

THE EFFECT OF STRESS AT WORK ON THE REDUCTION OF PSYCHOLOGICAL WELL-BEING

Marija Nikolić
University of Donja Gorica, Montenegro
marijapopovic88@yahoo.com

ABSTRACT

Stress and burnout syndrome are more present in the every day business environment. Burnout syndrome can have serious health and psychological consequences for the employee, and develops due to constant stress experienced employees in the work environment. To live full life, people have to work on improving psychological wellbeing in work environment, where they spend a significant part of THEIR lives. This master thesis investigates how stress and burnout syndrome represented compared to the well-being at work among people employed in jobs of social and child protection in Montenegro. The study was conducted on 100 different subjects, employees of centers for social work and institutions of social and child protection in Montenegro. Research has shown that stress and burnout syndrome is very common with the professional workers employed in social and child protection. This research should serve future researches, and to raise the issue of prevention and promotion of the protection of workers from burnout syndrome and improve psychological well-being, in order to improve the quality of life.

Keywords: *stress, burnout syndrome, psychological well-being*

INTRODUCTION

Stress and burnout syndrome at work have been very topical topics discussed in all developed societies in recent years. In order to increase efficiency at work and promote well-being at the workplace, it is necessary to undertake preventive and therapeutic measures, as well as to raise public awareness of the importance of recognizing and fighting against the mentioned problems. Institutions of social services, Centers for social work and institutions of social and child protection, where professional workers of helping professions work, represent a suitable framework for examining the presence of stress and burnout syndrome at work. The jobs of professional workers are a source of almost daily stress, because at work they meet with users - individuals, families or groups in crisis and at risk, which are characterized by various problems, such as - unemployment, poverty, illness, disabilities, divorces, disturbed functioning patterns in the family, children with unacceptable, antisocial behavior, children without parental care, neglect and abuse of children and other forms of family violence.

Professional workers are also additionally burdened with other stressful factors such as: increased workload in the form of an increased number of users, greater volume of administration, exposure to verbal and physical aggression of users and insecurity of professional workers, short deadlines for completing tasks, harsh and frequent criticism from the public, reduced opportunities for further education and advancement, feeling of too much responsibility in making important decisions for users, unrealistic expectations of users and the public, bad interpersonal relations in organizations, exposure to changes and other stressful factors related to the workplace. All these inconsistencies between work-related requirements and the environment lead to professional stress. Stress can be defined as a series of harmful physiological, psychological and behavioral reactions in which the demands of the job are not in accordance with one's abilities, possibilities and needs.

Long-term stress at work can lead to burnout syndrome. This syndrome is the result of constant exposure to stress and dissatisfaction. It manifests itself through emotional exhaustion, depersonalization and low personal achievement. All this makes the burnout syndrome to be seen as a special phenomenon. The difference between stress at work and burnout syndrome can be seen in the time dimension of duration. Burnout is more a loss of idealism, energy and sense of one's own work as a result of stress and frustration at work.

No matter how many stressors there are at work, many professional workers are properly motivated, love their work and get a certain psychological benefit from it. Newer research shows that a positive state, a mood, is not the opposite of a negative one, i.e. psychological well-being is not the absence of mental illness. A mentally healthy person is satisfied, lives happily and has the feeling that he is successfully realizing his potential.

In the modern business environment, which is experiencing expansion in production, speed, communication and functioning, it expects each individual to engage in a struggle with others, as well as with himself, which requires tension and fear from people. Under these circumstances, people are exposed to pressure that leaves numerous consequences, both psychologically and physically.

Some very successful and recognized companies have come to the conclusion that it is very important that the employee is satisfied and motivated, in order to improve his productivity at work. Therefore, companies offer employees better working conditions, as well as a more pleasant environment in which the employee works.¹

THEORETICAL HYPOTHETICAL RESEARCH FRAMEWORK

The subject of the research is to investigate the intensity of the burnout syndrome, as well as the feeling of psychological well-being, among employees in Social Work Centers and social and child welfare institutions.

The paper is based on the basic hypothesis that daily exposure to the demands of professional activity can lead to the appearance of stress and a greater intensity of burnout syndrome among employees in social work centers and social and child welfare institutions, as well as to reduced psychological well-being.

From the general, specific hypotheses were also derived,

- There is a high level of burnout syndrome among professional workers employed in centers for social work and social and child protection institutions.
- Employed professional workers do not have adequate psychological well-being at the workplace.
- There is no connection between stress, burnout syndrome and psychological well-being among professional workers in social work centers and social and child protection institutions.
- The most common factors of stress at the workplace for workers of social work centers and employees of social and child protection institutions are a large number of clients, great responsibility and exposure of experts to public criticism.

2.1. Basic objective of the research

Given that stress and burnout syndrome are becoming one of the major problems faced by organizations and whose pronounced effect affects the psychological well-being of employees, the main goal of this research is to investigate and empirically prove the connection between stress, burnout syndrome and psychological well-being among employed professional workers helping profession in Centers for social work and institutions of social and child protection.

The goals of the research include a fundamental analysis of terms from the research field (stress, burnout syndrome, psychological well-being).

The general goal of the research is to examine the interrelationships between the level of professional burnout of case managers in centers for social work and social and child protection institutions and the psychological well-being of employees (life satisfaction).

The operative determination of the research subject is the level of professional burnout among case managers in centers for social work and social and child protection institutions in relation to the psychological well-being of employees (satisfaction with life).

