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Social work master level full time studies

PROFESSIONAL BURNOUT OF SOCIAL WORKERS IN THE CONTEXT OF THE RESTRUCTURING OF CHILDREN'S CARE HOMES

Master thesis

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Vilnius, 2018

CONFIRMATION OF INDEPENDENCE OF THE WRITTEN WORK

20*18*-*04*-*16*
Vilnius

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Institute of Educational Sciences and social work, social work with children and youth

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Content

<div align="center">**Concept vocabulary**</div>

Social work - it is an activity that helps individuals, families to solve their social problems under their opportunities and their participation, without harming human dignity and enhancing their responsibility based on individuals, families and society collaboration (Lietuvos Respublikos Seimas, 2006, p. 8).

Social worker – is a person who works in institutions which provides social services and has appropriate higher education in social work field (Lietuvos Respublikos Seimas, 2006, p. 8).

Burnout – in scientific literature there is a great deal of conceptions which describes burnout. For instance, I. Suchodolska (2008) describes burnout as dissatisfy of certain needs. Also, J. Pacevičius (2006) stated that professional burnout is a phenomenon which is caused by experienced prolonged stress and which causes person's exhaustion of emotional and personal resources. D. Matsumoto (2009, p. 96) propose that burnout is a "state of physical, emotional, and mental exhaustion following prolonged effort and stress along with a generally negative attitude and lowered motivation and performance, particularly used in describing exhaustion with job and career". But in this paper will be used definition of burnout phenomenon of famous social psychology researcher of professional burnout syndrome - Ch. Maslach. She upholds that "job burnout is a psychological syndrome that involves a prolonged response to stressors in the workplace" (Maslach, 2003, p. 189). Employee experience misfit between him and the work he works and consequently feels tension for a long time and it results in fatigue and demotivation for one's job (Maslach, 2003). The author affirm that researches of burnout syndrome rised from real people experience in workplace but not from scholarly theories (Maslach, 2003).

Exhaustion – refers to the draining of emotional energy and feelings of chronic fatigue (Maslach Leiter, 1997; cit. by Feldt, Rantanen, Hyvönen, Mäkikangas, Huhtala, Pihlajasaari, Kinnunen, 2014, p. 103).

Cynicism (depersonalization) – describes having a distant and negative attitude toward one's job (Maslach Leiter, 1997; cit. by Feldt, Rantanen, Hyvönen, and etc., 2014, p. 103).

Inefficacy – refers to the belief that one is no longer effective in fulfilling one's job responsibilities (Maslach Leiter, 1997; cit. by Feldt, Rantanen, Hyvönen, and etc., 2014, p. 103).

Children care home - social care institution, where a longer or shorter period of time are accommodated and taken care of children, who remain without parental care (Lietuvos Respublikos Seimas, 2006, p. 1). The main purpose of children care home is to ensure children and youth who are accommodated there with custody, education and social services as well as to provide and maintain appropriate conditions to live and develop and prepare for autonomous life in society (Valstybės žin., 2007, Nr. 118-4817; cit. by Gudžinskienė, 2012).

Child who remain without parental care – it is a child under 18 years old, who is determined with temporal or constant custody by law (Lietuvos Respublikos Seimas, 2006, p. 1). Social care for children from child care home is financed from the municipal budget and the state budget, special-purpose grants to municipal budgets for child care benefits to pay (Lietuvos Respublikos Seimas, 2006, p. 14)

Family at social risk – it is a family, who nurtures under 18 years old child and one of the parents abuse on alcohol, psychotropic substances, gambling games, uses physical or psychological violence on children, neglect children, and etc., and social support uses not for family needs where in result child's well being is being endanger (Lietuvos Respublikos Seimas, 2006, p. 1).

Restructuring of children's care homes – it is a programme which seeks to reorganize Children's Custody System in Lithuania and pays attention to child's interests and needs, as well as provides conditions for children to grow and develop in family surrounding or in family-like surrounding in turn to help them better prepare for independent life in family and community (Lietuvos Respublikos Socialinės apsaugos ir darbo ministras, 2014, p. 4).

Community-based child care homes – children, who remain without parental care, or disabled children, or children with special needs, care homes which are based on similar to family surrounding and they are established in separated homes or flats in community (Lietuvos Respublikos Socialinės apsaugos ir darbo ministras, 2014, p. 3)

Introduction

Social work as a profession in Lithuania started to develop not so long time ago. When Lithuania became independent country there started a great deal of different changes in all spheres, like politics, economy and etc., and these changes significantly influenced various occupations, including social work (Kavaliauskienė, Balčiūnaitė, 2014). Thus, only a little bit more than two decades ago, researchers started to be interested in difficulties which social workers may face with in their casual working life (Kavaliauskienė, Balčiūnaitė, 2014). Social work is confirmed as a dangerous profession in Lithuania (Kavaliauskienė, Balčiūnaitė, 2014), because it requires physical and psychological patience from social worker and it may significantly influence his cognitive thinking and behavior (Vimantaitė, Šeškevičius, 2006; Bubnys, Petrošiūtė, 2008), as well as social workers may feel unsafe because of unexpected aggression expression from their clients (Bičkutė, Liobikienė, 2011). Moreover, the rate of those people who work in health care field showed higher risk of professional burnout comparing with those who work in other areas (Maslach, Leiter, 2016).

One of the most popular and complex phenomena which social worker may face with is professional burnout. Great deals of articles were written about job burnout in social work (Freudenberger, 1974; Maslach, 2003; Pacevičius, 2006; Gudžinskienė, 2012; Hamama, 2012; Kavaliauskienė, Balčiūnaitė, 2014, Maslach, Leiter, 2016). Because of rapidly changing environment and constant interpersonal contacts, people are influenced by changes and communication with others not only in personal but in professional life as well (Hamama, 2012). Interpersonal conflicts in workplace, workload, lack of understanding and support from head agency, working conditions, deadlines, low salaries and etc., are few indicators of job burnout phenomena which may cause emotional distress, decreasing in professional motivation, and physical diseases shows the relevance of professional burnout topic and requirement of researches in this domain. Because of experienced prolonged stress in workplace, people around social worker, for instance, clients, colleagues, family members, and friends, will see social worker exhausted and apathetic for his job and it may influence social worker's working results.

Especially it is important if social worker works with children and youth in children care home. Although number of children who lost parental care and were accommodated in child care homes every year decreased, however in 2016 it increased and there were 2184 children who faced with loosing of parental care in their life in Lithuania (Lietuvos Statistikos Departamentas, 2018). Usually social worker is like a model of behavior for children, as well as youths may

search for their identity and see social worker as authority and if they will see social worker exhausted and frustrated it will have impact on their future communication and working results (Gudžinskienė, 2012). In children care home social worker may face with a lot of distinct difficulties in communication with children from poor or asocial families what may impact communication, face with motiveless clients or be ready to face with unexpected situations and unstable conditions at any time and there is very important for social worker to be flexible and emotionally ready for such kind challenges in his job (Gudžinskienė, 2012; Hamama, 2012). At this period social workers who work in children care homes in Lithuania facing with restructuring of children's care system. Reorganization of the children care system were started in 2007, but by now it has not been completed (Gudžinskienė, Raudeliūnaitė, 2016). It may arise feeling of uncertainty and lack of skills of problem solving during system restructuring period in social workers because there is lack of trainings for workers who work in children's custody institutions which takes participation in reorganization process (Gudžinskienė, Raudeliūnaitė, 2016). Lithuanian government pays a lot of attention for children Custody system, however there is less researches on the topic of reorganization (Gvaldaitė, Šimkonytė, 2016). This research may contribute to already existing theoretical knowledge on burnout topic of social workers, and may also suggest new practical strategies of coping with burnout or prevent it for social workers who works in children's care homes, that take participation in custody system restructuring.

Research object: Professional burnout of social workers who works in child care homes in the context of restructuring.

Research goal: Theoretically and empirically base professional burnout syndrome prevalence of social workers in the context of children care homes restructuring.

Research objectives:

1) To describe professional burnout syndrome causes, consequences, and prevention;
2) To analyze and describe reorganization process of child care institutions in Lithuania;
3) To investigate social workers risk of professional burnout who works in child care homes in the context of restructuring;

Hypothesis:

1. The older the social worker, the higher the rate of burnout syndrome is.

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2. Social workers who work in children care homes and feel lack of support from colleagues or administration will be in a higher risk of professional burnout than those social workers who work in children care home and who feel support from coleagues or administration.

3. Social workers who work in children care homes and attend supervision will show lower scores in professional burnout than those social workers who work in children care homes and do not attend supervision.

4. Social workers who work in children care homes and have less information about restructuring process show higher scores in professional burnout than social workers who have enough information about restructuring of children care homes.

