

Doc. PhDr. ThDr. PaedDr. Lenka LACHYTOVA, PhD., MBA.  
Pavol Jozef Safarik University in Kosice, Department of  
Social Studies (Словацчина)

## PREVENTION AND INTERVENTION OF THE STATE ADMINISTRATION SOCIAL WORKER BURNOUT SYNDROME

The aim of the study is to identify stress factors and point out the stress management techniques and stress situations with a social worker.

### DESIGN study.

The study was conducted on 129 social workers working at the Offices of Labour, Social Affairs and Family in the Prešov region.

In order to process the acquired data, we used the non-parametric statistical method Chi-square and the hypothesis testing Kolmogorov-Smirnov test, as well as the test of the ability to handle stress created by Herrison M. Black and Pavel Jansa, and the questionnaire created by Christina Maslach and Susan Jackson MBI. The process of this study is completed by the right implementation of optimising the time management and the self management in the work of the social worker. This is one of the options that acts preventively against burnout syndrome, which should be, of course, accentuated by the management of organisations providing or ensuring social services.

**Key words:** Burnout syndrome, prevention, intervention, time management.

### Introduction

Burnout syndrome is not paid sufficient attention despite the proclamation of the media. Despite the obvious symptoms, which burnout syndrome is diagnosed by, individuals are treated many times for other illnesses and they underestimate burnout. It subsequently leads to the total collapse of the organism, or it becomes a threat to clients, relatives, and the social workers themselves (Budnyk, 2016).

In terms of burnout, it is important that social workers are aware of their ethical responsibility, and the consequences of such the exhaustion. In case of occurrence of problems and symptoms, it is necessary to urgently address them and seek professional help. It is necessary to realise that early diagnosis of burnout symptoms is essential. It also depends on social workers – the helpers, their supervisors,

and the entire organisations, and their knowledge of burnout syndrome. It is important to prevent burnout and to be able to prevent it effectively (Kozon et al., 2012).

This definition was used for the first time by psychologist H. J. Freudengerger in his book *Burnout: The Cost of High Achievement*, in which taking care of an individual and an unsatisfactory relationship cause that the work brings unexpected results. The syndrome is associated with mental and physical exhaustion and long-term stress. *"Burnout is the final stage of the process, in which people who are emotionally involved with something for the long term, lose their initial enthusiasm and motivation"* (Jeklova, Reitmayerova p. 7, 2006).

The history of burnout research has gone through several phases. At the beginning, it was an attempt to define the phenomenon of burnout syndrome. Most of the initial researches were descriptive and qualitative in nature, using the techniques of interview or case studies. Later it passed to the research whose character was quantitative, using the questionnaire methods, and which focused on the larger groups of the population. The most famous method of measurement became the MBI – Maslach Burnout Inventory, which we mention in later chapters (Maslach, 2001). Empirical research of this phenomenon began to increase at the beginning of the 1980s. Based on the search conducted in the MEDLINE database, it turned out that, from the beginning of the 1980s until its second half (specifically after that in the years 1982–1987), the total of 207 psychologically and medically oriented studies arose, while in the 1970s and then in 1990s, only 5–10 studies were registered a year (Kebza, Solcova, 1998). The authors further state that there are more than five thousand English written publications on the subject currently available. There have been very few works on this topic published in Czech literature so far. This issue was mostly mentioned only marginally in publications dealing with health psychology or psychotherapy. However, there are more and more journal works, bachelor's theses, and dissertations, (Kebza, Solcova, 1998).

In the international classification of diseases (abbreviation of МКСН-10, internationally ICD10), burnout syndrome can be found as "complete exhaustion (burnout)", which includes a condition of vital exhaustion and can be found under the code of Z73.0 in the Problems Related to Life-management Difficulty chapter.