2.2. Special research objectives

1. Determining the level of professional burnout of case managers in social work centers and social and child protection institutions
2. Determining the level of psychological well-being of case managers in social work centers and social and child protection institutions
3. Determining the relationship between the level of professional burnout and life satisfaction (psychological well-being of employees)
4. Determining which stress factors are most common among professional workers

2.3. Purpose of the research

This research provides insight into the level of professional burnout of case managers in social work centers and social and child protection institutions. The research results aim to draw attention to this topic, which is insufficiently represented in the professional public, and provide a framework for further research in this area. In addition, determining the connection between burnout syndrome and the psychological well-being of employees and factors that cause stress should offer possible examples of good practice and provide guidelines for improving work through the creation of new and different support programs for professional workers.

The research tasks are:

- Determine the level of burnout syndrome among professional workers in centers for social work and social and child welfare institutions.
- To determine whether professional workers in helping professions receive adequate psychological well-being, i.e. how satisfied they are with life.

¹ Stanojević D, Milošević B: Professional stress, Proceedings of the Faculty of Philosophy XLI / 2011 University of Priština, Faculty of Philosophy, Department of Psychology, page 9

- To determine whether there is a connection between burnout syndrome and psychological well-being among professional workers.
- Determine what are the most common factors of stress at work for professional workers employed in Social Work Centers and social and child welfare institutions.

RESEARCH METHODOLOGY AND INSTRUMENTS

3.1.Data collection and processing method

The basic method of data collection is surveying with the help of survey questionnaires consisting of four parts:

- questionnaire about burnout syndrome at work
- scale of psychological well-being
- stress factor questionnaire
- demographic data of the respondents

The methods used in this research are determined by the characteristics of the established subject, goals and hypotheses.

The problem of professional burnout requires a methodology characteristic of social sciences.

The statistical method will be used as a general scientific method in the research.

Data processing will be done with the statistical package SPSS. For the purpose of data processing, descriptive statistics (arithmetic means and standard deviation), significance tests will be used

difference, Pearson correlation coefficient.

This is quantitative research. Quantitative research enables focusing attention on numerical data, so it is research from which statistical analyzes arise.

3.2.Sample

The sample will consist of 100 professional workers in helping professions, employed in Centers for Social Work and in Social and Child Protection Institutions.

3.3.Instruments and questionnaires

- The Maslach Burnout Inventory – Human Services Survey (Maslach, C., Jackson, S. E., and Leiter, M. P., 1996)
- Questionnaire for determining the level of psychological well-being
- Questionnaire on stress factors (to determine which stress factors have the greatest influence on the occurrence of burnout syndrome)
- Questionnaire on demographic data
- Questionnaire for examining professional burnout The Maslach Burnout Inventory

Questionnaire for examining professional burnout The Maslach Burnout Inventory - Human Services Survey (MBI-HSS) is an internationally accepted instrument for measuring professional burnout, created in 1976 for the purposes of studying professional burnout of health workers and workers in social services. Later, the authors adapted the questionnaire and constructed questionnaires for employees in education - MBI Educators Survey and for the general population - MBI General Survey (Maslach, 1976; 1978, 1982, according to Maslach, Leiter and Jackson, 1996).²

The instrument includes three dimensions of professional burnout through three sub-scales: emotional exhaustion, depersonalization and personal achievement. The instrument consists of 22 statements with a seven-point response scale that determines how often one of the work-related feelings occurs, where 0 - never, 1 - several times a year, 2 - once a month, 3 - several times a month, 4 - once a week, 5 - several times during the week and 6 - daily. The emotional exhaustion subscale contains nine statements (the first nine statements), which describe feelings of emotional fatigue and exhaustion at work, the depersonalization subscale contains five statements (the second five statements), which refer to a lack of empathy and an impersonal attitude towards service users, and high scores on these scales indicate higher levels of professional burnout. The third scale, which measures the feeling of personal achievement, i.e. feeling of competence and success in working with users, consists of five statements (the last five statements) and unlike the previous two, higher scores on this scale imply a lower level of professional burnout.

The author's note for the interpretation of the results refers to the fact that, bearing in mind that the relationship between the three dimensions of professional burnout is still insufficiently established, the scores on the subscales should be interpreted separately, and never in the total sum³.

Given that professional burnout is a continuous phenomenon, we can talk about several levels of professional burnout, depending on the representation of each of the three dimensions.

² Maslach C, Schaufeli WB, Leiter MP. Job burnout. *Annu Rev Psychol*, 2001, str 89

³ Maslach. C, Burnout- The cost of caring, Malor books, Cambridge, The institute for the study of Human Knowledge, 2003, str 53

- A high level of professional burnout implies high scores on the emotional exhaustion and depersonalization subscales and a low score on the personal achievement subscale.
- Medium or average level of professional burnout implies average scores on all three subscales.
- A low level of professional burnout is reflected in low scores on the emotional exhaustion and depersonalization subscales and a low level on the personal achievement subscale.

RESEARCH RESULTS

The standard Statistical Package for Social Research (SPSS) version 20 was used to analyze the results. Standard methods of descriptive statistics were used in the statistical processing of the results.

Before proceeding with further processing of the data collected during the research, it is necessary to transform all the variables related to the motive of personal achievement, as well as one variable related to depersonalization, which are contained in the first part of the questionnaire related to the examination of professional of burnout (The Maslach Burnout Inventory). After that, the items related to the subscales of emotional exhaustion, personal achievement and depersonalization are added.