5. Social workers, who work in children care homes that are not reorganized, are in a higher risk of professional burnout than those social workers, who work in children care homes that are reorganized.

1. PROFESSIONAL BURNOUT: CONCEPTION, MODEL, ASPECTS WHICH LEAD TO IT, CONSEQUENCIES AND PREVENTION.

In this chapter will be analyzing conception of professional burnout, multidimensional model provided by American social psychologists and Professor Christina Maslach, also, aspects which may lead to experience professional burnout, its consequencies and possible ways to prevent it.

1.1. Conception of professional burnout

We are living in the century of permanent and fast changes which requires from people to be flexible and ready for different situations all the time. State of steady readiness may be exhaustive for the person and there we face with social phenomena called professional burnout. In scientific literature we can find a great deal of articles on this topic (Freudenberger, 1974; Maslach, 2003; Abromaitienė, Stanišauskienė, 2014; Maslach, Leiter, 2016). Nowadays, research findings shows that more and more people suffer from professional burnout and it shows the importance of this phenomenon for society and various occupations (Abromaitienė, Stanišauskienė, 2014). Moreover, findings showed that people who work in health care field, for example, social workers, are under higher risk of professional burnout than others (Feldt, Rantanen, Hyvönen, and etc., 2014; Maslach, Leiter, 2016).

We can find a lot of definitions of burnout. Father of this topic is American psychologist Herbert J. Freudenberg, who described professional burnout for the first time in 1974 (Freudenberger, 1974). The author stated that first signs of professional burnout can be seen after one year of working in institution and burnout may appear with different symptoms and different levels of them and it may mediate from person to person. Herbert J. Freudenberger (1974) described workers who can be prone to experience professional burnout and he pointed that those who has heavy workload, long working hours, or monotonic type of work as well as people who like to help others and sometimes even cannot evaluate rationally their abilities and time framework (Freudenberger, 1974). Moreover, those people who are not able to plan their time, do not want to improve skills, hesitate to ask for help from more experienced colleagues, spend too much time in work and do not engage with activities which are not related with job, and etc. are on a higher risk of professional burnout (Sudvajienė, 2012). The author (Freudenberger, 1974) pointed out that by definition of professional burnout he sought to describe state of mind of

people, whose work is related with intense and long communication with people, who can emaciate professionals. All findings of burnout signs were based on observations of caregiving professions (Maslach, Leiter, 2016).

Nowadays, one of the most famous researchers of professional burnout is American social psychologists and Professor Christina Maslach who started to investigate burnout phenomena in late 70's (Abromaitienė, Stanišauskienė, 2014). The professor described professional burnout as "*psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job*" (Maslach, Leiter, 2016, p. 103). Professional burnout appears when there is misfit between person and the job and in result he or she experience tension for a long time (Maslach, 2003). Author (Maslach, 2003) assumed that person may not fit with working area because of workload, community, salary, competence and abilities, values and justice. So, it shows that the greater the inconsistency between aspects mentioned above, the greater the risk for the person to experience professional burnout (Maslach, Leiter, 2016). Moreover, to provide more details of professional burnout, the author developed a multidimensional model of job burnout which is used until today. Job burnout consists of three main dimensions: exhaustion, cynicism and inefficacy (Maslach, 2003). The exhaustion was defined as lack of energy, weakness, fatigue, and etc.; the cynicism reflects negative attitudes toward other people; the inefficacy reflects achievements in workplace (Maslach, Leiter, 2016). Dimensional model of burnout encompasses 3 important fields of each person's life, like personal, social and career (Abromaitienė, Stanišauskienė, 2014). In the description of three main dimensions of the multidimensional model provided by Ch. Maslach (2003) we can see similarities and differences comparing with description which the father of professional burnout provided as physical and behavioral signs of burnout person. Herbert J. Freudenberg (1974) mentioned that physical signs may be seen as fatigue and exhaustion, tremble, and frequent headaches and etc. These signs are similar to description of exhaustion dimension in the dimensional model of burnout (Maslach, Leiter, 2016). Moreover, H. J. Freudenberg (1974) claimed that person, who experience burnout indicates behavioral signs like having negative attitudes, quickness to anger, irritation and frustration; it shows similarities with the second dimension – feeling of cynicism (Maslach, 2003). On the other hand, H. J. Freudenberg (1974) mentioned that person who experience burnout may also experience paranoia which may lead to the feeling of omnipotence and the person may show overconfidence, rigid, stubborn and totally inflexible. Nowadays, scientific literature says nothing about possible behavioral signs as the author H. J. Freudenberg described

in explanation of burnout. But today, more often it can be seen that research findings studied many years ago are being criticized for using mostly negative point of view in investigations of professional burnout (Demerouti, Mostert, Bakker, 2010). From early 21st century we can see the main shift in point of view of burnout studies, that researchers put efforts for broadening understanding of professional burnout by shifting their scrutiny to positive aspects (Maslach, Leiter, 2016). Under these studies emerged new definition, related with burnout is "engagement" described as high energy, strong involvement, and efficacy (Maslach, Leiter, 1999; cit. pagal Maslach, Leiter, 2016). However, researchers debate whether engagement is postive opposite end of burnout phenomena or not (Maslach, Leiter, 2016).

From the very beginning, professional burnout emerged as a social problem in society and later it became a subject of scientific researches (Maslach, 2003). Moreover, studies of professional burnout mostly came from social and organizational psychology and only later theoretical aspects of studies were expanded to wider perspectives (Maslach, 2003) as well as in the beginning professional burnout studies were limited only in some occupations related with health care, social workers or pedagogues, but later theoretical perspectives of professional burnout were applied in studies of other occupations (Demerouti, Mostert, Bakker, 2010; Feldt, Rantanen, Hyvönen, Mäkikangas, Huhtala, Pihlajasaari, Kinnunen, 2014; Maslach, Leiter, 2016).

L. Abromaitinė and V. Stanišauskienė (2014, p. 10) presented their definition of burnout and said that it is a „*state of emotional, mental and physical exhaustion, which has formed due to long-term unsolved stress emerging in work situations*". The authors also agreed that people whose work contain permanent communication with others usually are tend to experience professional burnout.

In the Cambridge dictionary of psychology burnout is described as „ *a state of physical, emotional, and mental exhaustion following prolonged effort and stress along with a generally negative attitude and lowered motivation and performance, particularly used in describing exhaustion with job and career*" (Matsumoto, 2009, p. 96).

There are a lot of definitions of burnout phenomena and it raises some difficulties in investigation of it. This research will refer to definition and a multidimensional model of burnout proposed by social psychologist Ch. Maslach who said that job burnout is „*psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job*" (Maslach, Leiter, 2016, p. 103)

As there are a big variety of definitions of professional burnout there is no one agreement on international level and different countries define it in different ways. Moreover, in some countries, like Sweden or Netherlands, professional burnout start to approach as medical diagnoses (Kaschka, 2011). Professional burnout in Sweden is one of the most common diagnoses in public sector (Schaufeli, Leiter, Malsach, 2009). Professional burnout is approached as a difficulty in managing life described as "vital exhaustion" and person, who burnt-out should experience symptoms, like low energy, emotional instability, irritation, sleep disorder, and etc., for two weeks (Maslach, Leitter, 2016). Professional burnout may be the reason why person cannot work in Netherlands (Schaufeli, Leiter, Malsach, 2009). Researchers explained that person should express negative scores on exhaustion dimension and on one of other any dimension (cynicism or inefficacy) (Roelofs, Verbraak, Keijsers, and et al., 2005, cit. by Maslach, Leiter, 2016). However, in USA professional burnout is not involved as medical diagnosis, but it is very common in society and policymakers provide people with various programs and social support (Maslach, Leiter, 2016). Moreover, professional burnout is not a medical diagnosis in Lithuania and is not included into international classification of diseases.

In summary, professional burnout is psychological syndrome which emerges as a response to stressors in the job. Professional burnout can be described by three main dimensions: exhaustion, feeling of cynicism and inefficacy, which encompasses 3 important fields of each person's life, such as personal, social and career, and there can be many factors which may lead to professional burnout.

1.1.1. Multidimensional model of job burnout

Professional burnout is a complex phenomenon and for its explanation scientists provided some models, that help us to understand its complexity better (Maslach, 2003; Bakker, Demerouti, 2007; Maslach, Leiter, 2016). Ch. Maslach developed a multidimensional model of job burnout which became widely used today as well. This model was presented after many qualitative researches in human service occupations, oriented to possible reasons of job burnout and its consequences, and conclusions were made that professional burnout consists of three main dimensions: exhaustion, cynicism and inefficacy (see Figure 1) (Maslach, 2003). Multidimensional model encouraged quantitative researches and possibility to explore other occupations where professional burnout may also exist (Bukeikaitė, 2011).