Burnout syndrome depends on many factors and can manifest itself differently and to a different extent with each person. People often do not even realise that they suffer from this condition, and therefore there are several methods of detecting burnout. We will elucidate some of them now. Krivohlavy (1998) further mentions the following questionnaires: Indicative questionnaire. The authors of this questionnaire are Hawkins, Minirth, Maier and Thursman. This method is suitable for anyone who wants to find out their own condition. Its positive side is that psychological burnout is respected as a process and not as a current state. This questionnaire consists of 24 statements which can be answered yes or no. If the "yes" answers prevail, the person is likely to have burnout syndrome and it is necessary to start doing something. Burnout Measure questionnaire – BM. This questionnaire was compiled by Pines and Aronson and it focuses on three aspects of total exhaustion, which are feelings of physical, emotional and mental exhaustion. The BM questionnaire has good internal consistency, a high level of congruence in repetition – reliability after one to four months. This questionnaire has also a high degree of congruence between 24 entries when one assesses themselves and when one is assessed by someone who knows them very well. The Maslach Burnout Inventory method – MBI. We will elucidate this method more, as we use this questionnaire as a part of this work in quantitative research. This questionnaire belongs among the methods of professional detection of burnout syndrome. It is a validated and reliable questionnaire which is widely used in research studies (Honzak, 2009). It was compiled by well-known American authors – Maslach and Jackson. Factor analysis of the MBI methods showed the existence of the emotional burnout factors, depersonalisation factors

and factors of working efficiency. The questionnaire detects burnout degree in the following three subscales: 1. Emotional Exhaustion (EE) is considered to be an essential element of burnout. In this context, we are talking about the loss of zest for life, lack of strength to do any action, zero motivation for action, etc. This is the most decisive indicator of burnout presence. 2. Depersonalisation (DP). This manifestation of mental exhaustion occurs with people who have a great need for reciprocity from the people they take care of. If they do not get a positive response, they begin to treat people cynically. In extreme cases, they treat people with whom they work as inanimate objects. 3. Personal Accomplishment (PA). This factor is linked to personal performance, and accomplishment. Because one's self-assessment is reduced, they do not have enough energy to handle stressful situations and life problems. In the MBI questionnaire, there are 22 statements which are to be answered with a scale. The scale represents the intensity of feelings from

social and demographic indicators, such as age, sex, status or employment. This study confirmed that burnout syndrome can generally occur in all types of occupations (Ahola, 2006). The MBI questionnaire is often used in many works dealing with this issue, and it is probably for the reason that it belongs to the most famous and accessible methods of detecting burnout syndrome.

#### Methods

To process the acquired data, we used the non-parametric statistical method Chi-square, and to test the hypotheses, we used the Kolmogorov-Smirnov test, as well as the test of the ability to handle stress compiled by Herrison M. Black and Pavel Jansa, and the MBI questionnaire created by Christina Maslach and Susan Jackson.

In the MBI questionnaire we can monitor the individual dimensions (EE – emotional exhaustion, DP – depersonalisation, and PA – personal accomplishment), which I used in my research. In the questionnaire itself, they only assigned the numerical value to a given statement.

Assessment of the individual MBI subscales

Degree of Emotional Exhaustion (EE)	Low 0 - 16	Moderate 17 - 26	High 26 and more burnout
Degree of Depersonalisation (DP)	Low 0 - 6	Moderate 7 - 12	High 13 and more burnout
Degree of Personal Accomplishment (PA)	High over 39	Moderate 32 - 38	Low 31 and less burnout

the least intensive to the most intensive (0 – not at all, 7 – very much). Nine questions (1, 2, 3, 6, 8, 13, 14, 16, 20) focus on the emotional exhaustion, five questions (5, 10, 11, 15, 22) measure depersonalisation and eight questions (4, 7, 9, 12, 17, 18, 19, 21) focus on the reduced personal accomplishment. First two subscales (EE and DP) are tuned negatively, and the third one (PA) is tuned positively. Questionnaire evaluation consists of the sum of all the scores in individual subscales. This well-known questionnaire is used by many authors, thus it can be considered as fairly widespread. This questionnaire focuses at all helping professions. It was used in many studies to determine burnout degree among various target groups. We can mention Beresova (in Dimunova, 2008), who in her work analysed a relation of burnout syndrome and the social workers' work performance manner using MBI. This questionnaire was also used by Dimunov? (2008) who focused on a group of nurses in various healthcare facilities in Slovakia. In foreign studies, there was mentioned the Finnish Health 2000 study, whose authors examined occurrence of burnout syndrome in population, using MBI in relation with