Primarily, it is necessary to check the measuring instruments, and Cronbach's alpha was used for that purpose.

The obtained results are shown in Table 1.

Table 1. Verification of the used instruments with Chronbach's Alpha parameter

SKALA	AS	SD	Alfa	Asi	AS by claim
Emotional exhaustion	24.9	12.8	0.91	2,77	2.77
Personal achievement	36.7	9.4	0,89	4,59	7.34
Depersonalization	5.4	5.3	0,65	1,08	1.08
Psychological well-being	68	12	0,92	3,78	3.78

The obtained results show high reliability of the Emotional Exhaustion Scale, the Personal Achievement Scale and the Psychological Well-Being Scale, while the Depersonalization Scale has low reliability, that is, the said scale does not have high internal agreement.

Table 2 shows the factors of professional stress and calculated their basic characteristics - arithmetic mean and standard deviation.

Table 2. Factors of professional stress

FACTOR	AS	SD
Number of clients as a source of professional stress	3.43	1.28
Demanding clients as a source of professional stress	3.45	1.10
Workplace insecurity as a source of professional stress	2.83	1.33
Deadlines as a source of professional stress	3.38	1.12
Work load on private life as a source of professional stress	3.34	1.23
Low possibility of advancement as a source of professional stress	3.03	1.15
Strained relationships in the team as a source of professional stress	3.42	1.23
Great responsibility as a source of professional stress	3.68	1.22
Insufficient range of psychosocial interventions as a source of professional stress	3.30	1.17
Lack of cooperation with other institutions as a source of professional stress	3.08	1.25
Exposure of experts to public criticism as a source of professional stress	3.33	1.39
Low wages as a source of professional stress	3.91	1.15

Routine and administrative tasks that take away energy as a source of professional stress	3.75	1.21
Ethical dilemmas as a source of professional stress	2.84	1.23
Inadequate physical working conditions as a source of professional stress	3.03	1.51
The feeling of not contributing to the client's life as a source of professional stress	3.10	1.09

Among the factors that influence causing stress among employees, the following factors stood out according to the schedule:

- Low wages as a source of professional stress,
- Routine and administrative jobs that take away energy as a source of professional stress,
- Great responsibility as a source of professional stress,
- Demanding clients as a source of professional stress, Number of clients as a source of professional stress.

The correlation between the used scales is shown in Table 3.

Correlation analysis showed the expected direction of connection and level of significance between the investigated variables of satisfaction with life and the dimensions of professional burnout.

Table 3. Correlation between the used scales

		Personal achievement	Depersonalization	Psychological well-being
Emotional exhaustion	Pearson Correlation	.095	.334**	-.226*
	Sig. (2-tailed)	.345	.001	.024
Personal achievement	Pearson Correlation		-.305**	-.025
	Sig. (2-tailed)		.002	.803
Depersonalization	Pearson Correlation			-.288**
	Sig. (2-tailed)			.004
Psychological well-being	Pearson Correlation			
	Sig. (2-tailed)			

**Correlation is significant at the 0.01 level

*Correlation is significant at the 0.05 level

From the attached, a significant, albeit low, positive correlation can be observed between the Emotional Exhaustion Scale and the Depersonalization Scale (.334), which indicates that respondents who have high emotional exhaustion also show a high degree of depersonalization. Likewise, a low negative correlation between the Emotional Exhaustion Scale and the Psychological Well-Being Scale (-.226) is noticeable, that is, respondents whose work is emotionally exhausting are less satisfied with their lives. Respondents who are satisfied with their personal achievement have a low degree of depersonalization, as indicated by the negative correlation between these two scales (-.305). The depersonalization scale also correlates negatively with the psychological well-being scale, but this correlation, although statistically significant,

is low (-0.288). This means that respondents who show a certain degree of depersonalization in relation to their work, which they do not perceive as a part of themselves, are less satisfied with the work they do and with their life in general.

The following table shows the correlations of occupational stress factors with each scale individually.

Table 4. Correlations of the scales used and stress factors at work

		Emotional exhaustion	Personal achievement	Depersonalization	Psychological well-being
Number of clients as a source of professional stress	Pearson Correlation	.593**	-.071	.378**	.013
Demanding clients as a source of professional stress	Pearson Correlation	.457**	-.186	.267**	.027
Workplace insecurity as a source of professional stress	Pearson Correlation	.509**	-.142	.186	-.112
Deadlines as a source of professional stress	Pearson Correlation	.484**	-.002	.172	.059
Work load on private life as a source of professional stress	Pearson Correlation	.567**	.077	.214*	-.156
Little opportunity for advancement as a source of professional stress	Pearson Correlation	.199*	-.051	.362**	-.117
Strained relationships in the team as a source of professional stress	Pearson Correlation	.178	.066	.229*	-.215*
Great responsibility as a source of professional stress	Pearson Correlation	.491**	-.023	.073	.071
Insufficient range of psychosocial interventions as a source of professional stress	Pearson Correlation	.437**	-.083	.178	.117
Lack of cooperation with other institutions as a source of professional stress	Pearson Correlation	.470**	-.058	.405**	-.044
Experts' exposure to public criticism as a source of professional stress	Pearson Correlation	.570**	-.043	.355**	-.103
Low wages as a source of professional stress	Pearson Correlation	.455**	.083	.205*	-.186
Routine and administrative tasks that take away energy as a source of professional stress	Pearson Correlation	.307**	-.029	.198*	-.113
Ethical dilemmas as a source of professional stress	Pearson Correlation	.459**	-.082	.248*	-.186
Inadequate physical working conditions as a source of professional stress	Pearson Correlation	.244*	-.091	.253*	-.255*
The feeling of not contributing to the client's life as a source of professional stress	Pearson Correlation	.263**	.008	.227*	-.305**