The exhaustion was defined as lack of energy, weakness, and fatigue, headaches, gastrointestinal disorder, muscle tension, and sleeping problems (see Figure 1) (Maslach, Leiter, 2016). It encompasses physical and mental person's exhaustion (Abromaitienė, Stanišauskienė, 2014). Exhaustion is closely related with classical stress as it results in similar stress symptoms, like problems with digestive system, migraine, muscle tension, and etc. (Maslach, Leiter, 2016). Research study showed that those who work in social affairs area and health sector represent the highest scores in exhaustion than in cynicism or inadequacy (Feldt, Rantanen, Hyvönen, and etc., 2014).

The cynicism (or depersonalization) reflects negative attitudes toward other people, for instance, colleagues or clients and being apathetic to their difficulties and problems, constant irritation, and emotional withdrawal (see Figure 1) (Maslach, Leiter, 2016). Worker may have negative attitudes toward one's job, communicate officially with administration and colleagues, as well as with clients, put labels on clients, and etc. (Maslach, 2003). Moreover, cynicism may also be called *dehumanization* because when person experiences cynicism, he starts to see clients not as people but as objects (Abromaitienė, Stanišauskienė, 2014). Especially it is dangerous for social workers, who have to see people as unique persons (Savaya, 2014).

The inefficacy reflects achievements in workplace, person's productivity which in burnout case would be low, as well as person's abilities to cope with stress (see Figure 1) (Maslach, Leiter, 2016). When person experiences burnout, in inefficacy stage he or she starts to see himself or herself as less competent person (Abromaitienė, Stanišauskienė, 2014). Moreover, person may show lower self-confidence, motivation, satisfaction of work and diminish his or her achievements in professional area (Abromaitienė, Stanišauskienė, 2014; Rybakovienė, 2016).
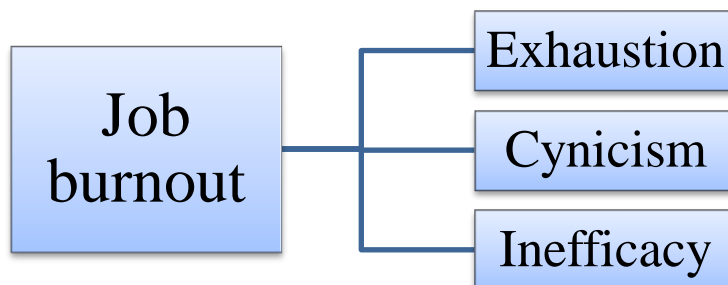

Figure 1. Multidimensional model of professional burnout (made by author of the paper)

As author of multidimensional model (see Figure 1) (Maslach, 2003) claims that usually exhaustion and cynicism appears in workplace because of overload and conflicts between clients and colleagues. However inefficacy feeling in person arises when he/she feels that there is too less resources to accomplish tasks (Maslach, 2003).

There are some debates which factors should be main components of burnout, however there is no clear answer. Some researchers claims that exhaustion and cynicism should be main components of job burnout (Schaufeli, Bunk, 2003, cit. Hakanen it kt., 2006), other scientists refers mainly to exhaustion (Nagar, 2012). However, Ch. Maslach (2003) states that usually people start to describe burnout as emotional exhaustion and because of that this factor is the most common and explored in studies of job burnout, but it does not mean that if person feels exhausted he will be surely burn-out, as job burnout consist of 3 components. On the other hand, it is important to recognize if person complains about any of symptoms which reflects that person may be burn-out. If person reflects high indexes in any of these components it may show that other two may also develop in some period of time and person needs help (Rybakovienė, 2016). Some researchers suggest that cynicism and inefficacy should not be involved as components of burnout as it can be related more with person's personality than with job-related aspects or it can be seen as consequences of exhaustion (Schaufeli, Bakker, 2004, cit. by Choi, Cheong, Feinberg, 2012). Moreover, some scientists assumed that third component – inefficacy, has low connection with job burnout and should not be included (Schaufeli, Bakker, 2004, cit. by Rybakovienė, 2016).

What is more, in scientific literature there are some debates about order of priority of those three components of professional burnout, however auther of the model Ch. Maslach (Maslach, Leiter, 2016) assumes that exhaustion is the first component which upstart in burnout case, as when person feels emotionaly tired, he or she starts to withdrawal from others and became cynical, apathetic, what shows that second component emerges – cynicism (see Figure 1). Later worker starts to see bigger gap between his or her input to work and organization's attitudes and then appears third component of multidimensional model – inefficacy, when person starts to evaluate his or her work in negative way, diminish it and experience decreasing motivation and self-confidence (Maslach, Leiter, 2016).

It is important to recognize any of components as it may have painful consequences on person's professional and personal life. Dimensional model of burnout encompasses 3 important fields which involve each person's life such as personal (exhaustion), social (cynicism) and

career (inefficacy) (Abromaitienė, Stanišauskienė, 2014) and it is assumed that effective intervation of professional burnout should be closely related with dimensions of the model mentioned above (Maslach, 2003). For example, social worker who works in children care home with children and youth in case of burnout cannot continue work because he or she is not able to maintain relationships properly which are one of the most important things in social work (Savaya, 2014). Moreover, social worker no longer able to accomplish tasks and do work well, communicate with colleagues and it may raise conflicts in workplace and reduce psychological atmosphere (Savaya, 2014). Besides, social workers may start to withdrawal from family members and friends, experience anxiety and decrease in self-esteem (Bukeikaitė, 2011).

At the end, it is very important to recognize any of components of professional burnout as it may show development of professional burnout in general and help person to overcome it because it can painfully influence workers quality of professional and personal life.

1.2. Aspects which lead to professional burnout

Until today in professional burnout studies there are lot of discussions what may cause professional burnout. In the beginning there was opinion that the main reason hides in person and only weak and incompetent people may burnout but research studies did not confirm this idea (Maslach, 2003). In scientific literature it can be seen that causes of professional burnout can be very different starting from external of worker's job surrounding and finishing with internal, related with personality (Maslach, 2003; Pacevičius, 2006; Abromaitienė, Stanišauskienė, 2014). Some research studies confirm that external stimulants influence people more than internal (Maslach, 2003). On the other hand, all people are different and personality factors plays significant role and helps to explain why in the same situation some people may burnout and some people are able to resist it (Pocevičius, 2012).

As already father of conception of professional burnout described that people whose basic of their job consist of long and intensive communication with people are tend to be prone to burnout (Freudenberger, 1974). Such factors as conflicts in a workplace with co-workers, supervisors and administration or stressful encounters with service users may significantly impact those who work with people, for example, social workers (Savaya, 2014). If social worker's workplace characterizes with lack of support, equity, trust, and a great deal of disagreements, the professional is in a higher risk to experience burnout (Maslach, Leiter, 2016). Old and unresolved

conflicts among colleagues or administration raises constant feeling of tense and frustration and decrease possibility for social workers to receive support from organizational stuff (Abromaitienė, Stanišauskienė, 2014). Moreover, such things as fairness and recognition from administration plays significant role and if social worker feels that decisions were made unfair according to him or her or in some cases they see lack of recognition of their job it may significantly influence emotional state and raise such feelings as cynicism, anger, hostility and dissatisfaction in worker which may be inappropriate in working with service users and may impair professional relationships with clients (Maslach, Leiter, 2016). Besides, incongruity among person's and organization's values may put social worker to dilemma of appropriate behavior in specific situations (Abromaitienė, Stanišauskienė, 2014). If worker feels being forced to do things for better organization's reputation, for example, to lie for the client, or to feel constant fear of losing a job, professional may feel confused and incompetent and ultimately, may burnout (Abromaitienė, Stanišauskienė, 2014).

From the beginning social work profession was treated as a profession under tremendous pressure (Community Care and UNISON, 2017). Social workers may face with abuse from service users; it can be verbal, psychological or even physical abuse and emotions which emerge in such cases may differ from fear and frustration to professional self-doubt, lower self-confidence, and helplessness as well as sleep disorders and anxiety, and do emotional harm for social worker (Savaya, 2014). Moreover, social workers can afraid to catch different illnesses from clients (Selvestravičiūtė, 2016). Negative experiences with service users take energy from social workers and disassociate them from their work (Maslach, Leiter, 2016). Emotional distress may have impact not only for professional life but also it may influence relationships with family members as well as with friends (Community Care and UNISON, 2017).

