotionally drained (Zohar, 1997).

Lloyd et al., (2002) found an alarmingly high trend of social workers reporting physical and emotional exhaustion over an array of several workforce studies. In a study of 751 social workers, it was found that 39 percent reported experiencing present symptoms of burnout at the time of the interview and 75 percent reported experiencing burnout at some point in their career. In a different analysis, Lloyd et al., (2002) found that the levels of burnout were notably higher among social workers than health professionals in similar occupations. Furthermore, Lloyd et al., (2002) reviewed a study by Maslach on retention and dropout rates of social workers in direct practice and found that a large percentage of social workers (73%) had considered leaving their current job at one point.

Unpredictably, on the emotional exhaustion and depersonalization sub scales of the Maslach Burnout Inventory (Maslach & Jackson, 1981), the scores of child welfare workers failed to differ significantly from the scores of community mental health workers, leading the researchers to conclude that the perception that child welfare workers are "burned out", may be a result of bias

in the literature (Westbrook et al., 2006; Jayaratne & Chess, 1984).

In a study by Dickenson and Perry (2002), the mean levels of emotional exhaustion of those who remained in child welfare jobs to those who had left or planned to leave were analyzed. Dickinson and Perry (2002) presented preliminary findings from a multi-year follow up study of Master in Social Work (MSW) graduates supported by Title IV-E funds through the California Social Work Education Center (CalSWEC); the study employed self administered mail surveys for a target of 368 participants who had fulfilled their payback requirements. A total of 235 Title IV-E child welfare workers responded to the surveys, having a response rate of 64 percent. The study compared those who continue in public child welfare and completed their contract requirement and those who left before fulfillment of their contract commitment. By conducting a quantitative bivariate analysis, Dickenson and Perry (2002) found that MSW Title IV-E graduates who remained employed in child welfare for over a year reported having higher salaries, higher levels of support from co-workers and supervisors, and lower levels of emotional exhaustion than child welfare workers who had left or intended to leave. The findings reported

emotional exhaustion to be an element associated to retention among Title IV-E MSW graduates.

### Job Satisfaction

Job satisfaction has been defined as a gratifying emotional state resulting from the appraisal, affective reaction, and attitude towards one's job (Weiss, 2002). Weiss (2002) has argued that job satisfaction is an attitude; moreover, researchers must clearly distinguish the objects of cognitive assessment which are emotion, beliefs and behaviors, for the reason that we form attitudes towards our jobs based on our personal feelings, beliefs, and behaviors. Additionally, when one has negative attitudes and beliefs towards their employment, they are more likely to experience burnout than one who has positive attitudes and beliefs (Weiss, 2002).

Job challenge, autonomy, variety, and capacity, are all components of job satisfaction that best predict job satisfaction and employee retention (Fried & Ferris, 1987; Saari & Judge, 2004). To understand why some individuals are more satisfied with in their job than others, the manner of the work itself should be the primary focus (Fried & Ferris, 1987; Saari & Judge, 2004).

Using independent samples t test analysis, Dickinson and Perry (2002) compared responses of MSW Title IV-E graduates employed in child welfare to those no longer working in child welfare, and found a positive relationship between retention and job satisfaction. MSW graduates that remained employed reported higher levels of job satisfaction than those who left. Such findings suggest that job satisfaction is affected by one's perceptions and beliefs.

#### Supervisory Support and Work Relationships

According to MorBarak & Levin, social workers with more social support and higher perceived inclusion have demonstrated higher job satisfaction in prior studies (as cited by Acquavita et al., 2009). Research suggests that workers who have supportive supervisors and coworkers are less likely to experience work-family conflict (Anderson et al., 2002, Thomas & Ganster, 1995) lower levels of work distress (Frone et al., 1997), lower levels of absenteeism and less intent to quit (Thomson et al., 1999) and higher job satisfaction (Thomas & Ganster, 1995). In a study conducted by Staudt (1997), it was found that supportive

supervision was directly associated with higher levels of job satisfaction.

Frone et al., (1997) measured coworker support as a separate construct and found that it was negatively related to work distress and indirectly related to work-to-family and family-to-work conflict. Additionally, Loscocco and Spitze (1990) found that individuals who had meaningful and closer relationships with other co-workers experienced less stress and conflict at work. Furthermore, Dickinson and Perry (2002) found that perceived support from co-workers and supervisors was positively related to job retention. Greater perceived support from co-workers and supervisors increased the probability workers remain employed.

#### Workload

Numerous research studies have found that high workload is related to low job satisfaction high job burnout among child welfare workers. Child welfare agencies' inability to retain staff has contributed to unmanageable caseload size. The average caseload ratio is 12 to 18 children per caseworker, however, in the May 2001 report of the American Public Human Services Association (APHSA) it was reported that caseloads for individual child

welfare workers ranged from 10 to 110 children, with 21 workers who were handling 24 to 31 children. Supervisors interviewed in California confirmed this, stating that caseworkers frequently handle twice the suggested number of cases (APHSA, 2001).

According to Kadushin and Kulys (1995), the most cited reason for dissatisfaction in workload among child welfare workers was overabundance of cases, which was a significant element of their job. Larger caseloads did not allow workers the time to fully engage with their clients in addressing and meeting all their needs (Kadushin & Kulys 1995).

Large caseloads often leave workers having to work overtime in order to finish their paperwork, and instead of being compensated in salary for working overtime, workers are given additional days off without pay, or instructed to leave early on another day. Many workers cannot take time off because the paperwork will continue to increase so they end up having to work longer hours in the day without receiving overtime (The U.S. General Accounting Office [GAO], 2003). Moreover, some states and agencies require up to 150 forms per child in a caseload. These requirements are multiplied as caseloads increase (GAO, 2003). According



to Maslach and Leiter (1997), workers are working longer hours and taking work home, and they are devoting more time to assignments that are not personally gratifying or rewarding.

Robinson and Griffiths found that increased workload was the most common cited source of stress, comprising 38 percent of all stressful events (as cited by Mulki et al., 2008). According to Greenglass, Burke, and Moore (as cited by Mulki et al., 2008), work overload can be viewed as a critical stressor that measures a person's perception that she/he has too many tasks to finish in a given time. The workers' belief that their workload is reasonable should result in a positive assessment of their relationship with the agency as reflected in their satisfaction with their salary (as cited by Mulki et al., 2008).

Training courses for workers are often affected by high caseloads. Participation in continuing training courses for many child welfare workers is often difficult, either most of the offered trainings do not meet their needs or that they do not have time to attend (GAO, 2003). More often than not, unless training is required, workers do not attend because their casework continues to build up, reducing the value of the training received. Likewise,

programs designed to allow part-time work while employees pursue an MSW degree is not realistic since caseloads are not always condensed and expectations do not always change (GAO, 2003).

### Salary

Salary is the motive, drive, and reason why most people wake up and go to work each day, and ultimately is dependent upon one's survival needs. Moreover, salary plays a large factor in one's decision in choosing a career. In fact, Temnitskii (2007), found that over than 90 percent of workers reported salary as the main motive to go to work, ahead of all other motives.

The relationship between turnover in human services and salary satisfaction has been greatly recognized. Child welfare workers make significantly lower salaries; about \$9,000 less than workers in similar fields such as education or probation (GAO, 2003). Yet, the demands and risk of the occupation are inconsistent with the salary inequality. A weak internal labor market has been linked to employees experiencing lower levels of job satisfaction and organizational commitment, resulting in an unsatisfied

workforce with greater intention to leave (Jago & Deery, cited by McPhail, & Fisher, 2008).

Dickinson and Perry (2002) found that salary had a significant impact on turnover, they indicated statistically salary differences between MSW Title IV-E graduates who had left or who were planning to leave compared to those who remained and intended to stay. Those who had left and those planning to leave had lower annual salaries than those who intended to stay for at least one year (Dickinson & Perry 2002).

#### Education, Training, and Professional Background

Balfour and Neff (1993) identified five factors as predictors of turnover: tenure, experience, internship, education, and overtime. Balfour and Neff (1993) found that those most likely to stay in child welfare were caseworkers with Bachelor's Degrees who had at least two years of service in the agency, in addition to work experience and/or internship with a child welfare agency. Where there are few pay differences and limited opportunities for advancement, child welfare workers are less likely to leave if they are able to accumulate overtime and receive benefits in pay or vacation time. Those most likely to

leave are workers new to the agency (less than 2 years), with no previous experience with a human services agency, those with master's degrees and those who have few opportunities for overtime (Balfour & Neff, 1993).

Nissly et al., (2005) used multiple linear regression analysis to examine the relationship of social support factors and child welfare workers' intention to leave and independent sample *t* tests to explore factors related to intent to leave among child welfare workers with diverse educational backgrounds. The sample included 418 public child welfare workers in California; of the 418 child welfare workers who participated, 66 percent had graduate degrees. Findings of the study concluded that workers with graduate degrees reported higher levels of stress and a greater intent to leave, compared to workers with a Bachelor's Degree.

Bernotavicz's (1982) research on turnover in child welfare caseworkers in Maine used two types of data collection: a self-administered questionnaire for 99 workers and personal interviews with 80 workers. Bernotavicz (1982) found that workers who reported experiencing high levels of burnout tended to be better educated, experienced workers. Bernotavicz (1982) found

that over 70 percent of participants were dissatisfied with the potential for personal growth and accomplishment offered by their job (compared to about 25 percent in the sample as a whole) and over 75 percent participants indicated that the line of work was different from what they had expected it to be (compared to 50 percent of the total group). Findings of the study concluded that burnout was frequently found among workers with more education and experience than workers with less education and experience. However, in a review of retention studies it was found that workers with the lowest level of education and less related education were more likely to leave (Zlotnik, et al., 2005).

Child welfare workers educated by accredited schools of social work with Title IV-E training programs are specifically trained to deal with the challenges, risks and family centered practices necessary for achieving positive outcomes for children and families within the system (Robin & Hollister, 2002). Studies on retention rates among child welfare workers whose MSW degrees were funded through Title IVE, found that between 78 percent and 93 percent of workers stayed with the agency until payback period of their employment (Robin & Hollister, 2002). However, as

mentioned previously from the study conducted by Dickinson and Perry (2001), 39 percent of 235 respondents who had their MSW degrees funded through Title IVE, had terminated their child welfare employment or had the intent of leaving after their payback period. The findings imply that Title IV-E funds and programs developed by DHHS have had little effect on job retention and burnout among child welfare workers (1998).

#### Theory Guiding Conceptualization

The theory utilized to guide this study is Herzberg's Motivation-Hygiene Theory or Two-Factor Theory (1964). This theory was developed by Herzberg, a psychologist who found that job satisfaction and job dissatisfaction acted independently of each other. Furthermore, this theory recognizes that there are certain factors in the work place that are related to job satisfaction while other factors are related to job dissatisfaction. The factors are divided in two groups; Motivator Needs, and Hygiene Needs. Motivator Needs are internal to work circumstances that lead to positive satisfaction. Motivator needs include challenging work, recognition, and responsibility (Herzberg, 1964).