**Correlation is significant at the 0.01 level

*Correlation is significant at the 0.05 level

The scale of emotional exhaustion significantly correlates with almost all factors of professional stress, which indicates that those respondents who feel exhausted in relation to their work experience their work as something that causes stress in them and are reluctant to go to work. The exception is the item "Tense relationships in the collective as a source of professional stress", where no significant correlation was observed, which means that the mentioned stressogenic factor

has the least influence on the occurrence of emotional exhaustion compared to other factors that influence the occurrence of emotional exhaustion.

The items "Insecurity at the workplace as a source of professional stress", "Time limits as a source of professional stress" and "High responsibility as a source of professional stress" do not correlate significantly with the Depersonalization Scale, while all other factors positively significantly correlate with the mentioned scale, which means that the mentioned factors least cause the appearance of depersonalization in employees, while all other stressogenic factors significantly affect depersonalization. Tense relationships in the team, inadequate working conditions and the feeling that one is not contributing to the client's life are the factors that have the most negative impact on the psychological well-being of the respondents out of all the stressful factors.

Correlations of professional stress factors and demographic variables of the respondents are shown in the following table.

Table 5. Correlations of 4 factors and demographic variables

		Gender	Age	Years of work history	Marital status	Children
Number of clients as a source of professional stress	Pearson Correlation	-.012	.031	-.022	-.261**	.108
Demanding clients as a source of professional stress	Pearson Correlation	.019	.076	-.004	-.254*	.129
Workplace insecurity as a source of professional stress	Pearson Correlation	-.033	.194	.140	-.142	-.086
Deadlines as a source of professional stress	Pearson Correlation	.043	-.098	-.110	-.089	.103
Work load on private life as a source of professional stress	Pearson Correlation	-.043	.061	.023	-.122	-.099
Low possibility of advancement as a source of professional stress	Pearson Correlation	.084	.127	.179	-.193	.070
Strained relationships in the team as a source of professional stress	Pearson Correlation	-.085	.118	.131	-.148	-.184
Great responsibility as a source of professional stress	Pearson Correlation	.005	-.032	-.086	-.072	.037
Insufficient range of psychosocial interventions as a source of professional stress	Pearson Correlation	.060	-.011	.000	-.058	.028
Lack of cooperation with other institutions as a source of professional stress	Pearson Correlation	-.130	.096	.092	-.097	.115
Experts' exposure to public criticism as a source of professional stress	Pearson Correlation	-.001	.161	.162	-.096	.007
Low wages as a source of professional stress	Pearson Correlation	.016	.234*	.273**	.004	-.029
Routine and administrative tasks that take away energy as a source of professional stress	Pearson Correlation	.122	.024	.054	-.074	.094
Ethical dilemmas as a source of professional stress	Pearson Correlation	-.009	.109	.073	.005	.086
Inadequate physical working conditions as a source of professional stress	Pearson Correlation	-.010	.223*	.318**	-.125	-.029
The feeling of not contributing to the client's life as a source of professional stress	Pearson Correlation	.013	.220*	.287**	.124	.023

** Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level

The age of the respondents affects the fact that the respondents perceive their low wages as the biggest source of stress at work (.234), along with inadequate working conditions (.223) and the feeling that they do not contribute significantly to the client's life (.220). The same applies to the years of service, in the sense that respondents who have more service experience in the profession - low wages (.273), inadequate working conditions (.318) and the feeling that they do not contribute to the client's life (.287) are perceived as the biggest factors of professional stress. It was shown that the respondents' marital status significantly negatively correlates with the items "Number of clients as a source of professional stress" (-0.261) and "Demanding clients as a source of professional stress" (-0.254), i.e. that respondents who are not married perceive these factors as less stressful of those who are married.

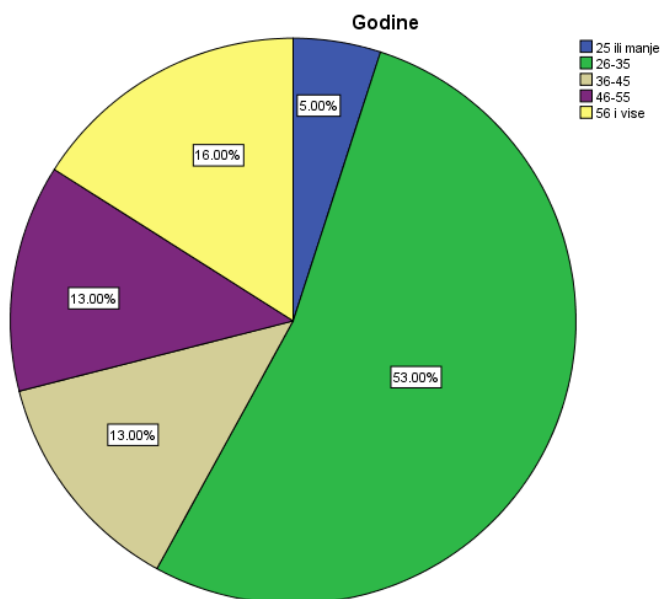
Also, the correlation of demographic characteristics with all scales was calculated individually, and the results are shown in Table 6.