Without intense interpersonal communication with colleagues or service users, there may be other job-related stressors which may lead person to experience burnout. Social workers may feel constant pressure if he or she constantly should show higher level of efficiency, say speeches in public places, as well as impaired psychological atmosphere in workplace, or unsafe environment (Abromaitienė, Stanišauskienė, 2014). Work overload, lack of resources to get tasks done, low salary, lack of control of situation leads to experience burnout (Community Care and UNISON, 2017). Workers who have enough resources to do their work as well as they feel that they are able to influence situation and make decisions by themselves, they are more satisfied by their workplace and shows lower risk of professional burnout (Maslach, Leiter, 2016). Research

studies confirm findings that social workers feels influence of time and space pressure whereas they may work without breaks and take tasks to home after working hours as well as uncomfortable working place or absence of personal working area raises tense and contributes to risk of burnout (Savaya, 2014; Community Care and UNISON, 2017). Moreover, today social workers faces difficulties related with role performance because hardly consistent roles and superficial performance of it may lead to confusion, lower productivity and professional burnout (Abromaitienė, Stanišauskienė, 2014). Quite often social workers face with a great deal of paper works which they are obligated to manage and it takes a lot of time and energy and may contribute to risk of professional burnout (Community Care and UNISON, 2017). Furthermore, social workers reflected that cuts in budged and resources influence their working quality (Community Care and UNISON, 2017).

Internal factors may play significant role in risk of burnout. In a daily social worker's life professionals have to care about their clients sincerely and almost give part of their personality, and it takes a great deal of efforts and not all people are able to endure that (Selvestravičiūtė, 2016). Moreover, constant consistency in unstable situation may be tiring and lead to emotional exhaustion, consequently may result in higher risk of professional burnout (Aleksienė, Pocevičius, 2012). Besides, age is one of the demographical factors, which is closely related with the higher risk of professional burnout, respectively, those who are younger can experience burnout more often than older age social workers (Pacevičius, 2006). It can be explained that sometimes young specialists has very high requirements and expectations about the work (Maslach ir kt., 1996 ,cit. by Rybakovienė, 2016). On the other hand, research of R. Savaya (2014) showed that indexes of professional burnout of older and younger social workers were similar what shows inconsistences among age and work experience and professional burnout. As well as inconsistences between age and work experience and burnout showed research study of M. J. Kabir, A. Heidari, K. Etemad, A. B. Gashti, N. Jafari, M. R. Honarvar, M. Ariaee, M. Lotfi (2016) where results showed that older and more experienced workers showed higher rates in burnout because they are more included into various problems and issues for a longer time and consequently experience higher complexity of it. It can be assumed that older age social workers will be in a higher risk of professional burnout than younger social workers who works in child care homes in context of reorganization. Until today, question related with demographical aspects like age and work experience are still inconsistent and in debate. Moreover, findings showed that people with lower educational level may face situation in their professional life which will

require more knowledge and deeper understanding, consequently those people may be in a higher risk of professional burnout (Kabir, Heidari, Etemad, and etc., 2016). Furthermore marital status and number of children in family also are related with professional burnout. Those who are single (Maslach, 2003) and those who have more children tend to show higher indexes in professional burnout (Kabir, Heidari, Etemad, and etc., 2016). Moreover, research studies showed that people with low self-confidence, neuroticism and low level of endurance are more tend to experience burnout (Maslach, 2003).

It can be seen that the main component of professional burnout is emotional exhaustion (Maslach, 2003). External and internal stressors contribute to long-lasting psychological tense and exhaustion which results in experiencing of professional burnout (Pocevičius, 2012).

In summary, there are many aspects which may lead to experiencing professional burnout, such as, intensive and constant communication with people, conflicts in workplace, different organization's and person's values, work overload, and etc., which are recognized as external aspects. Moreover, internal factors also plays significant role in experiencing job burnout: age, work experience, marital status, self-confidence and etc. Furthermore, professional burnout may evoke many unpleasant consequences for the person and organization.

1.3. Consequences of professional burnout

Job burnout may be painful for person's quality of professional and personal life, as well as it may significantly influence workers health. Usually burnt-out person characterizes with physiological or psychological problems (Peterson, and etc., 2008, cit. by Bakker, Costa, 2014). He or she may complain about headache, migraine, pain in back, common cold, depression, sleep disorder and etc. (Freudenberger, 1974; Vimantaitė, Šeškevičiaus 2006). Professional burnout influence workers emotions and feelings where in result he or she starts to react excessively to problems and difficulties in the work (Sudvajienė, 2012). Moreover, alcohol and drug use are often problems in burnout cases (Bakker, Costa, 2014). Furthermore, burnt-out person experiences many conflicts in family surrounding, as burnout influences family life as well (Raižienė, Bakštytė, 2010). Workers family members constantly see person in a bad mood, experiencing anxiety and fear, aggression, and etc. (Raižienė, Bakštytė, 2010).

However, burnout consequences feels not only person who burnt-out, but organization where he works as well (Maslach, and etc., 2001). Burnt-out people start to delay to work, distance from colleagues and clients, sometimes they do not come to work without any justifiable

reason, they think about quiting job, and some of them quits, and all that aspects have significant meaning for organizations economical status (Gilham, 2014; Maslach, Leiter, 2016). Also, burnout results in persons decrease of productivity, motivation, efectiveness, as well as, decreased job satisfaction and lower commitment to organization (Maslach, Leiter, 2016). Moreover, burnt-out workers begin to do many mistakes in their work and have problems with attention and memory (Bakker, Costa, 2014). Attentiveness is very important for social workers, especially for those who works with children and youth, as if social workers attentiveness impair it will influence workers and child's relationships and child will not be able to receive qualitative social services. Moreover, during adolescence youth search for authority and for those who lives in children care home, social worker may become an authority, but if social worker will be burnt-out it may significantly influence youths confidence (Gudžinskienė, 2012). All consequences mentioned above results in increasing of conflicts in workplace, as burnout is closely related with social relationships (Maslach, 2003), reduces psychological atmosphere, and disturbes one's job (Rybakovienė, 2016). Workers behavior becomes the result of professional burnout (Goksoy, and etc., 2013).

In conclusion, burnout influences not only persons personal life but also organization, where worker works. Lateness, absenteeism, turnover, and etc. are basic consequences of professional burnout for organizations. Pain in different part of the body, cold, sleep disorder, and etc., impairs persons health. All consequences of burnout decreases quality of professional, personal and family life and in result person is not able to complete all tasks well. However, scientific literature provides a great deal of methods how to prevent or overcome professional burnout.

1.4. Prevention of professional burnout

In scientific literature we can find not only explanation what is professional burnout and what may cause it but also it provides us with possibilities how to cope with such phenomena. In the beginning, professional burnout was seen more oriented to person and all materials were dedicated to self-help (Maslach, 2003). Later, it became clear that professional burnout is related mostly to job related issues and stress, consequently, increased attention of organizations and administration (Maslach, Leiter, 2016).

Methods oriented to individual approach of professional burnout may help to release emotional exhaustion but it may not be enough to overcome burnout, therefore, policymakers in

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workplace should also participate and help workers to prevent and cope with professional burnout (Rybakovienė, 2016). On the other hand, social workers who take time to analyze themselves, search for possibilities how to reduce negative feelings and emotions, express their feelings by words, pay more attention to things which are not related with the job, controls their negative emotions, accepts situations which happens in their work as inevitable, engages with activities not related with job, are able to say "no" for more caseload and responsibilities, and involves some humor to intense situations and concentrates on positive aspects of life not only in job but in general as well prevent themselves from risk of professional burnout (Maslach, Leiter, 2016). Research studies showed that lack of control of negative emotions of social workers it is a big problem because social workers should be as an example of appropriate behavior as well as teach children and youth social skills, and control of negative emotions and feelings prevent workers from risk of professional burnout (Pocevičius, 2012). Working with children, social workers may face with difficult children or youth behavior which may require a lot of attention and accurate work. Consequently, social workers should set goals and priorities according which they will work, also accurate deadlines, and boundaries of their responsibilities as well as be able to say "no" for additional tasks for which there is no time and without feeling of guilt. It may help social workers to protect themselves from tension in workplace, as they will be able to work calmly, and experience less stress as well as it will be easier for them to cope with stress (Pocevičius, 2012). Moreover, social worker should be aware that children and youth tend to follow behavioral patterns as their authorities do, so, social worker must to think constantly about behavior he or she shows to children or youth because if they will see that social worker is tiried and irritated it may impact negatively their relationships and destroy everything what was already done (Liobikienė, Ivanauskienė, 2010).