If conditions are met, job satisfaction and enrichment occurs. Hygiene needs are features of the work environment which include status, job security, salary and fringe benefits which do not give positive satisfaction, although dissatisfaction results from their absence (Herzberg, 1964). These needs are imperative to the work itself, and include aspects such as company policies, supervisory practices, or salary (Herzberg, 1964).

If applied to the components of this research, Motivation-Hygiene Theory suggests that to improve job attitudes and productivity in child welfare workers, administrators and supervisors must recognize ways to enhance satisfaction and decrease dissatisfaction. To increase job satisfaction, according to Herzberg's Motivation-Hygiene Theory, supervisors must give attention to both sets of job factors.

According to Herzberg (1964), by applying motivator needs, child welfare supervisors can focus on the nature of the work performed by the child welfare worker such as achievement, competency, status, personal worth, and self-realization. Furthermore, hygiene factors are also needed to ensure a worker is not dissatisfied with their job. Dissatisfaction results from weak assessments of job-

related factors such as company policies, supervision, technical problems, salary, interpersonal associations on the job, and work environment (Herzberg, 1964).

#### Summary

In overview of the professional literature presented, several factors are associated to job burnout. These factors include job satisfaction, manageable caseload, perceived adequate salary, supervisory and coworker support, education and background. These factors have been found significant in job burnout among child welfare workers. It is because of the importance of these related factors that this study was conducted.



## CHAPTER THREE

### METHODS

#### Introduction

This chapter includes a description of the research methods that were employed in the study. This will cover the study's design, sampling methods used, data collection and instruments, procedures, and lastly, efforts to protect human subjects. This chapter will conclude with an overview of data analysis.

#### Study Design

The purpose of this study was to examine various factors that are related to job burnout among child welfare workers of Riverside County Children Services Division (CSD). The study employed a quantitative survey design using self-administered questionnaires. Through self-administered questionnaires, information was gathered to identify participants' perception of different factors that impede or enhance their job burnout.

A quantitative research design was selected due to the limited time frame, low cost, and confidentiality. A quantitative research design is the most efficient research design for this study in that it allows participants to

disclose personal information that they may not otherwise feel comfortable disclosing such as in face-to-face interviews, also self-administered surveys are free of interviewer biases that may take place in face-to-face interviews. Furthermore, self-administered surveys are relatively easy to administer and the design is low in cost with a quick response rate (Grinnell, 2008). Lastly, self-administered surveys protect the anonymity of participants.

Although a quantitative mail survey design has much strength, there are several methodological limitations that apply. Survey questionnaires have a lower response rate in that potential respondents can easily decline to participate. Also, there is no certainty the respondent is the one who completes the survey. A mail survey design obstructs the opportunity to gather further information. Moreover, a mail survey design limits the researchers' ability to observe any non-verbal behavior of the respondent that an interviewer may otherwise see in a face-to-face interview.

It was hypothesized that job burnout is associated to a variation of many factors such as perceived supervisory support, caseload, job satisfaction, salary, exhaustion, feelings of fulfillment, and educational background in

child welfare workers at Riverside County Children's Services Division.

### Sampling

Participants for this study were recruited from child welfare workers employed at Riverside County. Management, supervisors, clerical staff, and interns were excluded from the study. Study participants included employed case carrying child welfare workers who held a BSW, MSW, or other social work degree. No further criterions were set that exclude participants. The sample frame for the study was 430 child welfare workers employed in Riverside CSD; however, there was an expected response rate of approximately 25 percent (Grinnell, 2008). Desired sample size for the study was 30 percent, or approximately 130 participants. All steps were taken to increase the rate of response to approach reasonably 30 percent. These steps included sending the questionnaire with a well prepared personalized cover letter, enclosing a raffle ticket, and emailing out a follow-up letter to each participant, thanking respondents and reminding non respondents.

## Data Collection and Instruments

The data for this study was collected using self-administered questionnaires. The data that was collected identified participant's perception of job satisfaction, supervisory support, caseload, salary, and demographic information. The dependent variable for this study, job burnout, was measured using the Maslach Burnout Inventory MBI (1996), a self-administered questionnaire (Appendix A). The MBI is a six point ordinal measure, 22 item questionnaire divided into three subscales. Each subscale was designed to quantify the three components of the burnout syndrome: emotional exhaustion, depersonalization, and personal accomplishment (1996).

The MBI (1996) scale has proven high reliability and validity with Alpha scores ranging from .71 to .90 when measuring emotional exhaustion, depersonalization, and personal accomplishment. The nine items in the Emotional Exhaustion subscale (Alpha = .90) assess feelings of being emotionally overextended and exhausted by one's work. The five items in the Depersonalization subscale (Alpha = .79) measure an unfeeling and impersonal response toward recipients of one's service, care, treatment, or instruction. The eight items in the Personal Accomplishment

subscale (Alpha = .71) measure achievement in one's work with people (Maslach, Jackson & Leitner, 1996).

The independent variables of the study, supervisory support, job satisfaction, and salary were measured using items adapted from the Spector study (1994; 1997). Items adapted from the Spector study (1994; 1997) have confirmed high reliability and validity with Alpha scores ranging from .75 to .93 when measuring supervisory support, job satisfaction, and salary. The six items in the supervisory support subscale (Alpha = .93) measure the quality of supervision. The thirty one items (Spector, 1994; 1997) in the job satisfaction subscale (Alpha = .83) measure overall satisfaction with ones job. The four items in the salary subscale measure current salary, and satisfaction with pay (Alpha = .75).

The background and demographics scale was developed by the researcher to generate demographic information on different independent variables. The thirteen items in the background and demographics scale measure age, gender, ethnicity, marital status, education, case size, hours worked, years employed at Riverside County CSD. Variables were defined at interval, ordinal, and nominal levels.

## Procedures

The initial step in conducting this research study was to seek approval from Riverside County Children's Services Division (CSD). A research proposal describing the nature of the study and permission for consent was sent to the Assistant Regional Manager of the Training Region Bridgette Hernandez, at Riverside County CSD who initiated the authorization process. On December 31, 2010 the research proposal was approved by Deputy Director, Lisa Shiner of Riverside County CSD (Appendix D).

The total sample size for the research study was approximately 430 case carrying social workers with an anticipated response rate of 30 percent. Within Children's Services Division, questionnaires were mailed to case carrying social workers working in Emergency Response, Court Dependency Unit, Family Reunification and Maintenance, and Permanency. An envelope that included an informed consent (Appendix B), survey questionnaire (Appendix A), debriefing statement (Appendix C), a raffle ticket for an opportunity to win a Starbucks gift card, and a pre-labeled return envelope was sent via inner office mail to each participant. Data collection for the research began February 18, 2010 and concluded March 25, 2010. To follow up with participants, a

letter was emailed to each participant two weeks after the initial mail date of the survey. The letter thanked respondents for completing and returning the questionnaire and reminded non respondents of the date the research study would conclude.

### Protection of Human Subjects

The protection of rights and welfare of all participants was safeguarded by the research design chosen for the study. The study was administered and collected anonymously, questionnaires were not numbered or coded, and therefore it was not possible for the researcher to connect any information to any participant, protecting the anonymity of participants. Furthermore, an informed consent (Appendix B) and debriefing statement (Appendix C) was provided for each participant to ensure awareness of the nature of the study, voluntary participation, their right to withdraw without penalty, and lastly protecting and ensuring confidentiality of each participant. The information gathered was stored and locked in a drawer belonging to the researcher and only the researcher had access. Lastly, the findings of the study were presented anonymously in aggregated data and all surveys were

destroyed at the conclusion of the research study on June 15, 2009.

### Data Analysis

Data collected in this study utilized a quantitative data analysis method to assess relationships among the independent variables (e.g. perceived supervisory, salary, caseload, job satisfaction, education background, and demographics) and the dependent variable (job burnout) discussed in this study. Descriptive statistics such as frequency distribution, measures of central tendency, and measures of variability were used. In addition, multiple regression analysis were used to determine the effect of the multiple independent variables on job burnout, and furthermore determine what independent variable(s) best predict job burnout among child welfare workers of Riverside County Children's Services Division.

### Summary

This chapter served to present the methodology employed in the research study. The research method utilized for this study was a quantitative survey design, using self-administered questionnaires. The questionnaire includes sections that pertain to the independent variables



of the research study. The study examined independent variables that were related to the dependent variable (job burnout) among child welfare workers, specifically of Riverside County, Children's Services Division. The independent variables included perceived supervisory; caseload; job satisfaction; salary; educational background; and demographics. Descriptive statistics were used to review job related data and measures of variability. Lastly, this chapter addresses particular steps that were taken to make certain the protection and rights of human subjects were safeguarded.

## CHAPTER FOUR

### RESULTS

#### Introduction

The purpose of this chapter is to present the data collected and summarize the findings of the research study. The findings of the study were analyzed using quantitative data analysis procedures. The study sample consisted of 143 case carrying child welfare workers working in Riverside County Children's Services Division (CSD), who voluntarily participated in the study.

#### Demographic Characteristics

Of the 430 surveys distributed to case carrying social workers in Riverside County CSD, A total of 143 workers (33.3%) returned the completed survey questionnaire and informed consent to the researcher. Table 1 shows the demographic characteristics of the respondents. The age of the respondents ranged from 24 to 65 years and the mean age of the respondents of 39 years ( $SD = 10.7$ ). Over 32% of respondents were between the ages of 24 to 30; another 32% of respondents were between the ages of 31 to 40; 18.1% of respondents reported an age range of between 41 to 50; 14.5% of respondents reported an age range of between 51-

60; and 2.9% of respondents indicated they were between the ages of 61-70 years.

In terms of ethnicity, 39.1% identified as non-Hispanic White, 30.4% identified as Hispanic/Latino, 18.8% identified as African American, 4.3% identified as Asian/Pacific Islander, .7% identified as Native American, and 6.5% identified as other. The vast majority of respondents (79.3%) were female, and 20.7% of respondents were male.

Table 1. Demographic Characteristics of Respondents

Variable	N	Frequency (n)	Valid Percentage (%)
Age	138		
24-30		45	32.6
31-40		44	31.9
41-50		25	18.1
51-60		20	14.5
61-70		4	2.9
Ethnicity	138		
African American		26	18.8
Non-Hispanic White		54	39.9
Asian-Pacific Islander		6	4.3
Hispanic/Latino		42	30.4
Native American		1	.7
Other		9	6.5
Gender	140		
Female		111	79.3
Male		29	20.7
Marital Status	142		
Never Married		32	22.7
Married		79	56.0
Divorced/Widowed		22	15.6
Cohabiting		8	5.7
Education	142		
Bachelor's Degree		65	45.8
Master's Degree		70	49.3
L.C.S.W.		2	1.4
Doctoral Degree		3	2.1
Other		2	1.4

Nearly half of the respondents (49.3%) reported having a Master's Degree, 45.8% of respondents reported having a Bachelor's Degree, 1.4% of participants reported having a Doctoral Degree, and 2.8% of participants cited "other" in terms of educational background.