Table 6. Correlation of demographic variables with the Emotional Exhaustion Scale, the Personal Achievement Scale, the Depersonalization Scale and the Psychological Well-Being Scale

		Emotional exhaustion	Personal achievement	Depersonalization	Psychological well-being
Gender	Pearson Correlation	-.013	-.011	-.228*	.143
Age	Pearson Correlation	.159	.128	-.012	-.357**
Years of professional career	Pearson Correlation	.137	.103	.055	-.261**
Marital status	Pearson Correlation	-.113	-.002	-.129	-.013

The gender of respondents has a negative effect on their degree of depersonalization, which indicates that male respondents are less susceptible to depersonalization than women (-.228- Correlation is significant at the 0.05 level, both sides). The age of the respondents negatively correlates with the degree of life satisfaction (psychological well-being), which indicates that older employees are less satisfied with the work they perform (-.357- The correlation is significant at the 0.01 level, both sides). The years of work experience in the profession also negatively correlate with psychological well-being - it was shown that respondents with more work experience show that they are less satisfied with the work they do (-.261- Correlation is significant at the 0.01 level both sides). Out of the total number of respondents (100 respondents of both sexes), 15 male respondents and 85 female respondents participated in the research. Respondents were divided into 5 age groups, namely 1) 20-25 years old, 2) 26-35 years old, 3) 36-45 years old, 4) 46-55 years old, and 5) 56 and older. The graph that follows shows the estimation of respondents by age.

Chart 1. Percentage of respondents by age



The largest number of respondents (38%) has 5 or less years of work experience. 20 of them have 6-10 years of work experience, 8 respondents have been working in the profession for 11 to 15 years, 15 respondents have 16 to 20 years of work experience in the profession, and 19 have been working in the profession for 21 years or more. 63% of respondents are married, 9% are cohabiting, while 28 respondents are not married.

71% of the respondents have children as the target group of their work, 55% of the respondents are adolescents and 56% of the respondents deal with the problems of adults and the elderly.

The largest number of them - 78% work in the Center for Social Work, 15% in Children's and Social Protection Institutions, 6 respondents work in the Home for the Elderly, and 1 respondent in the Health Center. 49% of respondents are social workers by profession, 15 are psychologists, 6 are pedagogues, while 30% of respondents are engaged in some other profession.

In order to check what influence certain sociodemographic characteristics of the respondents have on the level of burnout symptoms, we conducted a hierarchical regression analysis, which is shown in Table 8. The first block of variables consists of Gender and Occupation, which contribute to the explanation of Emotional Exhaustion 2%, Personal Achievement 1% and Depersonalization 6%. The second block of variables consists of Years of work experience in the profession, Institution where respondents work and Marital status, and they explain Emotional Exhaustion in the amount of 9%, Personal Achievement 5% and 1.8% Depersonalization.

Table 8. Hierarchical regression analysis

		Emotional exhaustion		Personal achievement		Depersonalization	
Blok	Prediktor	R ²	Beta	R ²	Beta	R ²	Beta
I	<i>Gender</i>	0,019	0,013	0,011	0,011	0,058	0,228
	<i>Occupation</i>		0,005		0,258		-0,111
II	<i>Work experience</i>	0,089	0,137	0,051	0,103	0,018	0,055
	<i>Workplace</i>		-0,279		-0,211		-0,058
	<i>Marital status</i>		-0,113		0,002		-0,129

It should be noted that the relationship between the dimensions of professional burnout is insufficiently established, which is why the scores on the subscales of this dimension were interpreted separately. Table 9 shows the level of pronounced burnout among professionals.

Table 9. Level of expression of professional burnout

	AS	SD	AS by claim
Emotional exhaustion	24.93	12.83	2.77
Personal achievement	36.68	9.39	7.34
Depersonalization	5.40	5.31	1.08

Table 10 shows the sources of professional stress that the respondents ranked on a scale from 1 to 5, where 1=Never, 2=Rarely, 3=Sometimes, 4=Frequently and 5=Very often. Judging by the results, it seems that low salaries compared to related professions (69%), routine tasks that take up time and energy (62%) and high responsibility at work (61%) are the variables that respondents consider the biggest sources of stress at work, evaluating them as sources of stress that are often or very often represented at work.

Table 10. Sources of professional stress of respondents

Source of professional stress	Never	Rarely	Sometimes	Often	Very often
Large number of clients	11%	12%	24%	29%	24%
Difficult and demanding clients	6%	13%	28%	36%	17%
Feeling insecure at work	23%	15%	31%	18%	13%
Time limits	5%	16%	34%	26%	19%
Privacy workload	10%	14%	28%	28%	20%

Inability for promotion	11%	21%	32%	26%	10%
Tense relationships in the team	6%	18%	31%	18%	27%
High responsibility	6%	13%	20%	29%	32%
Insufficient range of psychosocial interventions	10%	14%	25%	38%	13%
Lack of cooperation with institutions	17%	10%	34%	26%	13%
Exposure to public criticism	16%	11%	22%	26%	25%
Low wages	5%	7%	19%	30%	39%
Time-consuming routine tasks	6%	10%	22%	27%	35%
Ethical dilemmas	19%	18%	32%	22%	9%
Inadequate working conditions	24%	14%	22%	15%	25%
The feeling of not contributing to the client's quality of life	9%	19%	33%	31%	8%

Among the respondents, a high level of emotional exhaustion was recorded in 35.75%, a high level of depersonalization in 45.6%, and a low level of perception of personal achievement in 50.3% of cases. With these respondents, it can be said that there is a high level of professional burnout. When it comes to the psychological well-being of respondents, i.e. their satisfaction with life, in relation to the institution where they work, it can be said that the workers of the center for social work and the respondents who work in child and social welfare institutions are mostly dissatisfied with their lives.