Nowadays, social workers should involve in their working routine such ability as time management which not only helps to accomplish all day tasks but also serves as prevention from professional burnout (Gudžinskienė, 2012). Aditionally, to prevent professional burnout in social workers may help individual working rhythm, optimal level of responsibilities, different methods to vary monotony in workplace, and accomplish tasks in a mixed way according to its complexity. Moreover, social workers attitudes that we are living in a time when constantly new changes happens, helps them to be ready for stress and overcome it easier as changes are included as a routine in daily social workers life (Pocevičius, 2012). What's more, professional burnout can prevent engagement in different activities, like reading a book or physical exercises, which

may help to rest or become tired not only mentally but physically as well (Freudenberger, 1974). Research study (Sudvajienė, 2012) showed that usually social workers are tend to engage in some activities which they like the most, also, goes to rest to the nature, listen to the music, or feel better after exercises. Moreover, sometimes workers watch some TV shows where searches for possible solutions of their problems (Sudvajienė, 2012). What is more, sense of humour may help worker to discharge intensive situation and facilitate experienced stress in working place (Moran and Hughes, 2006). Using humour in appropriate way and environment it may help to build stronger relationships between worker and client, with colleagues and administration as well as humour may help to increase greater atmosphere in working place (Moran and Hughes, 2006).

Besides, attending psychologist or some groups of psychological support may release symptoms of burnout and prevent it, as group members are able to share their experience with others and to draw inspiration from other group members (Vijeikytė, 2004, cit. by Sudvajiene, 2012). However, workers do not trust psychologist a lot and avoid to apply for a help (Sudvajienė, 2012).

Administration should also take care about their emploees and admit some rules which will help to protect workers (Freudenberger, 1974). Before taking the person to the job where he or she will need to work in a constant and intensive communication with others, administration should pick up those who will be ready for that kind of job and show for others that some work do not fits them (Freudenberger, 1974). Such strategy will help for administration to prevent turnover and be aware about people who work with them (Freudenberger, 1974). Moreover, administration should provide full support for their workers (Maslach, Leiter, 2016). Those social workers who take time to communicate with colleagues and administration, sharing their experience and do not hesitate to ask for advice in unclear situations protects themselves from risk of professional burnout (Aleksienė, Pocevičius, 2012). It can be assumed that social workers who feels lack of support from colleagues or administration will be in a higher risk of professional burnout than those who feel support from colleagues or administration. What is more, working in groups may help workers to feel part of the group, valuable and they will be provided with the space where they can share experience and learn from experiences of others as well as to see that there are many other workers who experience same feelings (Freudenberger, 1974). Moreover, group members will be aware about each other and will not permit for someone to isolate from the group as well as may faster recognize burnout and share advices how to overcome it (Freudenberger, 1974). Working in groups has some advantages, as it permits to

share workload with others, provides possibility to solve more problems in short period of time, to find the best or creative solution for problems and prevents social workers from role confusion and resistance (Sudvajienė, 2012). Policymakers in workplace may also provide their workers with trainings what are learning experience and do not have so much impact for workers emotional state (Freudenberger, 1974). It helps for workers to change their surrounding for a while, get more knowledge, feel able to control situation, and stimulate, and inspire them (Savaya, 2014). In addition, it is very important in preventing professional burnout, to do break in the job (Community Care and UNISON, 2017). Moreover, social workers may create some ritual in the work which may help to alleviate starting of new and difficult cases (Pocevičius, 2012).

Supervision is also one of the best ideas in reducing risk of professional burnout (Maslach, Leiter, 2016). Supervision motivates social workers to share and analyze job related cases, search for possible solutions, express workers feelings and prevents from professional burnout (Aleksienė, Pocevičius, 2012). It can be inferred, that social workers who attend supervision will show lower scores in professional burnout than those who do not attend supervision. Moreover, it is very important that relationship between supervisor and supervisee would be good as it will result in better supervision process, sincere feelings and safe environment where specialist will be able to explore difficult cases of his practice, express his feelings and receive feedback from supervisor (Hughes, 2010). In the research study of J. M. Hughes (2010) social workers expressed that good supervision consists of 2 main things: firstly, environment where supervision takes a place should be comfortable and no one will be able to interrupt the process; secondly, supervisor should have knowledge and skills of supervision to provide useful feedback (Hughes, 2010). However, social workers agree that supervision depends not only on supervisors knowledge and skills but also supervisee should be prepared for supervision and bring questions which he would like to discuss and receive feedback on it (Hughes, 2010). Supervision significantly contributes to social workers professional life (Maslach, Leiter, 2016). It is also can better atmosphere between colleagues as it can provide possibility to share experiences within the group of other colleagues (Hughes, 2010). Thus, supervision gives possibility to develop in personal and professional way what is very important for social workers (Hughes, 2010).

On the other hand, such thing as social workers working place also may prevent workers from burnout (Savaya, 2014). Organizations should provide their workers with comfortable personal working area: optimal temperature, light, and level of noise; as that may provide

workers with the feeling of autonomy and optimal level of comfort (Savaya, 2014). Administration of organizations should take care about how many hours their workers work and do not permit them to exceed it as well as regularly assess social workers emotional state, provide with necessary equipment, vacation possibility and show how valuable they are and provide better recognition of work they do (Maslach, Leiter, 2016; Community Care and UNISON, 2017). What is more, social workers says that possibility to attend various trainings may prevent them from professional burnout as it helps to direct their attention from job and take learning experience (Bukeikaitė, 2011). Likewise, from organization side, administration or policymakers in workplace should be aware about their workers and cases with which they are working and do not send the same stuff to similar job situation, as well as organization should think to get more volunteers who may relieve social workers day and in that ways prevent them from burnout (Freudenberger, 1974).

Social workers may also be at high risk of professional burnout because of cuts in budged from government (Community Care and UNISON, 2017). It raises feel of hopelessness and loss of control as well as lack of resources which may help for a lot of clients (Community Care and UNISON, 2017). In that case, government should be aware about difficulties which happen in service delivery area and admit solutions which will improve providing of services and consequently, better emotional state of social workers (Community Care and UNISON, 2017).

Finally, in prevention of professional burnout should be included not only changes in workers abilities and searching reasons in personality but also external factors related with job issues may play significant role in decreasing burnout in workers. Social workers should analyze themselves, feel comfortable in asking for advice of more experienced colleagues, attend supervisions, obtain time management skills, engage in different activities, all it helps to reduce risk of professional burnout. On the other hand, administration should provide their staff with comfortable working places, possibility to participate in trainings, do not permit their workers to work longer than it is determined and care about workers in other, similar ways.

Summary of the first chapter

Professional burnout is a psychological syndrome which emerges as a prolonged response to interpersonal stressors in the job which lasts for a long time. Ch. Maslach developed a multidimensional model of job burnout and described it by three main dimensions: exhaustion, feeling of cynicism and inefficacy, which bridges 3 fields of each person's life, as personal, social and career. Besides, it can be seen that there are many factors which may lead to job burnout, such as, intensive communication with people, for example, social workers need to communicate a lot with different people during the day. Moreover, conflicts in workplace, lack of recognition, different organization's and person's values, lack of resources to get tasks done, work overload, and etc., as well as age, work experience, marital status, self-confidence and etc. Professional burnout may have painful consequences for the person and organization. Headache, cold, sleep disorder, anxiety, depression, turnover, lateness, absenteeism, and etc. are some of possible consequences of burnout which impair workers quality of life. However, literature related with professional burnout provides with methods of prevention of job burnout. Social workers should analyze their feelings and emotions, feel comfortable in asking for advice of colleagues, learn to control negative emotions, especially for those, who work with children or youths and should provide pattern of authority. Also, learn to say "no" when they are asked to take more caseload, attend supervisions, manage their working time, also, working goals and tasks, engage in different activities, which may help to pay their attention on things which are not related with job, and etc.. Furthermore, administration of organization should provide their staff with comfortable working places, possibility to participate in trainings, supervisions, do not permit their workers to work longer hours than it is determined, create positive psychological atmosphere in workplace, and etc. All it helps to reduce risk of professional burnout of workers and maintains their psychological health.

2. SPECIFICS OF SOCIAL WORK ACTIVITIES IN CHILDREN'S CARE HOME

In this chapter will be analyzing social services which provide children's care homes, some statistics of child's care institutions and numbers of children in care homes in Lithuania, also, reorganization project of children's care homes in Lithuania and requirements for social workers and their communication peculiarities that need in work with children and youth from children's care institutions.

2.1. Child care homes as institutions which provide social services

Children care homes are one of alternatives where children and youth under 18 years old live when they cannot stay with their parents (Paxman, Tully, Burke, Watson, 2014). It provides possibility to receive secure education, and enhance life chances of those, who remain without parental care (Lausten, Frederiksen, 2016). Child care home - is social care institution, where longer or shorter period of time are accommodated and taken care of children, who remain without parental care (Lietuvos Respublikos Seimas, 2006, p. 1). Children lower than 18 years old may be accommodated there if they remain without parental care temporary or permanently (Republic of Lithuania Ministry of Social Security and Labour, 2018). Children who become 18 years old can apply to children care home to stay for longer time until he or she will be graduate from secondary school (Republic of Lithuania Ministry of Social Security and Labour, 2018).