Lastly, in terms of marital status, 56% of respondents indicated they were married, 22.7% of respondents reported to have never been married, 15.6% indicated they were either divorced or widowed and 5.7% of respondents reported to be cohabiting.

#### Presentation of the Findings

Table 2 presents the frequency distribution of job related responses that consisted of length of employment, caseload size, hours of employment worked each day, and salary. The length of employment with Riverside County Children's Services Division ranged from 1 to 30 years with a mean score of 5.98 ( $SD = 5.14$ ). For all respondents surveyed, 67.2% reported an employment of 1 year to 5 years; 19% of respondents reported an employment duration between 6 to 10 years, 8.1% of respondents reported an employment length of 11 to 15 years, 3.4% of respondents reported an employment of 16 to 20 years, and 2.2% of

respondents reported an employment length of 2 years. Respondents reported that they worked from 4 to 14 hours each day, with a mean score of 10.7 hours,  $SD = 3.17$ ). There were no respondents (0%) that reported working less than 8 hours each day. The majority of respondents (80.5%) reported working 8 to 10 hours each day, 18% of respondents reported to work 11 to 13 hours each day, and 0.7% of respondents reported to work 14 or more hours each day.

Of those who participated in the survey, 82.2% indicated they had 35 or less children on their caseload, and approximately 18% of respondents reported having 35 or more children in their caseload. The typical caseload size consisted of 33 children ( $SD = 31.1$ ).

Respondents' annual salary ranged from under \$45,000 to over \$75,000. Of those surveyed, 16.4% reported to have an annual salary of \$45,000 or under, a third of the respondents (32.9%) reported to have an annual salary of \$45,001 to \$55,000, 30% of respondents reported to have an annual salary of \$55,001 to \$65,000, 17.9% of respondents reported to have an annual salary of \$65,001 to \$75,000, and 2.9% of respondents reported having an annual salary of \$75,001 and up.

Table 2. Job Related Characteristics of Respondents

Variable	N	Frequency (n)	Valid Percentage (%)
Salary	140		
\$0-45,000		23	16.4
\$45,001-55,000		46	32.9
\$55,001-65,000		42	30.0
\$65,001-75,000		25	17.9
\$75,000		4	2.9
Number of Hours Worked/Day	138		
7		0	0
8		2	1.4
9		54	39.1
10		55	39.9
11		10	7.2
12		13	9.4
13		2	.7
14+		2	.7
Cases/Number of Children	101		
0-5		2	2.0
6-10		5	5.0
11-15		11	11.0
16-20		10	10.0
21-25		14	14.0
26-30		17	16.9
31-35		24	23.9
36-40		9	5.0
41-50		4	3.0
51-60		2	2.0
61+		8	8.0
Years of Employment	137		
0-5		92	67.2
6-10		26	19.1
11-15		11	8.1
16-20		5	3.6
21+		3	2.2

### Univariate Analysis

Table 3 presents the frequency distribution of job burnout scale items. In response to the first statement, "I feel emotionally drained from work", over half of all respondents (51.1%), reported feeling emotionally drained from work every day or at least once a week. Moreover, 30.8% of respondents indicated they felt emotionally drained "a few times a month", whereas 16.8% of respondents cited "a few times a year". In contrast, only 1.4% of all respondents reported to "never" feel emotionally drained from work.

In response to the second the statement, "I feel used at the end of the workday", 36.4% of respondents reported feeling used "every day" to "once a week". Furthermore, 26% of respondents reported feeling used "a few times a month", whereas, 19% of respondents reported feeling used at the end of the workday "a few times a year". Conversely, only 19% of all respondents reported "never" feeling used at the end of the work day.

In response to the third statement, "I feel fatigue when I get up in the morning and have to face another day at work", a total of 49.7% of respondents reported they felt fatigue "every day" to "a few times a week."



In response to the fourth statement, "I can easily understand how my clients feel about things", a great majority of respondents (88%) reported they understood how their clients felt "every day" to "once a week", whereas only 12% of respondents cited "a few times a month", "a few times a year", or "never".

In response to statement five, "I feel that I treat some recipients as if they were impersonal objects", 66.4% of respondents reported "never" feeling as if they treated some recipients like impersonal objects. Moreover, 26% of respondents reported they felt they treated some recipients as if they were impersonal objects a "few times a year", 6.3% of respondents reported they felt they treated some recipients as if they were impersonal objects "a few times a month", and 1.4% of respondents reported they felt they treated some recipients as if they were impersonal objects every day or "a few times a week."

In response to statement six, "Working with people all day is really a drain on me", 23.8% of respondents reported to never feel drained when working with clients, 40% of respondents reported to feel drained "a few times a year", 18.2% of respondents reported to feel drained "a few times a month", and 19% of respondents reported to feel drained

either "everyday" or "a few times a week" when working with clients.

In response to statement seven, "I deal very effectively with the problems of my clients", almost every respondent (97%) indicated that they dealt with their client's problems very effectively "every day", to "a few once a week." In fact, only 3% of all respondents cited "a few times a month", "a few times a year", or "never" in response to the statement.

In response to statement eight, "I feel burned out from my work", 33.6% reported to feel burned out from work "every day" to "a few times a week", 23.8% of respondents felt burned out "a few times a month", 35% of respondents reported to feel burned out "a few times a year", and 7.7% of respondents reported "never" feeling burned out from their work.

In response to statement nine, "I feel I am positively influencing other people's lives through my work", a significant 81.9% of respondents reported to feel they are positively influencing other people's lives through their work "every day" to "a few times a week." In response to statement ten, "I've become more callous towards people's lives through my work", 30.8% of respondents indicated

"never", 33.6% of respondents reported they felt this way "a few times a year or less", 21.7% of respondents reported they felt this way "a few times a month", and 14% of respondents reported that they have become callous towards people's lives thorough their work either "every day" or "a few times a week."

In response to statement eleven, "I worry that this job is hardening me emotionally", 26.8% of respondents reported "never" feeling that their job is hardening them, 36.6% of respondents cited to feel that their job is hardening them "a few times a year", and 20.4% of respondents reported that they felt their job is hardening them "a few times a month." Conversely, 16% of respondents indicated they felt that their job is hardening them "once a week" or "every day."

In response to statement twelve, "I feel very energetic", 61% of respondents reported to feel very energetic "every day" to "once a week", yet 26.8% of respondents indicated "once a month", 4.9% of respondents indicated "a few times a year", and lastly, 6.3% of all respondents reported "never" feeling energetic.

In response to statement thirteen, "I feel frustrated at my job", 40% of respondents felt frustrated "everyday"

to "once a week", whereas over half of all respondents (60%) cited "once a month", "a few times a year", or "never", in terms of frustration at work.

In response to statement fourteen, "I feel I am working too hard on my job", 48% of respondents indicated they felt they were working too hard at their job "every day" to "once a week", however, more than half of respondents (52%) felt they were working too hard on the job "once a month", "a few times a year", or cited "never".

In response to statement fifteen, "I don't really care what happens to some recipients", 3.5% of respondents cited "everyday", "a few times a week", or "once a week". In regards to not caring what happens to some clients, 2.8% of respondents indicated "a few times a month" and 24.5% of respondents reported "a few times a year." Lastly, a significant 69.2% of all respondents cited "never", suggesting that a large percentage of respondents cared about what happened to recipients.

In response to statement sixteen, "Working with people directly puts stress on me", 10.5% of respondents reported "everyday" to "a few times a week", additionally, 14% of respondents reported "a few times a month" with 44.8% who reported "a few times a year". In contrast, 30.8% of all

respondents "never" felt stressed when working with people.

In response to statement seventeen, "I can easily create relaxed atmosphere with my clients", a large majority of respondents (89.6%) reported they were able to create a relaxed atmosphere with their clients as often as "every day", to "a few times a week", in comparison, 7.7% of respondents cited "a few times a month" and only 2.1% of respondents cited "a few times a year." Likewise, there were no respondents (0%) who were "never" able to create a relaxed atmosphere with their clients, indicating that all respondents felt they were able to create a relaxed atmosphere with clients.

In response to statement eighteen, "I feel exhilarated after working closely with my clients", over half of all respondents, (55.7%) reported feeling exhilarated "every day", "a few times a week", or "once a week" when working closely with clients. Furthermore, 28.9% of respondents cited "a few times a month" and 10% of respondents reported "a few times a year". Lastly, only 5.6% of all respondents cited to "never" feeling exhilarated after working closely with clients.

In response to statement nineteen, "I have accomplished many worthwhile things in this job", 28.2% of

respondents reported "every day" to "once a week", 18.3% reported "a few times a month", whereas, 32.4% of reported a few times a year". In contrast, only 21.1% of all respondents reported "never", in terms of accomplishing worthwhile things in their job.

In response to statement twenty, "I feel like I'm at the end of my rope", only 14% of all respondents cited "everyday", "a few times a week", or "once a week", 12.7% of respondents reported "a few times a month" and 36% of respondents reported "a few times a year." In comparison, over a third of respondents (37.3%), "never" felt as though they were at the end of the rope.

In response to statement twenty one, "In my work I deal with emotional problems very calmly", the great majority of all respondents (87.3%) reported to deal with emotional problems calmly "everyday", "a few times a week", or "once a week." Additionally, 10.6% of respondents reported to deal with emotional problems very calmly "a few times a month", and only 1.4% of respondents indicated to deal with emotional problems very calmly "a few times a year". In contrast, only 0.7% all respondents cited to "never" deal with emotional problems calmly, indicating

that the majority of all participants dealt with emotional problems calmly.

Lastly, in response to statement twenty two, "I feel clients blame me for some of their problems", a significant percentage of respondents (43.4%) reported that clients blame them "everyday", "a few times a week", or "once a week" for their problems. Furthermore, 20.3% of respondents indicated they felt that clients blamed them for their problems "a few times a month", whereas, 28.7% of respondents indicated that they felt clients blamed them for their problems "a few times a year". Lastly, only 7% of all respondents reported "never" feeling that their clients blamed them for their problems.