DISCUSSION

The main goal of this research is to investigate and empirically prove the relationship between stress, burnout syndrome and psychological well-being among professional workers in helping professions in Social Work Centers and social and child welfare institutions. The general goal of the research is to examine the interrelationships between the level of professional burnout of case managers in centers for social work and the psychological well-being of employees (satisfaction with life).

1. Determining the level of professional burnout of case managers in the center for social work and social and child welfare institutions
2. Determining the level of psychological well-being of case managers in social work centers and social and child protection institutions.
3. Determining the relationship between the level of professional burnout and life satisfaction (psychological well-being of employees)
4. Determining which stress factors are most common among professional workers

The research, which was conducted in Social Work Centers, social and child protection institutions where employed professionals work in social and child protection, participated (100 respondents of both sexes), 15 male respondents and 85 female respondents participated in the research. The following measuring instruments were used for the research: The Maslach Burnout Inventory – Human Services Survey (Maslach, C., Jackson, S. E., and Leiter, M. P., 1996), a questionnaire for examining the level of professional burnout intended for case managers, a questionnaire for determining the level of psychological well-being, Questionnaire on stress factors (to determine which stress factors have the greatest influence on the occurrence of burnout syndrome), Questionnaire on demographic data.

It was shown that among the respondents, a high level of emotional exhaustion was recorded in 35.75%, a high level of depersonalization in 45.6%, and a low level of perception of personal achievement in 50.3% of cases. With these respondents, it can be said that there is a high level of professional burnout. When it comes to the psychological well-being of the respondents, that is, their satisfaction with life, in relation to the institution where they work, it can be said that the workers of the center for social work and the respondents who work in child and social care institutions are mostly dissatisfied with their lives. Among the factors that influence causing stress among employees, the following factors stood out in order:

- Low wages as a source of professional stress,
- Routine and administrative jobs that take away energy as a source of professional stress, Great responsibility as a source of professional stress,
- Demanding clients as a source of professional stress,
- The number of clients as a source of professional stress.

During the analysis of the research results, a significant, albeit low, positive correlation was observed between the Emotional Exhaustion Scale and the Depersonalization Scale (.334), which indicates that respondents who have high emotional exhaustion also show a high degree of depersonalization. Likewise, a low negative correlation between the Emotional Exhaustion Scale and the Psychological Well-Being Scale (-.226) is noticeable, that is, respondents whose work is emotionally exhausting are less satisfied with their lives.

Respondents who are satisfied with their personal achievement have a low degree of depersonalization, as indicated by the negative correlation between these two scales (-.305). The depersonalization scale also correlates negatively with the

psychological well-being scale, but this correlation, although statistically significant, is low (-0.288). This means that respondents who show a certain degree of depersonalization in relation to their work, which they do not perceive as a part of themselves, are less satisfied with the work they do and with their life in general. The emotional exhaustion scale correlates significantly with almost all factors of occupational stress, indicating that those respondents who feel exhausted in relation to their work experience. The scale of emotional exhaustion significantly correlates with almost all factors of professional stress, which indicates that those respondents who feel exhausted in relation to their work experience their work as something that causes stress in them and are reluctant to go to work. The exception is the item "Tense relationships in the collective as a source of professional stress", where no significant correlation was observed, which means that the mentioned stressogenic factor has the least influence on the occurrence of emotional exhaustion compared to other factors that influence the occurrence of emotional exhaustion. The items "Insecurity at the workplace as a source of professional stress", "Time limits as a source of professional stress" and "High responsibility as a source of professional stress" do not correlate significantly with the Depersonalization Scale, while all other factors positively significantly correlate with the mentioned scale, which means that the mentioned factors least cause the appearance of depersonalization in employees, while all other stressogenic factors significantly affect depersonalization. Tense relationships in the team, inadequate working conditions and the feeling that one is not contributing to the client's life are the factors that have the most negative impact on the psychological well-being of the respondents out of all the stressful factors.

The age of the respondents affects the fact that the respondents perceive their low wages as the biggest source of stress at work (.234), along with inadequate working conditions (.223) and the feeling that they do not contribute significantly to the client's life (.220). The same applies to the years of service, in the sense that respondents who have more service experience in the profession - low wages (.273), inadequate working conditions (.318) and the feeling that they do not contribute to the client's life (.287) are perceived as the biggest factors of professional stress. It was shown that the respondents' marital status significantly negatively correlates with the items "Number of clients as a source of professional stress" (-0.261) and "Demanding clients as a source of professional stress" (-0.254), i.e. that respondents who are not married perceive these factors as less stressful of those who are married. The gender of respondents has a negative effect on their degree of depersonalization, which indicates that male respondents are less susceptible to depersonalization than women (-.228- Correlation is significant at the 0.05 level, both sides). The age of the respondents negatively correlates with the degree of life satisfaction (psychological well-being), which indicates that older employees are less satisfied with the work they perform (-.357 Correlation is significant at the 0.01 level for both sides). The years of work experience in the profession also negatively correlate with psychological well-being - it was shown that respondents with more work experience show that they are less satisfied with the work they do (-.261 Correlation is significant at the 0.01 level both sides). The research shows that stress and the cause of burnout syndrome among social workers is multidimensional, and that a possible combination of stressful factors produces the phenomenon of burnout at work.