There can be many reasons why children can be separated from their parents, for example, poverty, cases of alcohol or drug abuse in family, domestic violence, neglect of children, psychological or sexual abuse, etc. (Liobikienė, Ivanauskienė, 2010). Children care homes become child's under 18 years old legal representative which warrant secure, represents child interests and defend him (Lietuvos Respublikos Valstybės kontrolė, 2014). The main purpose of children care homes is to ensure all appropriate conditions where children and youth will be able to develop, as well as provide care, social services, and education and help to prepare for adult life (Aleksienė, Pocevičius, 2012). Usually transition to adult life happens when child reaches 18 years old and he need to leave child care institution and start to live independently (Valle, Bravo, 2013). In that situation youth may feel helpless, hopeless, also, inadequate thought may come to their mind, as well as they may experience social exclusion (Valle, Bravo, 2013). Children in public home care are one of the most exposed groups in our society (Lausten, Frederiksen, 2016). Some research studies showed that child care homes usually determine lower

living level and social exclusion than living in a family surrounding (Vaiko teisių padėtis Lietuvos stacionariose globos ir ugdymo įstaigose, 2006; cit. by Lietuvos Respublikos Valstybės kontrolė, 2014). Children receive some basic safety needs, accommodation, but still it is not enough for their psychological well-being and socialization as it is far away from family like surrounding (Gvaldaitė, Šimkonytė, 2016). It may significantly impact children and youth emotional state and have negative effect on their future (Common European Guidelines on the Transition from Institutional to Community-based Care, 2012). Moreover, children and youth from care homes characterize with worse physical health and well-being, as well as they has poorer cognitive abilities (Octoman, McLean, Sleep, 2014). If child or youth does not feel safe in institution which is his home, later he or she will not develop self-confidence what may be the main reason of future difficulties in life (Mielke, 1997; cit. by Kasperavičienė, 2013). They grow up in groups where everything is common and too less attention for child's individuality; even personal problems may be treated as group problems what in result restricts child's ability to gain skills of being autonomous as it requires close relationships with adults (Gvaldaitė, Šimkonytė, 2016). There can be seen one more problem of child care institution as children and youth become consumers of social services because everything is provided for them by child care institution and it reduce their motivation to develop skills of being autonomious and prepare for future life (Gvaldaitė, Šimkonytė, 2016). Thus, it is hard for youths who are 18 years old to leave child care institution as they do not have appropriate skills for living independently because most of their life they lived under some system where they could not solve problems and make decisions by themselves (Gvaldaitė, Šimkonytė, 2016). Because of such reasons related with children and youth physical and psychological well-being, institutionalization more wider is recognized as as negative decision for those who remain without parental care and which violates human rights (Lietuvos Respublikos Valstybės kontrolė, 2014). Children care home cannot provide appropriate support and person-centered services, as well as it restricts children and youth abilities to participate in society (Common European Guidelines on the Transition from Institutional to Community-based Care, 2012). Research, which was conducted in Lithuania, showed that institutionalized custody sometimes may cause in social exclusion (Vaiko teisių padėtis Lietuvos stacionariose globos ir ugdymo įstaigose, 2006 cit. by Lietuvos Respublikos Valstybės kontrolė, 2014). Taking it into account government should find solutions or alternatives how to make life of children and youth from care homes better and more similar to family life.

To sum up, children and youth who live in public care homes are one of the most vulnerable groups of people in our society and living in children care homes may have advantages and disadvantages. Despite possibility to gain secure education, social services and enhance life chances of children and youth from care homes, staff cannot provide enough attention for all children in the same amount, what may result in worsen psychological well-being and etc., as well as children care home may cause in social exclusion, what may influence harder life after leaving child care institution.

2.1.1. Statistics of child care homes and number of children in out-of-care homes in Lithuania

Every year average 2.1 thousand children in Lithuania remain without parental custody (Lietuvos Respublikos Valstybės kontrolė, 2014). In 2015 1837 children from whom 770 were under 7 years old remain without parental care (Lietuvos Statistikos Departamentas, 2018). This number was the lowest comparing it with previous years, however in 2016 the number of children who lost parental care increased and it was 2184 children (971 under 7 years old) who deprived parental care and it increased almost 17% since 2015 and became the highest index since 2012 (see chart 1) (Lietuvos Statistikos Departamentas, 2018).
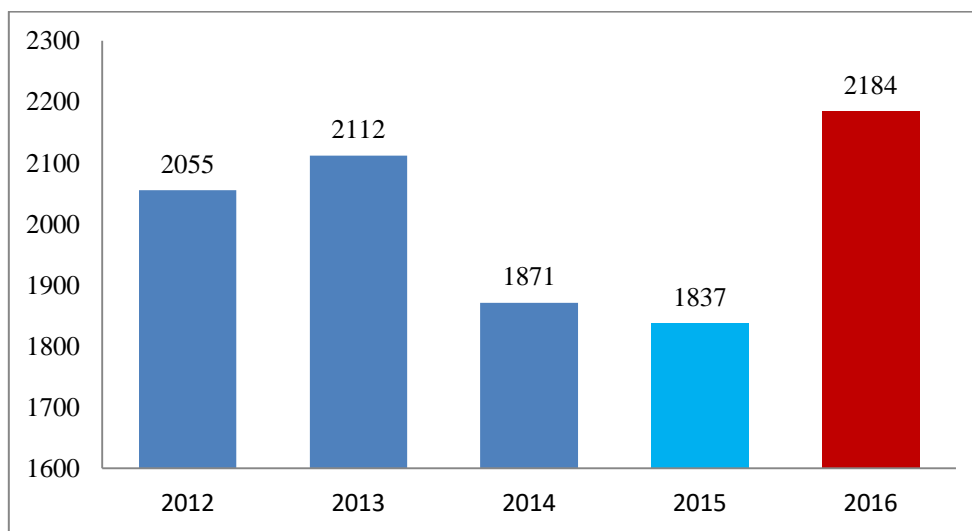

Figure 2. Number of children who were deprived with parental care

However Vilnius and Kaunas counties reflected the highest numbers of children deprived with parental care in all Lithuania (Lietuvos Statistikos Departamentas, 2018).

Usually children and youth remains without parental custody because parents are not interested in them, neglects them, uses psychological or physical violence, abuse with alcohol, psychotropic substances, gambling games and etc., and children' well-being is being endanger (Lietuvos Respublikos Valstybės kontrolė, 2014). In 2016 still there were 9676 families at social risk and 18 756 children who lives in such families, although these numbers are the lowest since 2012 in the country and high number of children who lives in family at social risk is because parents neglects them (Lietuvos Statistikos Departamentas, 2018).

At the moment there are many child care institutions in Lithuania because more different institutions start to communicate and create alternatives for children and youth, for example, municipalities, non-governmental organizations, and etc. (Kvieskienė, 2003; cit. by Žylienė, 2012). In 2016 number of children in governmental care institutions, municipal child care homes and foster families were 2701 and this number reflect decrease in last 4 years (Lietuvos Statistikos Departamentas, 2018). However, the number of children who remained without parental care increased, the number of institutions of child care also changed and in 2016 there were 6 governmental child care homes (less than before, starting since 2012), 56 municipal child care institutions and 54 family-type child care homes where 446 children are living (see table 1) (Lietuvos Statistikos Departamentas, 2018). Since 2012 number of family-type child care homes increased from 48 to 54 (Lietuvos Statistikos Departamentas, 2018).

Table 1. Number of children in child care homes

Year / Type of child care institution	2012	2013	2014	2015	2016
Governmental child care homes	407	374	359	324	271
Municipal child care homes	2600	2437	2206	2081	1984
Family-type child care homes	408	427	453	458	446
In total:	3415	3238	3018	2863	2701

Moreover, in 2016 157 children were adopted, where 90 children were adopted by Lithuanian citizens and 67 children by foreign people (Lietuvos Statistikos Departamentas,

2018). However in the end of 2017 79 Lithuanian families and 5 single Lithuanian citizens adopted 92 children and 47 children were adopted by foreign families, where 24 were families from Italy (State of Child Rights Protection and Adoption Service under the Ministry of Social Security and Labour, 2018).

To sum up, it can be seen that, some process in Children Custody system happens, which step by step makes situation of children care homes in Lithuania to move in a positive way and provide children and youth with more similar to family life.