Table 3. Responses to Job Burnout Statements

Item	N	Frequency (n)	Valid Percentage (%)
1. I feel emotionally drained from my work.	143		
Never		2	1.4
A few times a year or less		24	16.8
A few times a month		44	30.8
Once a week		19	13.3
Few times a week		39	27.3
Everyday		15	10.5
2. I feel used at the end of the day.	143		
Never		27	18.9
A few times a year or less		27	18.9
A few times a month		37	25.9
Once a week		16	11.2
Few times a week		27	18.9
Everyday		9	6.3
3. I feel fatigue when I get up in the morning for work.	143		
Never		6	4.2
A few times a year or less		31	21.7
A few times a month		35	24.5
Once a week		16	11.2
Few times a week		44	30.8
Everyday		11	7.7
4. I can easily understand how my clients feel about things.	142		
Never		2	1.4
A few times a year or less		3	2.2
A few times a month		12	8.5
Once a week		17	11.9
Few times a week		60	42.0
Everyday		48	33.6



Item	N	Frequency (n)	Valid Percentage (%)
5. I feel that I treat some recipients as if they were impersonal objects.	143		
Never		95	66.4
A few times a year or less		37	25.9
A few times a month		9	6.3
Once a week		1	0.7
Few times a week		0	0
Everyday		1	0.7
6. Working with people all day is really a strain on me.	143		
Never		34	23.8
A few times a year or less		56	39.9
A few times a month		26	18.2
Once a week		13	9.1
Few times a week		11	7.7
Everyday		3	2.1
7. I deal very effectively with the problems of my clients.	143		
Never		0	0
A few times a year or less		1	.7
A few times a month		3	2.1
Once a week		10	7.0
Few times a week		55	38.5
Everyday		74	51.5
8. I feel burned out from my work.	143		
Never		11	7.7
A few times a year or less		50	35.0
A few times a month		34	23.8
Once a week		14	9.8
Few times a week		21	14.7
Everyday		13	9.1

Item	N	Frequency (n)	Valid Percentage (%)
9. I feel I am positively influencing other people's lives through my work.	143		
Never		0	0
A few times a year or less		6	4.2
A few times a month		20	14.0
Once a week		15	10.5
Few times a week		50	35.0
Everyday		52	36.4
10. I've become more callous toward people's lives through my work.	143		
Never		44	30.8
A few times a year or less		48	33.6
A few times a month		31	21.7
Once a week		10	7.0
Few times a week		8	5.6
Everyday		2	1.4
11. I worry that this job is hardening me emotionally.	143		
Never		38	26.8
A few times a year or less		32	36.6
A few times a month		29	20.4
Once a week		7	4.9
Few times a week		7	4.9
Everyday		9	6.3
12. I feel very energetic.	142		
Never		9	6.3
A few times a year or less		7	4.9
A few times a month		38	26.8
Once a week		25	17.6
Few times a week		55	38.7
Everyday		8	5.6

Item	N	Frequency (n)	Valid Percentage (%)
13. I feel frustrated at my job.	143		
Never		6	4.2
A few times a year or less		31	21.7
A few times a month		49	34.3
Once a week		21	14.7
Few times a week		24	16.8
Everyday		12	8.4
14. I feel I am working too hard on my job.	143		
Never		8	5.6
A few times a year or less		26	18.2
A few times a month		40	28.0
Once a week		21	14.7
Few times a week		25	17.5
Everyday		24	16.1
15. I don't really care what happens to some recipients.	143		
Never		99	69.2
A few times a year or less		35	24.5
A few times a month		4	2.8
Once a week		3	2.1
Few times a week		1	.7
Everyday		1	.7
16. Working with people directly puts too much stress on me.	143		
Never		44	30.8
A few times a year or less		64	44.8
A few times a month		20	14.0
Once a week		8	5.6
Few times a week		5	3.5
Everyday		2	1.4

Item	N	Frequency (n)	Valid Percentage (%)
17. I can easily create a relaxed atmosphere with my clients.	142		
Never		0	0
A few times a year or less		3	2.1
A few times a month		11	7.7
Once a week		19	13.3
Few times a week		60	42.0
Everyday		49	34.3
18. I feel exhilarated after working closely with my clients.	142		
Never		8	5.6
A few times a year or less		14	9.9
A few times a month		41	28.9
Once a week		28	19.7
Few times a week		37	26.1
Everyday		14	9.9
19. I have accomplished many worthwhile things in my job.	142		
Never		30	21.1
A few times a year or less		46	32.4
A few times a month		26	18.3
Once a week		23	16.2
Few times a week		15	10.6
Everyday		2	1.4
20. I feel like I'm at the end of my rope.	142		
Never		53	37.3
A few times a year or less		51	35.9
A few times a month		18	12.7
Once a week		9	6.3
Few times a week		4	2.8
Everyday		7	4.9

Item	N	Frequency (n)	Valid Percentage (%)
21. In my work I deal with emotional problems very calmly.	142		
Never		1	.7
A few times a year or less		2	1.4
A few times a month		15	10.6
Once a week		21	14.8
Few times a week		56	39.4
Everyday		47	33.1
22. I feel clients blame me for some of their problems.	142		
Never		10	7.0
A few times a year or less		41	28.7
A few times a month		29	20.3
Once a week		21	14.7
Few times a week		23	16.1
Everyday		18	12.6

Table 4 presents the frequency distribution of job satisfaction scale items. In response to the first statement, "I feel I am being paid a fair amount for the work I do", a great majority of respondents (70.7%), reported to disagree "very much", "moderately", or "slightly" alternatively, only 29.3% of all respondents agreed "very much", "moderately", or "slightly" with the statement, indicating that many respondents felt they were not being paid a reasonable amount for the work completed.

In response to the second statement, "There is really too little chance for promotion at my job", a significant 70.7% of respondents disagreed "very much", "moderately", or "slightly" with the statement, in contrast, 29.4% of respondents indicated that they agreed "very much", "moderately", or "slightly", indicating that a large majority felt there was possibility for promotion at their job.

In response to the third statement, "My supervisor is quite competent in doing his/her job," a great majority of respondents (87.4%) indicated they agreed "very much", "moderately", or "slightly", regarding supervisor competence, conversely, only 12.6% of respondents disagreed "very much", "moderately", or "slightly" with the statement. The findings suggest that most respondents felt their supervisor was competent.

In response to statement four, "I am not satisfied with the benefits I receive", 54% of responses indicated they agreed "very much", "moderately", or "slightly", in regards to their satisfaction with benefits, yet, only 46% of respondents disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement five, "When I do a good job, I receive the recognition for it that I should receive", half of all respondents (50%) agreed either "very much", "moderately", or "slightly", equally, 50% of respondents disagreed "very much", "moderately", or "slightly" with statement five.

In response to statement six, "Many of our rules and procedures make doing a good job difficult", about three-quarters (74%) of respondents agreed "very much", "moderately", or "slightly", whereas, 26% of respondents disagreed "very much", "moderately", or "slightly", indicative that the majority of respondents felt that a majority of the rules and procedures made their job more difficult.

In response to statement seven, "I like the people I work with", almost every respondent (98%), agreed "very much", "moderately", or "slightly", demonstrating that the great majority of respondents liked the people they worked with. On the contrary, only 2% of respondents disagreed "slightly", and there were no respondents (0%) who disagreed "moderately" or "very much" with the statement, indicating that only a small percentage (2%) of all respondents were not completely satisfied with the people

they worked with, demonstrating respondents were highly satisfied with their coworkers.

In response to statement eight, "I sometimes feel my job is meaningless", over three-quarters of all respondents (77%) disagreed "very much", "moderately", or "slightly" with the statement, in contrast, 23% of respondents agreed "very much", "moderately", or "slightly", with the statement, implying that almost a quarter of respondents felt their job was meaningless.

In response to statement nine, "Communications seem good within this organization", 36% of respondents agreed "very much", "moderately", or "slightly", whereas, 64% of respondents disagreed "slightly", "moderately", or "very much" in regards to the communication within the organization.

In response to statement ten, "Raises are too far and between", a significant 88% of all respondents indicated they agreed "very much", "moderately", or "slightly", suggesting that most respondents felt their raises were too few and far between. On the contrary, only 12% of respondents disagreed "slightly", "moderately", or "very much" with the statement.



In response to statement eleven, "Those who do well on the job stand a fair chance of being promoted", more than half of all respondents (54%) disagreed "slightly", "moderately", or "very much" with the statement. Furthermore, 46% of respondents agreed "very much", "moderately", or "slightly" in regards to the statement.

In response to statement twelve, "My supervisor is unfair to me", most all respondents (93%) disagreed "very much", "moderately", or "slightly", conversely, only 7% of respondents agreed "slightly", "moderately", or "very much" with the statement, signifying that the majority of all respondents considered their supervisor to be fair.

In response to statement thirteen, "The benefits are as good as what most other organizations offer", the majority of respondents agreed "very much", "moderately", or "slightly", and 34% of respondents agreed "slightly", "moderately", or "very much" with the statement.

In response to statement fourteen, "I do not feel that the work I do is appreciated", 54% of all respondents agreed "slightly", "moderately", or "very much" with the statement, likewise, 46% disagreed "very much", "moderately", or "slightly" with the statement, indicating

more than half of all respondents did not feel their work was appreciated.

In response to statement fifteen, "My efforts are seldom blocked by red tape", 40% of respondents agreed "very much", "moderately", or "slightly", yet, a third of all respondents (60%) disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement sixteen, "I have to work harder at my job because of the incompetence of people I work with", 49% of respondents disagreed "very much", "moderately", or "slightly", almost equally, 51% of respondents reported to agree "very much", "moderately", or "slightly" with the statement. The findings suggested that approximately half of all respondents felt they had to work harder because of the incompetence of coworkers.

In response to statement seventeen, "I like doing the things I do at work", 90% of respondents agreed "very much", "moderately", "slightly", whereas only 10% of respondents cited to disagree "very much", "moderately", or "slightly", indicating that the majority of workers enjoyed the things they did at work.

In response to statement eighteen, "The goals of this organization are not clear to me", a great majority (80.5%)

of respondents reported to agree "very much", "moderately", or "slightly" with the statement, an indication that most respondents felt that the goals of the organizations were clear, whereas, only 20% of respondents reported to disagree "very much", "moderately", or "slightly", indicating that goals of the organization were unclear to a fifth of all respondents.

In response to statement nineteen, "I feel unappreciated by the organization when I think about what they pay me", a significant 61% of respondents reported to agree "very much", "moderately", or "slightly", indicating that many respondents felt unappreciated with their organization when their pay was considered. Furthermore, 39% of respondents disagreed "very much", "moderately", or "slightly" with the statement regarding their pay.

In response to statement twenty, "People get ahead fast here as they do in other places", 44% of respondents cited to agree "very much", "moderately", or "slightly", whereas, 56% of respondents cited to disagree "very much", "moderately", or "slightly" with the statement, suggesting that almost half of respondents felt they had a fair chance in receiving a promotion.

In response to statement twenty-one, "My supervisor shows little interest in the feelings of subordinates", the great majority of respondents (82.3%) reported to agree "very much", "moderately", or "slightly", whereas, the remanding respondents (17.7%) reported to disagree "very much", "moderately", or "slightly" with the statement, indicating that most workers felt that their supervisors show interest in the feelings of subordinates.

In response to statement twenty-two, "The benefit package we have is equitable", 60% of respondents indicated they agreed "very much", "moderately", or "slightly", additionally, 40% of respondents indicated they disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement twenty-three, "There are few rewards for those who work here,", a considerable percentage (62%) of respondents agreed "very much", "moderately", or "slightly", signifying that many workers felt there were few rewards for those who worked for the organization, however, 38% of respondents cited to disagree "very much", "moderately", or "slightly" with the statement, signifying there were many respondents who felt

there were adequate awards for those who worked for the organization.

In response to statement twenty-four, "I have too much to do at work", the great majority of all respondents cited to agree "very much", "moderately", or "slightly" indicating they felt they have too much to do at work, alternatively, only 11% of all respondents cited to disagree "very much", "moderately", or "slightly" with the statement.