CONCLUSIONS AND RECOMMENDATIONS

The data confirm the first hypothesis that there is a significant phenomenon of professional burnout among professional workers in social work centers and social and child welfare institutions. It was shown that among the respondents, a high level of emotional exhaustion was recorded in 35.75%, a high level of depersonalization in 45.6%, and a low level of perception of personal achievement in 50.3% of cases.

The significant established level of professional burnout points to the need to research specific factors that influence the occurrence of professional burnout and seeks answers to the question of what leads to professional burnout in the center for social work more than anything else: is it the number of users and the severity of their problems, unclear professional role and lack of competence, dissatisfaction with social status or inadequate organization of work.

As can be seen from the above, the consequences of stress at work are numerous, and that is why psychologists and managers in work organizations must primarily take care of stress prevention.

Two approaches can be applied individually and simultaneously in the prevention of stress:

1. changing the individual through stress management training,
2. reducing stress through changing the organization of work, i.e. eliminating stressors.

Individual change is based on the goal of improving the ability of workers to face stressful situations. These programs include: education about the nature of stress, sources of stress at work, effects of stress, learning different skills whose application should reduce stress (for example, relaxation techniques or effective time management). Sometimes individual counseling is carried out for workers who have problems at work or in the family. The advantages of such an applied prevention program are that they are not a big financial burden for the company, they can be easily implemented and they quickly reduce problems such as anxiety or sleep problems. The disadvantages pointed out to him are that these programs are not aimed at eliminating the cause of stress but at the symptoms. The favorable effects of the intervention are usually short-lived.

Changes based on organizational change aim to identify the source of stress at work and to formulate a strategy to eliminate or reduce the negative effects of stressors. Such programs include harmonizing the workload with the worker's abilities and capabilities, designing jobs so that their meaning can be seen, to be stimulating and provide workers with the opportunity to use their skills and knowledge, clearly defining the worker's roles and responsibilities, enabling

participation in decision-making related to job, clearly defining the possibilities of advancement in the job, enabling social interactions between workers, organization of working hours that is compatible with extraordinary requirements and obligations.

In addition, it would be important to consider the role of supervision in the social protection system in general, and especially from the perspective of the reasons why it was not established, so that it represents a protective factor in the area of prevention of professional burnout in the center for social work: whether due to the shortcomings of the supervision model that we adopted, i.e. the predominance of the administrative function, due to the imperfect organization of the center for social work, which manifests itself in the lack of staff and time with an increase in the number of users, or due to insufficiently developed awareness of the dimensions and importance of the problem, and then the lack of knowledge and skills to deal with it?

Although this work only opens up space for a more in-depth analysis and discussion on the subject of professional burnout, the results and conclusions of the research lead to the following general recommendations.

Professional burnout is a relatively "young" topic in the social protection system and its research practice. This paper offers different possible directions for further consideration, especially bearing in mind that a deeper understanding of these phenomena and their connection is necessary for the design and establishment of a support system intended for professional workers.

First of all, the professional public needs to talk more about the problem of professional burnout, its manifestations and consequences, and the danger of professional workers due to exposure to chronic professional stress. This should be an important topic, both among decision-makers, managers and supervisors, and among professionals themselves.

Furthermore, considering the consequences of professional burnout, it would be very useful to determine what are the key factors of stress at work for case managers in Montenegro and whether supervision, as we currently have it, can help or a different systemic approach is necessary (changes in work organization and procedures, workload, etc.).

In addition, it is very important to develop mechanisms to support case managers in a way that will correspond to their needs, whereby this does not necessarily mean internal supervisory support, but can include other types of support such as education and training, external supervision, interviewing, support groups, etc.

Having looked at the supervision process in centers for social work in Montenegro and social and child protection structured, planned and implemented in cooperation with the case manager and focused more broadly and deeper than monitoring of the work process, which has mainly been the case so far. Nevertheless, in order for these changes to take place, the consent of the wider professional public is needed, which, given the structure of the system, necessarily includes the decision-makers, about the importance and usefulness of supervision and other protective mechanisms, as well as the readiness at the national and local level to invest in evaluation and improvement, i.e. greater adaptation of the support model to the needs of experts, but also of the system as a whole.

REFERENCES

- Arandžević M., Jovanović J., Occupational Medicine, Faculty of Medicine, Niš, 2009
- Ajduković, D., Sources of professional stress and helper burnout; Help and self-help in caring for the mental health of the helper, Zagreb: Društvo za psihologija povac, 1996
- Ajduković, M., Ajduković, D. I Ljubotina, D. Burnout intensity questionnaire at work. Zagreb, Society for Psychological Assistance. in 1994
- Balloch, S., Pahl, J., McLean, J. Working in the social services: Job satisfaction, stress and violence. British Journal of Social Work, 1998.
- Boyas J., Wind L. Employment-based social capital, job stress, and employee burnout: A public child welfare employee structural model, Children and Youth Services Review, Vol. 32, 2010.
- Branković I., September 22, Professional burnout of case managers and characteristics of supervisory support in centers for social work, University of Belgrade, Faculty of Political Sciences, Master of Academic Studies in Social Work, 2014
- Bursać D., Basta M., Psychosomatic symptoms among professional workers employed in Centers for social work in Vojvodina", 2012.