2.2. Restructuring of children care homes in Lithuania

Long time ago children care institutions were established to help children and youth to survive in this life (Republic of Lithuania Ministry of Social Security and Labour, 2018). However, person who lives in children care home feels lack of private space, emotional attachment, individuality, because care institutions are established far away from community, children do not have so much possibilities to create social networks which may be useful for their future (Republic of Lithuania Ministry of Social Security and Labour, 2018). Besides, children from child care institutions being labeled by society and vulnerable after leaving institution and starting adult life (Gvaldaitė, Šimkonytė, 2016). This situation shows that nurturing in children care homes does not provide successful integration into society, rather than social exclusion (Republic of Lithuania Ministry of Social Security and Labour, 2018). Moreover, research studies showed that current custody system in Lithuania is not very effective and requires changes (Lietuvos Respublikos Valstybės kontrolė, 2014). However, in 1970-1990 there were decreasing in numbers of children care homes in west and north European countries and attention was paid to changes from accommodating children deprived with parental care in children care homes to small carrying houshold with 3-4 children and the main purpose were to provide environment similar to family surrounding (Lietuvos Respublikos Valstybės kontrolė, 2014). In 2001-2004 Lithuanian government set a goal to reform children care homes and to encourage children care in family or community-based environment (Lietuvos Respublikos Valstybės kontrolė, 2014), however, restructuring of children care homes began in 2007 and today it's not finished yet (Gudžinskienė, Raudeliūnaitė, Uscila, 2017). Unfortunately, in 2012 the percent of children who remain without parental care and was accommodated in children care institutions increased in the country (Lietuvos Respublikos Valstybės kontrolė, 2014). To accomplish strategy government

agreed the plan for 2007-2012 which in 2010 was eliminated and in the end of 2012 was confirmed new guidelines for strategy which claims that until 2030 reorganization of children care homes should be completed and children deprived of parental care and disabled children will receive services according to their needs and will be able to participate in community life without social exclusion (Republic of Lithuania Ministry of Social Security and Labour, 2018). Finally, order was confirmed of transition from institutional care to community-based services for the disabled and children deprived of parental care program and action plan in the end of 2013 (Lietuvos Respublikos Valstybės kontrolė, 2014). In 2015, the process of restructuring of children care homes was encouraged by president of Lithuania Dalia Grybauskaitė, who suggested increasing sponsorship for the process, accelerating processes of adoption cases, as well as reform Civil Code related with accommodating children in care institutions only in entirely cases (Lazutka, Poviliūnas, Žalimienė, 2016). Furthermore, president of Lithuania often goes to child care institutions, communicates with children and youth, express her opinion about everything what is related with children and in such way also encourage society to be aware about child care institutions, children and reorganization process as well as create a positive viewpoint (Lenkutytė, 2016). Moreover, research studies showed that social workers from community-based children care homes agree that reconstructuring of children custody system in Lithuania and creating similar to family-based care for children and youth provides better opportunities to be ready for transition to adult life (Gudžinskienė, Raudeliūnaitė, Uscila, 2017) as it provides possibility for children to grow up in small groups and receive social workers attention as well as create attachment based relationships (Gvaldaitė, Šimkonytė, 2016).

Restructuring of children's care homes – it is a way of reorganization of children care homes and Children Custody System in Lithuania from nurturing children who deprived of parental care in big institutions with a great deal of other children to family or community-based surrounding, up to 8 children and take into account child's and youths' individuality, interests, and needs, and help them better prepare to adult life (Gudžinskienė, Raudeliūnaitė, 2016). The main purpose of this project is to develop a system which provides a great deal of different services and empower children or their families to receive individual services and agrees with their interests and needs, as well as for children and youth without parental care to nurture in family like surrounding and feel safe in biological or foster family (Republic of Lithuania Ministry of Social Security and Labour, 2018). Moreover, the main purpose encompass that child deprived of parental care should get assistance in community (Republic of Lithuania Ministry of

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Social Security and Labour, 2018). Until 2020 it is planned to rearrange 11 children care homes in Lithuania (State of Child Rights Protection and Adoption Service under the Ministry of Social Security and Labour, 2018). What is more, to provide effective services for clients there should be professionals who will do that, so it is planned to educate at least 400 new professionals (State of Child Rights Protection and Adoption Service under the Ministry of Social Security and Labour, 2018). Experts should be provided with comfortable workplace as well as to have everything what they need to give services (State of Child Rights Protection and Adoption Service under the Ministry of Social Security and Labour, 2018). Moreover, organizations should care about their workers well-being and provide them with possibility to attend supervision or get consultation about problematic circumstances also, to create safe working environment where workers could easily express their opinion, ask for help or suggest new alternatives (State of Child Rights Protection and Adoption Service under the Ministry of Social Security and Labour, 2018).

At the moment Lithuanian government still accomplishing first step of the project (2014-2017) which consist of creation of the necessary conditions for the transformation from children care homes to family households and it includes evaluation of individual needs of each children, knowledge and new skills which working stuff needs and their motivation (Republic of Lithuania Ministry of Social Security and Labour, 2018). The next step which is settled for 2017-2020 (2023) consists of 2 parts and the main tasks is to provide new forms of community based social services and develop infrastructure of community based social services (see figure 2) (Republic of Lithuania Ministry of Social Security and Labour, 2018).

At the moment

we are here

I step: creation of the necessary conditions for the transformation (2014-2017)

II-A step: development of infrastructure in the regions (2017-2020 (2023))

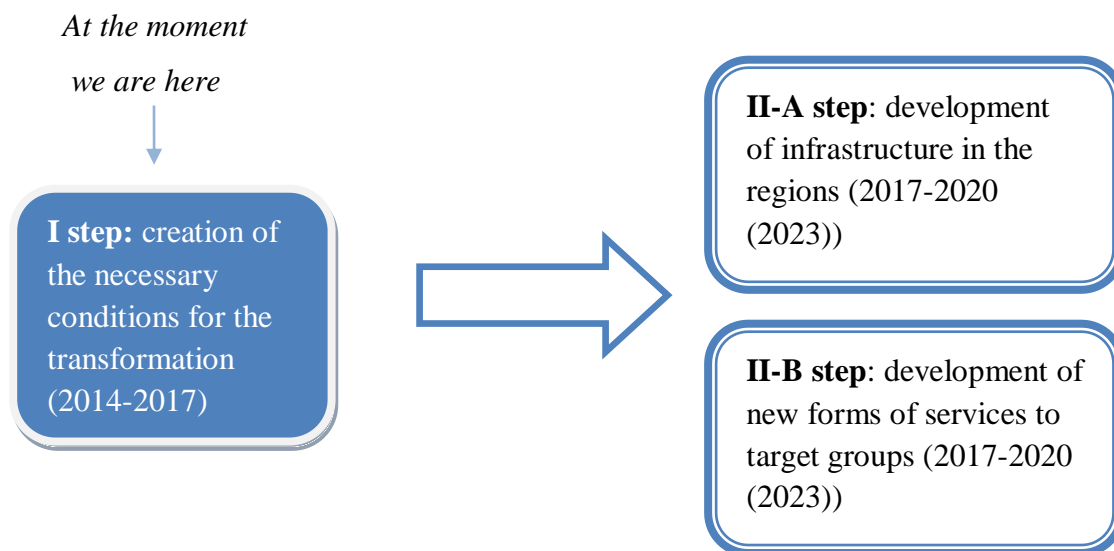**II-B step**: development of new forms of services to target groups (2017-2020 (2023))

Figure 3. The process of transformation of the institutional care. Source: *Ministry of Social Security and Labour*

As it was mentioned before, restructuring process goes very slowly in Lithuania. Non-governmental organizations criticize restructuring of children care homes process in Lithuania because of lack of integrated plan, poor management and lack of holistic view point (Lazutka, Poviliūnas, Žalimienė, 2016). There were many attempts to accomplish some projects related with reorganization process, however not all of them were successful and until today there is no created new alternatives of social services in community, also, there are just few families who would like to adopt children (Gvaldaitė, Šimkonytė, 2016). It shows that still reorganization of children custody system is more on theoretical level than on practical (Gvaldaitė, Šimkonytė, 2016). Moreover, Lithuanian citizens expressed their support to residential care homes (Lazutka, Poviliūnas, Žalimienė, 2016). On the other hand, stuff of children care homes impede the further reorganization processes because of lack of important information about transition and uncertainty about their future employment (Lazutka, Poviliūnas, Žalimienė, 2016; Lenkutytė, 2016). Workers of child care institutions support reorganization process, however they are scared because of the lack of information, previous unsuccessful projects, and thus, they feel unsafe and have many doubts about that (Gvaldaitė, Šimkonytė, 2016). Moreover, because of uncertainty social workers feel tension, competition, reduced motivation, and conflicts raises among colleages, what after some time may lead to professional burnout (Kasperavičienė, 2013; Gvaldaitė, Šimkonytė, 2016). It can be inferred, that social workers who works in children care

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homes which participate in restructuring process may be prone to higher risk of burnout because of lack of information about restructuring process and uncertain situation about their future of professional life. Reforms of children care homes do not aim in closing children care institutions but seeking to reconstruct it and take into account individualized needs of each person and accordingly provide services which will be the most suitable for each service receiver (SOS children's villages, 2012).