In response to statement twenty five, "I enjoy my coworkers", a great majority of respondents (95.8%) indicated they agreed "very much", "moderately", or "slightly" that they enjoyed their coworkers, indicating most all workers are highly satisfied with their coworkers. In fact, only 4.2% of respondents disagreed "slightly", "moderately", or "very much" with the statement, indicating that a small percentage of workers were dissatisfied with their coworkers.

In response to statement twenty-six, "I often feel that I do not know what is going on with the organization", 66% of respondents reported to agree "very much", "moderately", or "slightly", indicating they did not always feel that they knew what was going on with the

organization, alternatively, only 34% of all respondents reported to disagree "very much", "moderately", or "slightly" with the statement.

In response to statement twenty-seven, "I feel a sense of pride in doing my job", the great majority of all respondents (93%) agreed "very much", "moderately", or "slightly", conversely, only 7% of all respondents reported to disagree "very much", "moderately", or "slightly" with the statement, indicating that most respondents felt a sense of purpose in their job.

In response to statement twenty-eight, "I feel satisfied with my chances for salary increases", a significant 69% of respondents cited to disagree "very much", "moderately", or "slightly", indicating a significant number of workers were dissatisfied with their changes for salary increases. Moreover, 31% of respondents disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement twenty-nine, "There are benefits we do not have which we should have", a significant percentage of respondents (74.8%) indicated they disagreed "very much", "moderately", or "slightly", demonstrating many workers felt there were benefits they

did not have that they believed they should otherwise have. Additionally, 25.2% of respondents disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement thirty, "I like my supervisor", the large majority of all respondents (94%) reported to agree "very much", "moderately", or "slightly", indicating most all workers liked their supervisor, in contrast, only 6% of all respondents reported to disagree "very much", "moderately", or "slightly" with the statement.

In response to statement thirty-one, "I have too much paperwork", most all respondents (92%) agreed "very much", "moderately", or "slightly", indicating a significant percentage of respondents felt they had too much paperwork to do at their job. Moreover, only 8% of all respondents reported to disagree "very much", "moderately", or "slightly" with the statement.

In response to statement thirty-two, "I don't feel my efforts are rewarded the way they should be", three quarters agreed "very much", "moderately", or "slightly", indicating that the majority of workers did not feel their efforts were rewarded the way they should have been, in

contrast, 25% of respondents disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement thirty-three, "I am satisfied with my chances for promotion", more than half of all respondents (51%) either agreed "very much", "moderately", or "slightly", an indication that half of the workers felt satisfied with their chances of promotion. Likewise, 49% of respondents either disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement thirty-four, "There is too much bickering and fighting at work", 39% of respondents agreed "very much", "moderately", or "slightly", with 61% of all respondents who disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement thirty-five, "My job is enjoyable", a considerable percentage of respondents (87%) agreed "very much", "moderately", or "slightly", whereas, only 13% of all respondents either disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement thirty-six, "Work assignments are not fully explained", 30% of respondents agreed "very much", "moderately", or "slightly", conversely, a considerable 70% of respondents disagreed "very much",



"moderately", or "slightly" with the statement, indicating the majority of respondents felt work assignments are fully explained.

Table 4. Responses to Job Satisfaction Statements

Item	N	Frequency (n)	Valid Percentage (%)
1. I feel I am being paid a fair amount.	143		
Agree very much		2	1.4
Agree moderately		23	16.1
Agree slightly		17	11.9
Disagree slightly		16	11.2
Disagree moderately		35	24.5
Disagree very much		50	35.0
2. There is little chance for promotion.	143		
Agree very much		2	1.4
Agree moderately		23	16.1
Agree slightly		17	11.9
Disagree slightly		16	11.2
Disagree moderately		35	24.5
Disagree very much		50	35.0
3. My Supervisor is competent in doing his/her job.	143		
Agree very much		78	54.5
Agree moderately		36	25.2
Agree slightly		11	7.7
Disagree slightly		11	7.7
Disagree moderately		4	2.8
Disagree very much		3	2.1
4. I am not satisfied with the benefits I receive.	143		
Agree very much		19	13.3
Agree moderately		24	16.8
Agree slightly		34	23.8
Disagree slightly		27	18.9
Disagree moderately		29	20.3
Disagree very much		10	7.0

Item	N	Frequency (n)	Valid Percentage (%)
5. When I do a good job, I receive recognition.	143		
Agree very much		8	5.6
Agree moderately		38	26.6
Agree slightly		25	17.5
Disagree slightly		23	16.1
Disagree moderately		21	14.7
Disagree very much		28	19.6
6. Many of our rules and procedure make doing a good job difficult.	143		
Agree very much		35	24.5
Agree moderately		33	23.1
Agree slightly		38	26.6
Disagree slightly		14	9.8
Disagree moderately		17	11.9
Disagree very much		6	4.2
7. I like the people I work with.	143		
Agree very much		77	53.8
Agree moderately		50	35.0
Agree slightly		13	9.1
Disagree slightly		0	0
Disagree moderately		3	2.1
Disagree very much		0	0
8. I sometimes feel my job is meaningless.	143		
Agree very much		4	2.8
Agree moderately		7	4.9
Agree slightly		22	15.4
Disagree slightly		14	9.8
Disagree moderately		22	15.4
Disagree very much		74	51.7

Item	N	Frequency (n)	Valid Percentage (%)
9. Communications seem good within this organization.	143		
Agree very much		2	1.4
Agree moderately		20	14.0
Agree slightly		29	20.3
Disagree slightly		36	25.2
Disagree moderately		34	23.8
Disagree very much		22	15.4
10. Raises are too few and far between.	143		
Agree very much		79	55.2
Agree moderately		27	18.9
Agree slightly		20	14.0
Disagree slightly		8	5.6
Disagree moderately		6	4.2
Disagree very much		3	2.1
11. Those that do well stand a fair chance of being promoted.	142		
Agree very much		20	14.1
Agree moderately		21	14.8
Agree slightly		36	25.4
Disagree slightly		25	17.6
Disagree moderately		22	15.5
Disagree very much		18	12.7
12. My supervisor is unfair to me.	141		
Agree very much		1	0.7
Agree moderately		2	1.4
Agree slightly		7	5.0
Disagree slightly		12	8.5
Disagree moderately		30	21.3
Disagree very much		89	63.1

Item	N	Frequency (n)	Valid Percentage (%)
13. The benefits we receive are as good as other organizations.	141		
Agree very much		11	7.8
Agree moderately		44	31.2
Agree slightly		36	25.5
Disagree slightly		24	17.0
Disagree moderately		13	9.2
Disagree very much		13	9.2
14. I do not feel that the work I do is appreciated.	142		
Agree very much		14	9.9
Agree moderately		26	18.3
Agree slightly		37	26.1
Disagree slightly		30	21.1
Disagree moderately		25	17.6
Disagree very much		10	7.0
15. My efforts to do a good job are seldom blocked by red tape.	142		
Agree very much		7	4.9
Agree moderately		24	16.9
Agree slightly		26	18.3
Disagree slightly		38	26.8
Disagree moderately		35	24.6
Disagree very much		12	8.5
16. I find I have to work harder because of the incompetence of people I work with.	143		
Agree very much		13	9.1
Agree moderately		26	18.2
Agree slightly		34	23.8
Disagree slightly		20	14.0
Disagree moderately		29	20.3
Disagree very much		21	14.7

Item	N	Frequency (n)	Valid Percentage (%)
17. I like doing the things I do at work.	142		
Agree very much		46	32.2
Agree moderately		55	38.5
Agree slightly		28	19.6
Disagree slightly		6	4.2
Disagree moderately		4	2.8
Disagree very much		4	2.8
18. The goals of the organization are not clear.	143		
Agree very much		0	0
Agree moderately		8	5.6
Agree slightly		20	14.0
Disagree slightly		20	14.0
Disagree moderately		44	30.8
Disagree very much		51	35.7
19. I feel unappreciated by the organization when I think about what they pay me.	143		
Agree very much		24	16.8
Agree moderately		22	15.4
Agree slightly		41	28.7
Disagree slightly		31	21.7
Disagree moderately		20	14.0
Disagree very much		5	3.5
20. People get ahead as fast here as they do in other places.	139		
Agree very much		8	5.8
Agree moderately		19	13.7
Agree slightly		34	24.5
Disagree slightly		37	26.6
Disagree moderately		24	17.3
Disagree very much		17	12.2

Item	N	Frequency (n)	Valid Percentage (%)
21. My supervisor shows too little interest in the feelings of subordinates.	141		
Agree very much		5	3.5
Agree moderately		8	5.7
Agree slightly		12	8.5
Disagree slightly		12	8.5
Disagree moderately		35	24.8
Disagree very much		69	48.9
22. The benefit package we have is equitable.	139		
Agree very much		11	7.9
Agree moderately		37	26.6
Agree slightly		35	25.2
Disagree slightly		23	16.5
Disagree moderately		21	15.1
Disagree very much		12	8.6
23. There are few rewards for those who work here.	143		
Agree very much		21	14.7
Agree moderately		25	17.5
Agree slightly		43	30.1
Disagree slightly		28	19.6
Disagree moderately		19	13.3
Disagree very much		7	4.9
24. I have too much to do at work.	143		
Agree very much		31	44.8
Agree moderately		64	21.7
Agree slightly		33	23.1
Disagree slightly		6	4.2
Disagree moderately		8	5.6
Disagree very much		1	0.7

Item	N	Frequency (n)	Valid Percentage (%)
25. I feel I am being paid a fair amount.	143		
Agree very much		75	52.4
Agree moderately		44	30.8
Agree slightly		18	12.6
Disagree slightly		3	2.1
Disagree moderately		2	1.4
Disagree very much		1	0.7
26. I often feel that I do not know what is going on with the organization.	142		
Agree very much		16	11.3
Agree moderately		37	26.1
Agree slightly		41	28.9
Disagree slightly		21	14.8
Disagree moderately		19	13.4
Disagree very much		8	5.6
27. I feel a sense of pride in doing my job.	143		
Agree very much		60	42.0
Agree moderately		57	39.9
Agree slightly		16	11.2
Disagree slightly		6	4.2
Disagree moderately		3	2.1
Disagree very much		1	0.7
28. I feel satisfied with my chances for salary increases.	142		
Agree very much		5	3.5
Agree moderately		13	9.2
Agree slightly		26	18.3
Disagree slightly		27	19.0
Disagree moderately		22	15.5
Disagree very much		49	34.5