Test two was a test of ability to handle stress: How are you doing? compiled by Herrison M. Black and Pavel Jansa on the basis of their own experience utilising domestic and foreign sources. Here, respondents had to mark one of the answers: yes, no. For each yes, they received 1 point, for each no, they received 5 points. After counting the points, 20 was deducted. If the result was less than 30 points, it was clear that they can cope with stress situations without a problem. Result in the range from 41–49 points suggests that they can manage stress situations well. The result of 50–75 points is not encouraging because it means that they can only rarely handle stressful situations.

In this study we detected:

- whether mental stress in the workplace is related to signs of burnout;
- whether a good working environment affects the employees' performance;
- in which dimension there is the highest occurrence of burnout symptoms with social workers;
- whether there is a difference among the degrees of symptoms in individual dimensions;
- whether social workers realise the

stress risk and the degree of adaptation to it;

- whether a healthy lifestyle affects burnout condition;
- whether there is a relation between the degree of workload and the burnout degree affected by workers' motivation, personal interest and optimistic attitude towards work.

We use Chi-square test of independence for a pivot table in cases where we need to decide whether there is a link between two monitored events. They are mostly cases, when events were captured using nominal or ordinary data. It is the test that is mostly used to analyse data obtained through questionnaires (Chraska, 2007, p. 76–77).

The Pearson correlation coefficient takes values in ranges from -1 to 1. A positive value means that the variables vary together in one way, negative value indicates just the opposite, which means that values of variables change in the opposite direction. A zero value of Pearson correlation coefficient means that they change independently of each other. In the present study, we issue from the following interpretation of Pearson correlation coefficient (Rimarcik, 2000, p. 69-73).

- Below 0.1 trivial correlation
- 0.1 - 0.29 low correlation
- 0.3 - 0.49 medium correlation
- 0.5 - 0.69 high correlation
- 0.7 - 0.89 very high correlation
- 0.9 and more nearly perfect correlation.

The significance level

For the statistical calculations, we chose level of significance ( $\alpha$ ) on the 0.05 level. According to Chajdiak (2009, p. 169-170) the significance level expresses certain permissible risk for acceptance of the argument, which in fact does not apply. Thus when  $\alpha = 0.05$ , there is risk of 5% that the argument which we adopted in fact does not apply.

The aim of the study is to identify stress factors and to point out the stress management techniques and stress situations with a social worker. The study was conducted on 129 social workers working at the Offices of Labour, Social Affairs and Family in the Prešov region. The proportionality of sexes was uneven. There were 29 men and 98 women in the research sample.

#### Results

The sample consists of 127 respondents characterised by the following data: sex, age, education, and experience. In the research sample, there were 29 men which is 22.80%, and 98 women which is 77.20%. The proportionality of sexes was

uneven. The age of the social workers is: 12 social workers of 22 to 30-year-old which is 9.45%, 46 social workers of 31 to 45-year-old which is 36.22%, 26 social workers of 46 to 55-year-old which is 20.47%, 31 social workers of 56 to 62-year-old which is 24.40%, and 12 social workers of age 63 and more which is 9.45%. Most social workers - 67 which is 52.75%, have second level university degree, 33 social workers which is 25.98% have first level university degree, 16 social workers which is 12.59% have secondary education, and only 11 social workers which is 8.66% specified different, higher education. The length of the social workers' experience is: 5 employees which is 3.93% have from 0 to 5 years of experience, 11 employees which is 8.66% have from 6 to 12 years, 67 employees which is 52.75% have from 13 to 25 years, and 44 employees which is 36.64% have 26 or more years of experience.