- Carolyn M. Aldwin and Loriena A. Yancura, Coping and Health: A Comparison of the Stress and Trauma Literatures, Dept. of Human and Community Development University of California, Davis
- Collings J., Murray, P. Predictors of stress among social workers: An empirical study. *British Journal of Social Work*, 1996.
- Čizmić, S. Human factor: Basics of engineering psychology. Belgrade: Institute for Psychology, 2006.
- Dedeić G., Burnout Syndrome at Work, Military Medical Academy, Belgrade, *Military Health Review*, 2004
- Drake B., Yadama G. A structural equation model of burnout and job exit among child protective services workers, *Social Work Research*, Vol. 20, 1996
- Družić O., Friščić Lj. , Professional stress among social workers - Sources of stress and burnout at work, *Social Work Study Center, Faculty of Law in Zagreb*, 2013
- Freudenberger, H.J., Staff Burnout, *Journal of Social Issues*, 1974
- Friščić, Lj. Factors of professional stress and burnout in the work of social workers at the Center for Social Welfare Zagreb, 2006
- Freudenberger HJ, Staff burnout, *J Soc Issues* 1974
- Grubić, Nešić L. Development of human resources, Novi Sad, 2005
- Hallsten, L., Josephson, M., Torgén, M., Performance-based self-esteem. A driving force in burnout process and its assessment, *Arbete och Halsa*, 2005
- Havelka, M. Health psychology. Zagreb - Faculty of Medicine, University of Zagreb, 1999.
- Jeleč, Kaker, D. Sources of professional stress and burnout syndrome of social workers in healthcare in the Republic of Slovenia, *Oncology Institute, Ljubljana*, 2008
- Jenić, S, Sources and some relationships of professional workload and burnout of employees of the Lug Center. *Yearbook of the Social Work Study Center*, 2002
- Ljubotina, D. and Družić, O, Burnout syndrome at work in helpers and factors affecting the degree of burnout. *Yearbook of the Study Center of Social Work*, 1996
- McGrath, J. Stress and behavior in organizations. U. Dunnett. M, *A handbook of industrial and organizational psychology*, 1976
- Mazzi B. Ferlin D., Burnout Syndrome, Our professional problem, HDOD-HLZ and Istrian health centers, Rovinj branch, Umag branch
- Mandić T., Communication, Belgrade, *Clio*, 2003
- Maslach C., Leiter MP, Prevent burnout at work, MATE d.o.o Zagreb, 2011
- Maslach C, Schaufeli WB, Leiter MP. Job burnout. *Annu Rev Psychol*, 2001

- Maslach. C, Burnout- The cost of caring, Malor books, Cambridge, The institute for the study of Human Knowledge, 2003
- Mihailović D., Managing stress in managers, Psychology Today, Niš, Society of Behavioral Theory and Practice, 2003
- Nedimović T, Ph.D. Prtljaga J PhD, Prtljaga P PHD,,Characteristics of managerial work chances and risks,, Training College "Mihailo Palov" Vršac
- Pajević D, Psychology of work, Belgrade, Liber, 2006
- Petričković M., Ethical causality of the syndrome of professional burnout and free will in social work, Faculty of Political Sciences, 2010
- Poredoš, D., Kovač, M., Barbot. I, Stress and "mobbing" at the workplace, NPB "Dr. Ivan Babot" Popovača
- Rulebook on the organization, norms, standards and way of working of the center for social work, Number: 56-775/2013-2 Podgorica, December 4, 2013.
- Pšeničny A., Adrenal Burnout Syndrome in Reciprocal Model of Burnout Syndrome, Institute for Human Resources, Ljubljana, 2006
- Ratković J, Emotional burnout of support workers in the Center for Social Work, Socijalna Misao, Belgrade, 2003
- Schaufeli, W. B., Buunk, B. P., Burnout: An overview of 25 years of research and theorizing. In Schabracq, M. J., Winnubst, J. A. M. & Cooper, C. L. Handbook of work and health psychology, Chichester (UK): Wiley & Sons, 2002
- Social thought, magazine for theory and criticism of social ideas and practice, burnout syndrome at work, 2010
- Sheldon, K.M., Elliot, A.J., Kim, Y., and Kasser T. What is satisfying about satisfying events Testing 10 candidate psychological needs, Journal of Personality and Social Psychology, 2001
- Subotić D., New public management, IPS, Belgrade, 2010
- Subotić D., Redesigning public administration and human resources management, IPS, Belgrade, 2010
- Stanojević D, Milošević B: Professional stress, Proceedings of the Faculty of Philosophy XLI / 2011 University of Priština, Faculty of Philosophy, Department of Psychology
- Selye H. Stress in health and disease. Reading, MA: Butterworth, 1976.
- Vidicek, Sindik, Vukosav: The connection between psychological well-being, well-being and life satisfaction with socio-demographic characteristics of students of the specialized study of criminology... Police. sure. (Zagreb), year 23, 2014
- Vlajković J., Life crises, Paperback, Žarko Albulj - publisher, 2005

Zotović M. Overcoming stress: Conceptual and theoretical issues from the point of view of transcriptionist theory, *Psihologija*, vol 37, 2004.

Živković S., „Measuring the degree of exhaustion in the function of the development of work organization in the public sector" Faculty of Organizational Sciences, University of Belgrade, Faculty of Administration, University of Ljubljana, Belgrade, 2011.