Item	N	Frequency (n)	Valid Percentage (%)
29. There are benefits we do not have which we should have.	139		
Agree very much		46	33.1
Agree moderately		28	20.1
Agree slightly		30	21.6
Disagree slightly		20	14.4
Disagree moderately		12	8.6
Disagree very much		3	2.2
30. I like my supervisor.	141		
Agree very much		85	60.3
Agree moderately		34	24.1
Agree slightly		13	9.2
Disagree slightly		4	2.8
Disagree moderately		3	2.1
Disagree very much		2	1.4
31. I have too much paperwork.	143		
Agree very much		83	58.0
Agree moderately		26	18.2
Agree slightly		23	16.1
Disagree slightly		4	2.8
Disagree moderately		6	4.2
Disagree very much		1	0.7
31. I don't feel my efforts are rewarded the way they should be.	143		
Agree very much		25	17.5
Agree moderately		31	21.7
Agree slightly		51	35.7
Disagree slightly		18	12.6
Disagree moderately		16	11.2
Disagree very much		2	1.4

Item	N	Frequency (n)	Valid Percentage (%)
33. I am satisfied with my chances for promotion.	143		
Agree very much		7	4.9
Agree moderately		34	23.8
Agree slightly		32	22.4
Disagree slightly		21	14.7
Disagree moderately		29	20.3
Disagree very much		20	14.0
34. There is too much bickering and fighting.	142		
Agree very much		11	7.7
Agree moderately		16	11.3
Agree slightly		28	19.7
Disagree slightly		16	11.3
Disagree moderately		35	24.6
Disagree very much		36	25.4
35. My job is enjoyable.	142		
Agree very much		25	17.6
Agree moderately		53	37.3
Agree slightly		45	31.7
Disagree slightly		8	5.6
Disagree moderately		6	4.2
Disagree very much		5	3.5
36. Work assignments are not fully explained.	140		
Agree very much		6	4.3
Agree moderately		20	14.3
Agree slightly		16	11.4
Disagree slightly		19	13.6
Disagree moderately		44	31.4
Disagree very much		35	25.0

Table 5 outlines items related to supervisory support. In response to statement thirty-seven, "My supervisor is quite competent in doing his/her job", a great majority of respondents (91.5%), reported to agree "very much", "moderately", or "slightly", indicating that most all workers felt their supervisor was competent. Alternatively, only 8.5% of all respondents reported to they disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement thirty-eight, "My supervisor is very concerned about the welfare of those under him/her", a greater part of all respondents (88%) cited they agreed "very much", "moderately", or "slightly", demonstrating that most all respondents felt their supervisor was concerned about the welfare of other workers. In fact, only 12% of all respondents reported they disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement thirty-nine, "My supervisor gives information when I need it", a large majority of all respondents (88%) indicated they agreed "very much", "moderately", or "slightly", suggesting most workers felt their supervisor gives information when needed. Conversely,

only 9% of all respondents reported to disagree "very much", "moderately", or "slightly" with the statement.

In response to statement forty, "My supervisor shows approval when I have done well", 87.3% of respondents either agreed "very much", "moderately", or "slightly", indicating the majority of respondents felt their supervisor showed approval when they did well. Furthermore, 26% of respondents disagreed "very much", "moderately", or "slightly" with the statement.

In response to statement forty-one, "My supervisor is willing to help me complete difficult tasks", a majority of respondents (86.5%) reported to agree "very much", "moderately", or "slightly" with the statement, in contrast, 13.5% of respondents agreed "very much", "moderately", or "slightly", with the statement.

In response to statement forty-two, "My supervisor is warm and friendly when I have problems", a significant percentage (91%) agreed "very much", "moderately", or "slightly", indicating that most workers felt their supervisor was warm and friendly. Lastly, only 9% of all respondents disagreed "very much", "moderately", or "slightly" with the statement.

Table 5. Responses to Supervisory Statements

Item	N	Frequency (n)	Valid Percentage (%)
37. My supervisor is competent in doing her/his job.	141		
Agree very much		83	58.9
Agree moderately		34	24.1
Agree slightly		12	8.5
Disagree slightly		6	4.3
Disagree moderately		5	3.5
Disagree very much		1	.7
38. My supervisor is very concerned about the welfare of those under her/him.	141		
Agree very much		75	53.2
Agree moderately		28	19.9
Agree slightly		21	14.9
Disagree slightly		7	5.0
Disagree moderately		7	5.0
Disagree very much		3	2.1
39. My supervisor gives information when I need it.	141		
Agree very much		74	52.5
Agree moderately		39	27.7
Agree slightly		15	10.6
Disagree slightly		6	4.3
Disagree moderately		6	4.3
Disagree very much		1	.7
40. My supervisor shows approval when I have done well.	141		
Agree very much		66	46.8
Agree moderately		40	28.4
Agree slightly		17	12.1
Disagree slightly		11	7.8
Disagree moderately		4	2.8
Disagree very much		3	2.1

Item	N	Frequency (n)	Valid
			Percentage (%)
41. My supervisor is willing to help me complete difficult tasks.	141		
Agree very much		71	50.4
Agree moderately		36	25.5
Agree slightly		15	10.6
Disagree slightly		7	5.5
Disagree moderately		8	5.7
Disagree very much		4	2.8
42. My supervisor is warm and friendly when I have problems.	141		
Agree very much		75	53.2
Agree moderately		27	19.1
Agree slightly		26	18.4
Disagree slightly		6	4.3
Disagree moderately		2	1.4
Disagree very much		5	3.5

### Salary Findings

Table 6 presents salary satisfaction findings. Overall, a significant number of respondents reported dissatisfaction with their salary. In response to the statement, "I am satisfied with my current salary", 30% of respondents agreed "very much", "moderately", or "slightly", whereas, a considerable 70% of respondents disagreed "very much", "moderately", or "slightly", with the statement, indicating high dissatisfaction with their

salary. In response to the statement, "I have a desire for higher pay and benefits," most all respondents (98%) agreed "very much", "moderately", or "slightly", on the contrary, only 2% of all respondents disagreed "very much", "moderately", or "slightly", with the statement indicating a high desire for higher pay and benefits.

Table 6. Responses to Salary Satisfaction

Item	N	Frequency (n)	Valid Percentage (%)
I am satisfied with my current salary.	142		
Agree very much		1	.7
Agree moderately		24	16.9
Agree slightly		17	12.0
Disagree slightly		20	14.1
Disagree moderately		25	17.6
Disagree very much		55	38.7
I have a desire for higher pay and benefits.	143		
Agree very much		113	79.0
Agree moderately		21	14.7
Agree slightly		6	4.2
Disagree slightly		0	0
Disagree moderately		1	.7
Disagree very much		2	1.4

## Bivariate Correlation Analysis of the Dependent and the Independent Variables

Table 7 presents the correlation findings between variables. A bivariate analysis was conducted to assess the correlation between the independent variables and the dependent variable. A Pearson's correlation coefficient was calculated for the relationship between respondents' level of job satisfaction and level of job burnout. A strong negative correlation was found ( $r = -.502$ ,  $p = .000$ ), indicating a significant negative relationship between job satisfaction and job burnout. Workers with higher levels of job satisfaction were less likely to have job burnout.

A Pearson's correlation coefficient was calculated examining the relationship between salary satisfaction, and job burnout (table 7). While a weak correlation between the two variables was found significant ( $r = .127$ ,  $p = .000$ ), the relationship was found to be statistically significant, indicating that salary satisfaction was related to job burnout. Furthermore, when A Pearson's correlation coefficient was calculated examining the relationship between reported annual salary and job burnout, a significant negative correlation was found ( $r = -1.67$ ,  $p = 0.49$ ), indicating no significance.



A Pearson's correlation coefficient was calculated examining the relationship between respondents' reported years employed and job burnout (table 7). A strong negative correlation was found ( $r = -.265$ ,  $p = .002$ ), indicating a significant negative relationship between the length of time employed and job burnout. As the length of time one stays at their job increases, the levels of job burnout will decrease, furthermore, the less amount of time one is employed, the level of burnout is increased.

A Pearson's correlation coefficient was calculated examining the relationship between supervisory support and job burnout (table 7). A weak correlation that was not statistically significant was found ( $r = .162$ ,  $p = .056$ ), indicating that supervisory support was not directly related to job burnout.

Table 7. Bivariate Correlations between the Dependent and Independent Variables

Independent Variables	Job Burnout (Dependent Variable)
Job Satisfaction	-.502**
Salary Satisfaction	.127
Annual Salary	-1.67*
Supervisory Support	.162
Hours Worked Daily	.301**
Length of Employment	-.265**
Caseload Size	-.093
Age	-.170*
Education Background	-.122

\*\*  $p < .01$ , \*  $p < .05$

Table 8 presents the findings for educational background. To determine if there was an educational difference in job burnout, a one-way ANOVA was conducted to compare the educational backgrounds reported with job burnout of respondents. The educational backgrounds included Bachelor's Degrees ( $M = 60.77$ ,  $SD = 15.04$ ), Master's Degrees ( $M = 55.10$ ,  $SD = 14.24$ ), Licensed Clinical Social Worker, L.C.S.W. ( $M = 37.50$ ,  $SD = 9.19$ ), Doctorial

Degree ( $M = 49.67$ ,  $SD = 20.84$ ), and other ( $M = 74.00$ ,  $SD = 15.07$ ).

A significant difference was found among respondents ( $F(4, 134) = 3.025$ ,  $p = < .05$ ). The finding indicates a positive relationship between those workers with Bachelor Degrees and job burnout. Child welfare workers with a Bachelor's Degree were found to have higher levels of burnout than those with a Master's Degree, Doctoral Degree, or L.C.S.W.

Table 8. ANOVA, Educational Background\*

	Df	F	Sig.
Between Groups	4	3.025	.020
Within Groups	134		
Total	138		

\*A one way ANOVA was conducted to compare groups; Bachelor, Master, Doctoral Degrees, and L.C.S.W. to determine if there was a difference between groups for the Independent Variable, Educational Background.

## Summary

This chapter presented the major findings of the study. Demographics and frequency distributions of job satisfaction and job burnout were presented. Bivariate statistics were used to analyze the relationship between the independent variables (job satisfaction, supervisory support, job related variables, demographics, and salary) and the dependent variable (job burnout).

It was found that the majority of respondents (90%) were satisfied with the supervisory support received at their job. A weak correlation that was not significant was found ( $r = .162$ ,  $p = .056$ ), indicating that supervisory support is not related to job burnout (table 9). A significant percentage of respondents (90.1%) indicated they were satisfied with the people they worked with. A great majority of respondents (90%) reported to deal with the problems of their clients effectively.

## CHAPTER FIVE

### DISCUSSION

#### Introduction

The purpose of this chapter is to discuss the major findings of the research study conducted. In addition to the discussion of major findings, the limitations of the study, recommendation for social practice, policy, and research are also presented. The chapter concludes with a summary of the outcomes and conclusion of the study.

#### Discussion

The goal of the research study was to examine factors related to job burnout among child welfare workers. The results of the study indicated there were multiple factors related to job burnout. A total of 143 child welfare workers employed with Riverside County Children's Services (CCS), participated in the research study.

The average respondent was a single non Hispanic White female, who obtained a Master's Degree, with an average age of 39. The average respondent was employed with Riverside County CCS for an average of 6 years, worked about 44 hours a week/11 hours a day, and managed a caseload that consisted of approximately 33 children. The respondents in

the study earned between \$45,001-55,000 on average annually.