Hypotheses verification:

H<sub>1</sub>: Mental stress in workplace is associated with burnout symptoms. The higher mental stress experienced by an employee, the greater are burnout symptoms.

For the purposes of statistical analysis, we determined the statistical hypotheses below.

H<sub>0</sub>: There is no statistically significant relation between mental stress and burnout symptoms.

H<sub>1</sub>: There is statistically significant relation between mental stress and burnout symptoms.

**Table 1 Results of statistical analysis H1**

p-value	$\alpha$	Comparison
000*	0.05	p< $\alpha$

\*value is less than 0.0001

Based on the validity of  $p=000 < \alpha=0.05$  relation, we determined that we refuse zero hypothesis and we accept the alternative which expresses that there is statistically important relation between mental stress and burnout symptoms. Pearson correlation coefficient of 0.671 expresses positive (direct) dependency, hence if an employee's mental stress increases, burnout symptoms increase as well. The size of Pearson correlation coefficient further expresses that there is high dependency between mental stress and burnout symptoms.

VO1: Is mental stress in workplace related to burnout symptoms?

**Table 2 Mental stress in workplace**

	number	Men	number	Women
Moderate mental stress	16	55.17%	22	17.75%
Medium mental stress	13	44.83%	37	22.45%
High mental stress	0	0%	39	59.80%

Based on the above statistics, validity of our first hypothesis was confirmed, and thus mental stress in workplace is associated with burnout symptoms, and at the same time, the higher the mental stress experienced by an employee, the greater are burnout symptoms. We also found out that women experience greater mental stress than men, even though there was great disproportion of sexes, where women dominated.

H2: Social workers in a good working environment express high level of job satisfaction, and they experience challenge and motivation to make full use of their potential.

For the purposes of statistical analysis, we determined the statistical hypotheses below.

H<sub>0</sub>: There is not statistically significant relation between the working environment and level of satisfaction with the work (they experience challenge and motivation for the use of their potential).

H<sub>1</sub>: There is statistically significant relation between working environment and level of job satisfaction (they experience challenge and motivation for the use of their potential).

**Table 3 Results of statistical analysis H2**

p-value	$\alpha$	Comparison
000*	0.05	p< $\alpha$

\*value is less than 0.0001

Based on the validity of  $p=000 < \alpha=0.05$  relation, we determined that we refuse the zero hypothesis and we accept the alternative which expresses that there is statistically significant relation between a working environment and a degree of job satisfaction (they experience challenge and motivation for the use of their potential). Pearson correlation coefficient 0.439 expresses positive (direct) dependency, hence the greater the employee's satisfaction with working place, the greater the increase of their job satisfaction degree (they experience challenge and motivation for the use of their potential). The size of Pearson correlation coefficient also expresses that there is medium dependency between mental stress and burnout symptoms.

VO2: Does good working environment affect employees' performance?

The results of the statistical analysis confirmed that the presumption of the second hypothesis is valid. Social workers who are in good working environment express high degree of job satisfaction and they experience challenge and motivation for full use of their potential.

H3: There is a difference in degree of burnout symptoms in individual dimensions. In the emotional exhaustion dimension, burnout symptoms are manifested more significantly than in the dimensions of personal accomplishment and depersonalisation.

For the purposes of statistical analysis, we determined the statistical hypotheses below. We evaluate third hypothesis in two steps. In the first step, we determine whether there is a difference in degree of burnout symptoms in the individual dimensions.

H<sub>0</sub>: There is not a statistically significant relation between the degree of burnout symptoms and the individual dimensions.

H<sub>1</sub>: There is a statistically significant relation between the degree of burnout symptoms and the individual dimensions.