Over 50% of respondents reported feeling emotionally drained from their work at least one or more times a week. Approximately 50% of respondents indicated that they felt fatigue in the morning when facing another day at work. Almost all respondents (97%) indicated they were able to effectively deal with their client's problems, about 50% of respondents reported they felt they were working too hard on the job at least one or more times a week. These findings indicated that approximately half of respondents were experiencing exhaustion and fatigue in their job.

Such exhaustion and fatigue may result in job burnout. For example, drake and Yadama (1996) examined the relationship of emotional exhaustion, depersonalization, and personal accomplishment to job exit. A positive direct relationship was found between emotional exhaustion and job exit indicating that emotional exhaustion is a key factor of burnout associated with job exit. According to Bakker et al., (2003) when job demands are high, emotional exhaustion increases, which is a significant component of burnout.

A significant number of respondents (over 90%) felt they had too much paper work to do at their job. Almost 45% of respondents felt that clients blamed them for some of their problems at least one or more times a week. Nearly 75% of all respondents indicated they felt their efforts were not rewarded the way they should be. The majority of respondents (over 70%) reported dissatisfaction with their current salary. Furthermore, approximately 75% of respondents felt they were being paid a fair amount for the work they did and the great majority of respondents (98%) indicated a desire for higher pay and benefits. These findings indicated that salary dissatisfaction, excessive paperwork and client dissatisfaction were contributors of job burnout.

These findings are consistent with the study conducted by the General Accounting Office (2003) they found that in addition to retirement and other personal reasons, child welfare workers chose to leave their positions due to low salaries and high caseloads. Furthermore, according to (GAO, 2003) heavy workloads encouraged workers to leave for other careers that they perceived as requiring less time and energy. Of the 585 caseworkers interviewed, 81

caseworkers reported low pay as one of their one of their reason for leaving.

Although respondents reported experiencing some level of job burnout, most all respondents (over 90%) in this study indicated they were satisfied with their supervisors and supervisory support they receive. About half of respondents (50%) reported to receive recognition when doing a good job at work. Almost 90% of respondents indicated they felt their supervisors were competent, along with over 90% of child welfare workers felt their supervisor was fair. These findings indicated that respondents were satisfied with their supervisor and supervisory support.

These findings were consistent with an analysis conducted by General Accounting Office (2003); GAO found that workers rated their relationship with supervisors as one of the most satisfying factors of their work, giving supervisors very high ratings for their effectiveness, personal skills, and ability to help workers collaborate. In a different study, according to an analysis conducted by Network for Excellence in Human Services (2001), it was found that competent and supportive supervision was critical to reducing staff turnover. Likewise, Dickenson



and Perry (2002) found that supportive supervision is a predictive factor of workers' intent to stay.

When dealing with emotional problems, nearly 90% of the respondents reported to deal with them effectively. A great majority of respondents (90%) indicated they liked the people they work with, likewise, about 90% of respondents reported that their job is enjoyable. Lastly, more than 90% of all child welfare workers reported feeling having a sense of pride and satisfaction when doing their job.

The correlation coefficient between job satisfaction and job burnout was  $r = -.502$ . The correlation coefficient between annual salary and job burnout was  $r = -.167$ . Moreover, the correlation coefficient between hours worked daily was  $r = -.301$ . Lastly, the correlation coefficient between age and job burnout was found to be  $r = -.170$ . These significant findings suggest relatively high associations between each variable.

The correlation coefficient between burnout and age is validated by past research. Of all the demographic variables that have been studied, age is the one that has been consistently related to burnout (Maslach et al., 1996; Maslach et al., 2001). It was found that burnout among

younger workers is reported higher than it is among those over 30 or 40 years old. These findings indicate that burnout is more of a risk earlier in ones career and furthermore, job burnout declines with age (Maslach et al., 1996; Maslach et al., 2001). In an analysis conducted by Rosenthal and Walters (2006), a positive relationship between retention and age was found; indicating workers of older age had higher retention rates than younger workers.

The findings of present study found that over half of all child welfare workers who responded (67.2%) were employed for five years or less. Even more concerning, only 8 percent of workers were employed for 11 years or longer, affirming high turnover rates. These findings were consistent with the study findings of Barth et al., (2008), which reported that of 1,729 child welfare workers surveyed, only 21% had been employed for over 5 years.

The findings of the study indicated that child welfare workers were exhausted, fatigued, worked long hours, felt overwhelmed with paperwork, and were dissatisfied with their salary. Yet, despite these findings, the majority of all child welfare workers who responded reported high satisfaction with their employment, supervisory support, coworkers, and took pride in the services and work they

provided for their clients. These findings were consistent with the study conducted by GAO (2003). The researchers found that low pay, high risk, high caseloads, administrative burdens, limited supervision, and insufficient time to participate in training reduced the appeal of child welfare work, making it difficult for workers to stay in their positions. Yet, it was also found that workers were motivated by their desire to help people, protect children, work with families, and potentially save lives.

Likewise, Rycraft (1994); Ellet et al., (2003) found that sense of purpose, human caring, and preference for work with children and families were significantly associated ones decision to stay employed in child welfare workers. Furthermore, child welfare workers were less likely to leave their position, better able to manage the challenges of their job and have a sense of fulfillment, if a clear understanding of the dynamics of child maltreatment, along with a commitment and understanding of the social work values and policies was present (Annie E. Casey Foundation, 2003; Barth et al., 2008; Rycraft, 1994).

## Limitations

Although the present study found significant correlations between job burnout, job satisfaction, length of employment, hours worked, and salary, the study has several limitations. The first limitation was the low response rate, out of the 430 mailed out, only 143 participants participated (33% response rate). This will compromise the generalizability of the findings.

Secondly, diversity in gender, race, and ethnicity remain limited among child welfare workers (Barth et al., 2008). Of those surveyed, approximately 40% child welfare workers identified as non Hispanic White, and approximately 80% identified as female.

Another limitation was utilizing a small sample size. Small sample size limits the researcher from obtaining an accurate representation of all child welfare workers. This also limits the validity and generalizability of the findings. With a larger sample size, the diversity and variance among child welfare workers increases, in addition to representation of the sample. As a result of small sample size, an accurate representation cannot be certain and generalizations of the findings are not possible (Grinnell, 2008). Steps taken to increase the response rate

and sample size included sending follow up questionnaires with a well prepared personalized cover letter and raffle ticket, and sending a reminder email to each participant, thanking those who responded and reminding non respondents.

A fourth limitation of the study was there was no control over the method in which the respondent answered the questions (Grinnell, 2008). Moreover, there was no certainty that surveys returned to the researcher were completed by the participant it was intended for. Also, there was no certainty that the responses were truthful and unbiased.

The next limitation of the research study was that self-administered surveys inhibited the researcher from gathering further information for items left unanswered or that may have been unclear (Grinnell, 2008). For example, several participants included voluntary feedback to further explain their agreement or disagreement for statements from the survey questionnaire. Question #1 from the Job Satisfaction section of the survey read, "I feel I am being paid a fair amount for the work I do." The majority of respondents (70%) felt they were not being paid a fair amount at their job; however some respondents provided voluntary feedback explaining that their response was

related to furlough days and pay cuts. From the additional information given by respondents, it was discovered that in addition to other factors, furlough days and recent pay cuts may have also been related to job burnout. Looking back, it would have been beneficial to the research study if questions regarding furlough days and the recent pay cuts were included. This information could have been included with the findings if the researcher was able to further elucidate any feedback left by respondents.

Over all, the findings of the study found that a considerable percentage of all child welfare workers who participated were highly satisfied with their supervisory support. However, because of the small population size and uncontrolled sample setting, it was not determined if the sample size could represent child welfare workers for all counties throughout the state, or if high supervisory support is isolated to Riverside County CSD, child welfare workers. It is conceivable that a significant percentage of workers may have felt pressured to leave positive feedback.

#### Recommendations for Social Work Practice, Policy and Research

The study concluded that job satisfaction, long work hours, educational background, age, salary, and length of

employment were significant factors related to job burnout. Further research with more specific inquiries using a larger sample size would be ideal to improve the validity and generalizability of the study findings.

Further research would expand our knowledge of job burnout in addition to the establishment of successful components for educational programs and interventions that can be applied in the field of social work practice. Further, educational programs add significance by providing workers with the necessary competencies as well as an increased commitment to the job (Zlotnik et al., 2005). Therefore, components aimed to increase job satisfaction along with decreasing job burnout, can help restore the customary action intended for the child welfare workforce.

Continued research can provide insight in successful strategies that supervisors and management can utilize in the workplace to increase productivity and decrease job burnout. Understanding how child welfare workers deal with the stressors related to their job profession can aid in the development of effective supervision models for the field of social work practice (Barth et al., 2008). Moreover, additional research is needed to understand which male and minority child welfare workers are more likely to

experience job burnout to clarify how to recruit and retain them to promote diversity in the child welfare workforce (Barth et al., 2008).

The findings of this study are beneficial in that they can assist administration with policy changes customized towards reducing job burnout which may ultimately prevent turnover. Policy writers, administrators and child welfare workers should be encouraged to join forces in collaboration to discuss all practical tactics, as well as effective procedures and policies focused on reducing the high number of burnout rates throughout the child welfare workforce. Solutions to be considered include improvement of salary and benefits, enhancement of working conditions, recruitment of additional workers, strengthen existing job trainings, and lastly, incorporate trainings and programs focused on stress management, self-care, and other issues associated to job burnout. Therefore, the findings of the study provide evidence for implementation of new programs and trainings aimed to reduce burnout among child welfare workers in the workforce.



## Conclusion

The purpose of the research study was to examine factors associated with job burnout among child welfare workers. The study employed a quantitative self-administered survey questionnaire. The sample consisted of 143 child welfare workers employed with Riverside County, Children's Services Division. The major findings of the research study indicated a significant correlation between job burnout, job satisfaction, educational background, years of employment, hours worked daily, age, and annual salary. The findings are strengthened by related literature referenced in the research study. Child welfare workers who were more satisfied with their job, employed longer, worked fewer hours, of older age, and had higher salaries were found to be less burnout out.

The findings of this study are essential in assisting administration with policy changes tailored towards reducing the job burnout and retention rates among child welfare workers. In short, continued research is considered necessary for the establishment of new social work practices customized to increase job satisfaction while decreasing the burnout rates throughout the child welfare workforce. Therefore, the findings of the study provide

evidence for the creation and implementation of components created and interweaved within the context of social work policy, practice, and research intended to reduce the high burnout rates among child welfare workers.

APPENDIX A  
QUESTIONNAIRE

## “Factors Related to Job Burnout among Child Welfare Workers”

The purpose of this study is to examine factors of job burnout among child welfare workers and how child welfare workers view their jobs and the people with whom they work closely. Thank you for taking the time to complete this survey. It should take approximately 15-20 minutes to complete.

Please read each statement carefully and decide if you feel this way about your job. If you have never had this feeling, write a “1” in next to the corresponding statement. If you have had this feeling, indicate how often you feel this by writing the number from (1 - 6) that best describes how frequently you feel that way.