**Table 4 Results of statistical analysis H3**

p-value	$\alpha$	Comparison
000*	0.05	p< $\alpha$

\*value is less than 0.0001

Based on the validity of  $p=000 < \alpha=0.05$  relation, we determined that we refuse the zero hypothesis which expresses that there is statistically significant relation between the degree of burnout symptoms and the individual dimensions.

In the second step we verify, whether there are more significant symptoms in the dimension of emotional exhaustion than in dimensions of personal accomplishment and depersonalisation.

Pearson correlation coefficient confirms this finding, too. In table 8 Pearson correlation coefficient, we can see that there are positive relations between emotional exhaustion and depersonalisation, and between emotional exhaustion and personal exhaustion. Thus it is the opposite relation. Values of Pearson correlation coefficient show that there is great dependency in both cases.

**Table 5 Pearson correlation coefficient**

	PE	EE	DE
PE	1		
EE	-0.64634	1	
DE	-0.50746	0.985493	1

VO3: In which dimension do social

workers' burnout symptoms appear most significantly? Is there a difference in the degree of symptoms in individual dimensions?

same time they can adapt to it without too much trouble.

Validity of the fourth hypothesis confirmed. Is true that social workers are

hypothesis was confirmed.

**Table 6 Degrees of burnout in individual dimensions**

	number	EE	number	DE	number	PE
Low degree of burnout	7	5.12%	34	26.77%	86	67.71%
Medium degree of burnout	30	24.08%	75	59.06%	22	17.32%
High degree of burnout	90	70.8%	18	14.17%	19	14.97%

In case of emotional exhaustion, 5.12% of employees reported low degree of burnout and 24.08% of employees reported medium degree of burnout. In contrast, in other dimensions, on average only 5.52% reported a low degree of burnout and 23.62% reported moderate degree of burnout.

Is true that there is a difference in degree of burnout symptoms in individual dimensions. And at the same time, it is true that burnout symptoms appear more significantly in the dimension of emotional exhaustion than in dimensions of personal accomplishment and depersonalisation. Burnout symptoms appear most significantly in emotional exhaustion field, then in depersonalisation, and the least they appear in personal accomplishment.

H4: Social workers are aware of the existence of stress in their work, and they can adapt to it without too much trouble.

For the purposes of statistical analysis, we determined the statistical hypotheses below.

H<sub>0</sub>: There is not a statistically significant difference between employees in existence of stress and ability to adapt without too much worry.

H<sub>1</sub>: There is statistically significant difference between employees in existence of stress and ability to adapt without too much worry.

In table 10 below Results of the statistical analysis of H4, we see that the validity of the relation of  $p=0.000 < a=0.05$  confirmed. It follows that we refuse the zero hypothesis and accept the alternative hypothesis which says that there is a statistically significant difference between employees in existence of stress and ability to adapt without too much worry.

**Table 7 Results of statistical analysis H4**

p-value	a	Comparison
000*	0.05	$p < a$

VO4: Are social workers aware that they are at the risk of stress and can they adapt to it?

We found that up to 96.85% of employees in research sample realise the existence of stress in their work and at the

aware of the existence of stress in their work, and they can adapt to it without too much trouble.

H5: A healthy lifestyle helps employees to get rid of stress and eliminates the states of burnout.

In the fifth hypothesis, two variants are analysed. In the first one we determine a relation between healthy lifestyle and elimination of stress. In the second variant we determine, whether there is a relation between healthy lifestyle and burnout eliminating. For the purposes of statistical analysis, we determined the statistical hypotheses below.

a) H<sub>0</sub>: There is no statistically significant relation between healthy lifestyle and riddance of stress.

H<sub>1</sub>: There is statistically significant relation between healthy lifestyle and riddance of stress.

b) H<sub>0</sub>: There is no statistically significant relation between healthy lifestyle and burnout elimination.

H<sub>1</sub>: There is statistically significant relation between healthy lifestyle and burnout elimination.

**Table 8 Results of statistical analyses H5**

	p-value	a	Comparison
Stress	0.257	0.05	$p > a$
Burnout	0.346		$p > a$

Based on the validity of  $p=0.257 > a=0.05$  relation, we refuse in variant a) zero hypothesis which says that there is no statistically significant relation between healthy lifestyle and elimination of stress. At the same time, the validity of inequality  $p=0.346 > a=0.05$  confirms in variant b) the rejection of zero hypothesis which says that there is no statistically significant relation between healthy lifestyle and burnout elimination.

VO5: Does healthy lifestyle affect state of burnout?

Based on the conducted statistical analysis it was confirmed that healthy lifestyle helps employees to get rid of stress, as well as it eliminates state of burnout. The premise of the fifth

H<sub>6</sub>: Employees who present personal interests and pursue their professions optimistically even at high workload, have lower rates of burnout symptoms than the workers with opposite views.

For the purposes of statistical analysis, we determined the statistical hypotheses below.

H<sub>0</sub>: There is not a statistically significant relation between presenting personal interests, optimistic approach to work even at high workload and the degree of burnout symptoms.

H<sub>1</sub>: There is a statistically significant relation between presenting personal interests, optimistic approach to work even at high workload and the degree of burnout symptoms.

**Table 9 Results of statistical analysis H6**

p-value	a	Comparison
000*	0.05	$p < ?$

Based on the results of the statistical analysis in table 9 we can see that the inequality  $p=0.000 < a=0.05$  is true. Thus we refuse the zero hypothesis and accept the alternative hypothesis which says that there is a statistically significant relation between presenting personal interests, optimistic approach to work at high workload and the degree of burnout symptoms.

VO6: Is the relation between the level of workload and the degree of burnout affected by employees' motivation, personal interest, and optimistic approach to work?

The rule is that employees who present personal interests and pursue their professions optimistically even at high workload, dispose of lower rate of burnout symptoms than workers with opposite views.

**Discussion**

The aim of the study was to identify stress factors and point out the stress management techniques and stress situations with a social worker.

We wondered what social workers consider as the most important in the prevention of burnout, whether they have a healthy lifestyle, and whether they are satisfied with their work, and how employees perceive the prevention of burnout on the part of employers.

Mental stress in workplace is associated with burnout symptoms. The higher the mental stress experienced by an employee, the greater are the burnout symptoms (Urbanovsk?, Kus?k, 2005). Mental stress, work exhaustion are stressors which are

examined mostly in the workplace (Faber, 1983, Shirom et al., 1989). Berkeley Planning Association (1997) states that the threat of burnout can be reduced, if we eliminate the competence of workers and they would not have too much of liability. The overall mental stress, poor working conditions and too much work enthusiasm may be linked directly with the process of burnout. Borritz et al. (2006) comment this issue similarly when they claim that social worker who is under pressure, frustrated, and does not have any support in the workplace, can handle stress only with difficulty, and in such way strengthens the individual stages of burnout.

Another area of research was the working environment. Social workers in a good working environment express high level of job satisfaction and experience challenge and motivation to make full use of their potential (Piko, 2006, Green et al., 2006, in: Maroon, 2012). The professional literature links burnout with stress factors of the working environment (Leiter, 2005, Maslach, 1982 in: Maroon, 2012), confirming that burnout syndrome does not affect everyone equally, at the same time and the same intensity. Personal qualities and meeting the life needs have a great impact on burnout. It was also confirmed by Maslow's and Herzberg's motivation. Working environment and relationships are very important and affect symptoms of burnout. Social work is very emotionally difficult and requires support of colleagues and working environment to be the least conflicting. Our findings support the findings of Maslach (1982 in: Maroon, 2012) or Green et al. (2006 in: Maroon, 2012), who claim that problematic and unprofessional environment which does not provide social worker with support, contributes to burnout greatly. Teamwork, cooperation and positive relationships in the workplace are also highlighted by Raffery et al. (2001 in: Maroon, 2012). Based on the research we can consider good relationships in workplace as a significant element in the prevention and intervention of burnout, which is confirmed by previous studies in this area. According to Libiger (1999), a working environment that supports a motivated person, leads to achievement of their aims and expectations.