1 = Never

2 = A few times a year or less

3 = A few times a month

4 = Once a week

5 = Few times a week

6 = Everyday

### BURNOUT

1. \_\_\_\_\_ I feel emotionally drained from my work.
2. \_\_\_\_\_ I feel used at the end of the work day.
3. \_\_\_\_\_ I feel fatigued when I get up in the morning and have to face another day at work.
4. \_\_\_\_\_ I can easily understand how my clients feel about things.
5. \_\_\_\_\_ I feel that I treat some recipients as if they were impersonal objects.
6. \_\_\_\_\_ Working with people all day is really a strain on me.
7. \_\_\_\_\_ I deal very effectively with the problems of my clients.

8. \_\_\_\_\_ I feel burned out from my work.
9. \_\_\_\_\_ I feel I am positively influencing other people's lives through my work.
10. \_\_\_\_\_ I've become more callous toward people's lives through my work.
11. \_\_\_\_\_ I worry that this job is hardening me emotionally.
12. \_\_\_\_\_ I feel very energetic.
13. \_\_\_\_\_ I feel frustrated by my job.
14. \_\_\_\_\_ I feel I am working too hard on my job.
15. \_\_\_\_\_ I don't really care what happens to some recipients.
16. \_\_\_\_\_ Working with people directly puts too much stress on me.
17. \_\_\_\_\_ I can easily create a relaxed atmosphere with my clients.
18. \_\_\_\_\_ I feel exhilarated after working closely with my clients.
19. \_\_\_\_\_ I have accomplished many worthwhile things in this job.
20. \_\_\_\_\_ I feel like I'm at the end of my rope.
21. \_\_\_\_\_ In my work, I deal with emotional problems very calmly.
22. \_\_\_\_\_ I feel clients blame me for some of their problems.

## JOB SATISFACTION

1 = Agree very much

2 = Agree moderately

3 = Agree slightly

4 = Disagree slightly

5 = Disagree moderately

6 = Disagree very much

1. \_\_\_\_\_ I feel I am being paid a fair amount for the work I do.
2. \_\_\_\_\_ There is really too little chance for promotion on my job.
3. \_\_\_\_\_ My supervisor is quite competent in doing his/her job.
4. \_\_\_\_\_ I am not satisfied with the benefits I receive.
5. \_\_\_\_\_ When I do a good job, I receive the recognition for it that I should receive.
6. \_\_\_\_\_ Many of our rules and procedures make doing a good job difficult.
7. \_\_\_\_\_ I like the people I work with.
8. \_\_\_\_\_ I sometimes feel my job is meaningless.
9. \_\_\_\_\_ Communications seem good within this organization.
10. \_\_\_\_\_ Raises are too few and far between.
11. \_\_\_\_\_ Those who do well on the job stand a fair chance of being promoted.
12. \_\_\_\_\_ My supervisor is unfair to me.
13. \_\_\_\_\_ The benefits we receive are as good as most other organizations offer.
14. \_\_\_\_\_ I do not feel that the work I do is appreciated.

15. \_\_\_\_\_ My efforts to do a good job are seldom blocked by red tape.
16. \_\_\_\_\_ I find I have to work harder at my job because of the incompetence of people I work with.
17. \_\_\_\_\_ I like doing the things I do at work
18. \_\_\_\_\_ The goals of this organization are not clear to me.
19. \_\_\_\_\_ I feel unappreciated by the organization when I think about what they pay me.
20. \_\_\_\_\_ People get ahead as fast here as they do in other places.
21. \_\_\_\_\_ My supervisor shows too little interest in the feelings of subordinates.
22. \_\_\_\_\_ The benefit package we have is equitable.
23. \_\_\_\_\_ There are few rewards for those who work here.
24. \_\_\_\_\_ I have too much to do at work.
25. \_\_\_\_\_ I enjoy my coworkers.
26. \_\_\_\_\_ I often feel that I do not know what is going on with the organization.
27. \_\_\_\_\_ I feel a sense of pride in doing my job.
28. \_\_\_\_\_ I feel satisfied with my chances for salary increases.
29. \_\_\_\_\_ There are benefits we do not have which we should have.
30. \_\_\_\_\_ I like my supervisor.
31. \_\_\_\_\_ I have too much paperwork.
32. \_\_\_\_\_ I don't feel my efforts are rewarded the way they should be.
33. \_\_\_\_\_ I am satisfied with my chances for promotion.
34. \_\_\_\_\_ There is too much bickering and fighting at work.

35. \_\_\_\_\_ My job is enjoyable.
36. \_\_\_\_\_ Work assignments are not fully explained.

#### SUPERVISORY SUPPORT

- 1 = Agree very much  
2 = Agree moderately  
3 = Agree slightly  
4 = Disagree slightly  
5 = Disagree moderately  
6 = Disagree very much

My supervisor:

37. \_\_\_\_\_ is competent in doing her/his job.
38. \_\_\_\_\_ is very concerned about the welfare of those under her/him.
39. \_\_\_\_\_ gives information when I need it.
40. \_\_\_\_\_ shows approval when I have done well.
41. \_\_\_\_\_ is willing to help me complete difficult tasks.
42. \_\_\_\_\_ is warm and friendly when I have problems.



## SALARY

1 = Agree very much

2 = Agree moderately

3 = Agree slightly

4 = Disagree slightly

5 = Disagree moderately

6 = Disagree very much

1. \_\_\_\_\_ I am satisfied with my current salary
2. \_\_\_\_\_ I have a desire for higher pay and benefits
3. What is your annual income before taxes?
  - a. Under \$45,000
  - b. \$45,001-55,000
  - c. \$55,001-65,000
  - d. \$65,001-75,000
  - e. Over \$75,001

## BACKGROUND AND DEMOGRAPHICS

4. What is your age? \_\_\_\_\_
5. What is your gender?
  - a. Female
  - b. Male
6. What is your ethnicity?
  - a. African American
  - b. Non-Hispanic White
  - c. Asian/Pacific Islander
  - d. Hispanic/Latino
  - e. Native American
  - f. Other
7. What is your marital status?
  - a. Never Married
  - b. Married
  - c. Divorced/Widowed
  - d. Cohabiting

8. What is your level of education?

- a. Bachelor's Level Degree      b. Master's Level Degree
- c. Other, please specify \_\_\_\_\_

9. Area of specialization:

- a. Adoptions      b. Permanent Placement PP      c. Family Reunification FR
- d. Family Maintenance FM      e. Intake/Emergency Response ER
- f. Other, please specify \_\_\_\_\_

10. How many years have you been employed with the county? \_\_\_\_\_

#### WORKLOAD

11. What is your current caseload size?

\_\_\_\_\_ Families (cases)  
\_\_\_\_\_ Children

12. State average number of hours worked in a typical week: \_\_\_\_\_

13. State average number of hours worked in a typical day: \_\_\_\_\_

APPENDIX B

INFORMED CONSENT

## INFORMED CONSENT

The study in which you are being asked to participate is designed to examine factors that are related to job burnout in child welfare workers. This study is being conducted by Jennifer Ahmu, a Master of Social Work graduate student under the supervision of Professor Dr. Janet Chang, School of Social Work, California State University, San Bernardino. This study has been approved by the Social Work Human Subjects Sub-Committee of the Institutional Review Board, California State University, San Bernardino.

**PURPOSE:** The purpose of the study is to examine factors associated with job burnout among child welfare workers.

**DESCRIPTION:** You are being asked to take part in a self-administered survey questionnaire. You will be asked to respond to several questions regarding your opinion in terms of social support, supervisory support, workload, professional development, caseload, and salary.

**PARTICIPATION:** Participation in this study is completely voluntary; refusal to participate will involve no penalty or loss of benefits to which you are entitled. You may discontinue participation at any time without penalty. If you decide to participate, you are free to not answer any question or withdraw at anytime.

**CONFIDENTIALITY:** Participation in the study is confidential. Participants will not be asked to provide their name or any other identifying information on the questionnaire.

**DURATION:** The questionnaire will take approximately 10-15 minutes to complete.

**RISKS:** There are no foreseeable risks to your participation in the research.

**BENEFITS:** Benefits for taking part in this research will be to have a role in providing beneficial information that may provide insight on factors related to job satisfaction, retention, and turnover of child welfare workers. In addition, participants will each be given a raffle ticket for an opportunity to win one of three \$25 Star Bucks gift cards.

**CONTACT:** If you have any questions about this project, please contact my research supervisor, Dr. Janet Chang, Professor, School of Social Work, California State University, San Bernardino, 5500 University Parkway, San Bernardino, CA 92407, [jchang@csusb.edu](mailto:jchang@csusb.edu) 909-537-5184.

**RESULTS:** The results of this study will be available at the Pfau Library, California State University, San Bernardino after September 2010.

**STATEMENT OF CONSENT:** By placing an "X" mark below, I acknowledge that I have been informed and understand the nature of this study, and freely consent to participate.

\_\_\_\_\_  
Place an "X" mark here

\_\_\_\_\_  
Date

APPENDIX C  
DEBRIEFING STATEMENT

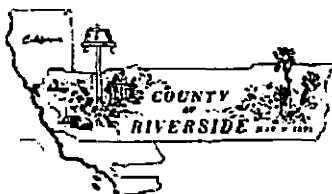
**“An Examination of Factors Related to Job Burnout in Child Welfare Workers in  
Riverside County Department of Public Social Services”**

**Debriefing Statement**

The study you have just completed was designed to examine factors associated with job burnout in child welfare workers. This information may assist and provide insight to child welfare agencies in creating better working environments that positively influence job satisfaction and retention, which may prevent or reduce job burnout in child welfare workers.

Thank you for participating in this study and for not discussing the contents of the questionnaire with other participants. Information obtained from this study will only be used to assist child welfare agencies gain a better understanding on the factors that contribute to job burnout in child welfare workers. There was no act of deception involved in the questionnaire. If you feel uncomfortable or distressed as a result of participating in the study, you are advised to contact the Family Services Association of Western Riverside County at (909) 686-3706. If you have any questions about the study, please feel free to contact the research advisor supervising this study, Professor Dr. Janet Chang at (909) 537-5184. If you would like to obtain a copy of the findings of the study, please contact the Pfau Library at California State University, San Bernardino after September 2010.

APPENDIX D  
COUNTY APPROVAL LETTER



## Department of Public Social Services

Administrative Office: 4660 County Circle Drive, Riverside, CA 92503  
(951) 358-3000 FAX : (951) 358-3036

**Susan Loew, Director**

December 31, 2009

California State University, San Bernardino  
Department of Social Work  
5500 University Parkway  
San Bernardino CA 92407-2318  
909-537-5000

To whom it may concern:

This letter is to indicate the support of the Department of Public Social Services, Children's Services Division, for Jennifer Ahnu to pursue his graduate research project titled, "Factors Related to Job Burnout among Child Welfare Workers."

Sincerely,

Lisa Shiner  
Deputy Director  
Riverside County DPSS,  
Children's Services Division  
10281 Kidd Street  
Riverside, CA 92509  
(951) 358-7782



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