In the emotional exhaustion dimension, burnout symptoms manifest themselves more significantly than in the dimensions of personal accomplishment and depersonalisation. We wondered whether burnout with manifests itself with social workers mostly in the emotional area. Burnout in the emotional sphere points out the closest relation to the tendency to

burnout. Maslach and Jackson (1981) warn that burnout manifests itself with those people who are in constant contact with other people and their work requires a large emotional deployment (Maroon, 2012). The studies of Pines (1981), and Urbanovska and Kusak (2005) also discuss emotional exhaustion as the basis for burnout syndrome. The results of the study of Pines and Aronson indicate that the more at risk of emotional exhaustion people are, the more they appreciate all functions of social support. Kraska – Ludecke (2007) describes that the stress management also depends on the nature, approach to a given situation and the degree of assertiveness of each worker. Unnecessary and useless stress arises from improper working conditions and unsuitable workload. Snyderova (2006) states that in organisations we face multiple types of stress, which arise from conflicts or misunderstandings among workers. The most serious are long-lasting conflicts whose consequences reflect on the quality of work and the working atmosphere. Kebza (2005) states that when addressing the life situation, one's own approach to life is important. According to him, people with a high level of positive social relationships are not subject to stress factors so much, and can cope better with disease state caused by stress (Birknerov? 2011).

A healthy lifestyle helps employees to get rid of stress and it eliminates the states of burnout. Ing. Hajduova, Ing. Simkova, CSc., Ing. Trebuna, PhD., who in their research claim that we get rid of stress most commonly through healthy lifestyle, relaxing, and sports activities. Family, colleagues and appropriate working place are help for many. Views on healthy lifestyle and its impact on mental sphere are various. Improper eating is associated with a lack of self-discipline, with the inability to organise the day regime, and with unhealthy lifestyle. Individuals who live healthy lifestyle appear as more resistant to stress and burnout. From this, we conclude that a person who takes care of their physical health, exercise regularly, and eats regular and balanced diet, has a higher self-assessment and has a better attitude towards themselves (Eckhardtova, 2006). Nedly (2004) argues that poor diet, lack of sleep, disrupting the daily rhythm and the use of legal drugs increase the risk of adverse mental status and increases stress.

Employees who present personal interests and pursue their professions optimistically even at high workload, have lower rates of burnout symptoms than the workers with opposite

views. Burnout is divided into several phases. The first phase is accompanied by motivation, work passion, enthusiasm, and satisfaction. Veniga and Spradley (1982 in: Maroon, 2012) named this phase as "honeymoon". It was interesting to evaluate, whether lower rates of burnout symptoms are manifested with social workers, who do not lose optimism even at high workload. The study of Kash and Holland (1990) showed that the best prevention of burnout, and negative life is a personal belief about the meaning of life and death, the support of colleagues and supportive supervision. Pavlik (2010) talks about joy as a byproduct of a meaningful life. To rejoice at small things of everyday life despite everything.

### Conclusion

The empirical verification of stress, stress management techniques, and stress situations demonstrated their relevance in the work of a social worker. While many factors contribute to mental health and well-being, it is proved that the working environment contribution is significant, and effective time management is not just a matter of an individual but it is linked to the overall functioning of the organisation, and the way of work of other employees. Thus we propose to create a plan of measures for better organisation of working activities in time space in the areas of deficiencies that were found through the study.

### Suggestion

For next research, we therefore propose to integrate into the analyses the specific parameters of the working environment, which are related to time management, including change tracking, prevention and intervention of stress factors which precipitate burnout.

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