What is more, those children and youth who will grow in family-type surrounding will be in a small group of children what differ from child care institutions, and it provides possibility to create attachment to other people (Suckelinė, 2008). Children and youth who grows in foster-family experience how to live in society and gains skills related with independent living what helps him or her to prepare for transition to adult life (Sucklienė, 2008). Moreover, after leaving foster-family youth may be sure that they have family where they may ask for advice, come as a guest, and etc.; they do not need to interrupt relationships with social workers and other children and youth after their leaving (Suckelinė, 2008).

To see the experience of Latvia, it can be seen that the question related with child care institutiones were arrised in 2015 (Legzdina, Rajevska, 2017). In 2016 there were 7200 children under age 18, who were separated from their family (Paparde, 2016, cit. by. Legzdina, Rajevska, 2017). Similar to Lithuanian experience, Latvian people lack of belief in restructuring process of child care institutions as there is no clear vision about it (Legzdina, 2016, cit. by Legzdina, Rajevska, 2017). Moreover, Latvians faced with negative attitude of child care institution workers who believe that children who were accomodated in children care institution are less able than those children who have a family what, in result influences Latvian families do not adopt children (Legzdina, 2016, cit. by Legzdina, Rajevska, 2017). What is more, Latvian experts developed validated simulation model that helps to determine level of implementation of restructuring process, its components and financial status (Legzdina, Rajevska, 2017). Researchers conclude (Legzdina, Rajevska, 2017) that according to simulation model any of the components (like *services*, *staff*, *shopping* and etc.) are not accomplished fully, however some subcomponents were met:

- Staff of children care institutation believes that children who lost parental care has same possibilities as children from full families;
- In care institutions children lives up to 4 people;
- Children has personal places for thei staff;

- Children care institutions provide children with possibility to attend public events;
- Low academic results have not been the reason to allocate children to specialized schools in any of child care institutions (Legzdina, Rajevska, 2017).

In conclusion, more than 10 years ago it was decided to reform children care institutions in Lithuania, but until today it is not finished yet. Reorganization of children care home means transition from institutional care to children care in family or community-based environment. Creating similar to family-based environment for children and youths will provide better opportunities to be ready for transition to adult life. The main goal of reorganization of institutional children care is to develop a system which provides different services, empower children and youth to receive individual services which adjust to their interests and needs, also, to nurture in family like surrounding, feel safe and get assistance in society. However, reorganization process goes very slowly in Lithuania and some children care workers may impede it as they feel fear about their professional future. But in reorganization process is included education of professionals to work in new surrounding, so it may require new skills and abilities from professionals.

2.3. Requirements for social workers who works in child care homes

Social work is a professional area which helps people, families, communities and society to solve social problems, better interrelations, as well as it promotes person's adaptation, integration into society, social changes, also, improves quality of life, solidarity and social justice, empowers people to be responsible for their decisions and promotes their participation in problem solving, and professionals in social work field are social workers who have to gain respective education to work in this field (Lietuvos Respublikos Seimas, 2006). The main purpose of providing social services is to help people by providing suitable conditions and resources to participate in decision making and problem solving in various situations, create and maintain social networks in community and society, as well as help to overcome social exclusion (Lietuvos Respublikos Seimas, 2006). To provide social services for people social workers should have respective education, admit additional trainings for improving skills, and renew knowledge all the time as well as to have social, intercultural and analytical competences (Žylienė, 2012). Social work area is quite complex, as social workers clients are people of vulnerable groups in society who cannot to care about themselves (Mulevičiūtė, 2014), for

example, children and youth who lives in child care homes, who cannot care about themselves as they feel lack of skills of autonomous and then they ask for help of social worker (Mulevičiūtė, 2014). It is very important to have qualified workers who will have knowledge how to work with children and youths, who will be aware about pecularities of developmental and psychological well being (Gvaldaitė, Šimkonytė, 2016), as working with children and youth requires more time and better readiness than working with adults (Liobikienė, Šinkūnienė, 2010). Children and youth in children care homes should feel safety and social workers and other Health Care stuff have to provide them with healthy and suitable surrounding for education and nurturing, help to acquire skills for adult life, improve communication and develop social networks with community and society in general, also, provide children and youth with resources for better quality of life, therefore, social workers also should have knowledge about children and youth developmental peculiarities (Lietuvos Respublikos Seimas, 2006). Social workers should aquire qualification of social work (bacherlor, professional bacherlor or master) degree, or to have other educational degree not in social work field but they must to finish additional subjects related with social work area (Lietuvos Respublikos Socialinės Apsaugos ir Darbo Ministras, 2006). Moreover, person may have qualification of social pedagogue (bacherlor, professional bacherlor or master) degree if he or she wants to work with children or families at risk (Lietuvos Respublikos Socialinės Apsaugos ir Darbo Ministras, 2006). Social workers have to be aware how people behave in society, be able to evaluate their social status, improve and maintain appropriate communication with clients, organize various resources which may help to improve quality of life of their clients, and etc. (Lietuvos Respublikos Socialinės Apsaugos ir Darbo Ministras, 2006). Furthermore, professionals have to respect each persons individuality, make evaluation according to each person's needs and interests, and help to solve problems with suitable resources and social services (Lietuvos Respublikos Socialinės Apsaugos ir Darbo Ministras, 2006). All social workers should follow the main values of social work, such as respect, individuality, empathy, tolerance, objectivity, create and maintain relation with the client, and confidentiality (Lietuvos Respublikos Socialinės Apsaugos ir Darbo Ministras, 2006). What is more, social workers should be responsible, tolerant, benevolent, creative and initiative (Lietuvos Respublikos Socialinės Apsaugos ir Darbo Ministras, 2006). Professionals are obligated to improve and maintain their competences by passing at least 16 academic hours in a year in seminars or practical activities (Lietuvos Respublikos Socialinės Apsaugos ir Darbo Ministras, 2006; Kasperavičienė, 2013). Also, social workers have to acquire theoretical knowledge about Lithuanian social care system

and legislation, human rights, systems of social support in European Union Member states (Lietuvos Respublikos Socialinės Apsaugos ir Darbo Ministras, 2006).

On the other hand, personal features are also important for social workers professional life. Those who work in child care institutions should love children and know how to communicate with them (Liobikienė, Šinkūnienė, 2010). Professional and personal characteristics for social worker helps to provide children and youth qualitative social services (Kasperavičienė, 2013).

In conclusion, to work as a social worker in children care institutions requires from professionals to have at least bachelor degree in social work or any other occupation with additional studying of basics of social work and improve their knowledge by attending trainings every year. Social workers should know not only theoretical knowledge about their work and clients but also be aware about practical issues, follow the main values of occupation, ethics, be aware about children development peculiarities, psychological well-being and communication.

2.4. Social workers' communication with children and youth from child care homes

Children and youth who remain without parental care usually coming from families were situation is being dangerous for their well-being and they looses feeling of secure (Lausten, Frederiksen, 2016). Children and youth in child care homes characterizes with misbehavior and social workers may face with communication problems (Liobikienė, Ivanauskienė, 2010). Pupils of public care homes may have problems with adaptation in society, negative viewpoint about everything what happens around, lower self-esteem than those children who lives in biological family, as well as disfunctional psychological and social development (Pocevičius, 2012). Communication with them becomes more difficult as they lack feeling of empathy, being careful and unpleasant even with those people who suggest help for them (Liobikienė, Ivanauskienė, 2010). Moreover, children care homes stuff is responsible for communication not only with children and youth but also with society, so they may face with stereotypes about children from public care homes, stigma and etc. (Liobikienė, Ivanauskienė, 2010). Finally, professionals work in stressful, repetitive and uncertain situations may feel physically and emotionally exhausted what may lead them to professional burnout (Aleksienė, Pocevičius, 2012). From communication starts first interaction among professional and client, and it is being central point of social work profession (Savaya, 2014). Moreover, social workers have an important aim to teach

communication skills children and youth from children care homes (Liobikienė, Ivanauskienė, 2010). Communication helps to get to know better each child's case, his or her personality and uniqueness, and to find the best options and alternatives to cope with it, as well as communication helps social workers to improve their skills and abilities (Liobikienė, Ivanauskienė, 2010). Thereby, communication becomes mutually beneficial process which have to be sincere, open, and comfortable, social worker has to understand what words, which child or youth told, means to him or her, and social worker should provide client with feeling of safety and show that he or she undersand child or youth and are ready to help (Pocevičius, 2012). Furthermore, children and youth in child care homes needs to feel support and safety from their caregivers because it may encourage them to be more open, feel loved and accepted, as well as children will be more open and safe to communicate with unknown people and create new social networks, which may be useful for their future life (Lausten, Frederiksen, 2016). However, even feeling of support and love from child care home stuff, children and youth still will feel unstable and uncertain because professionals cannot stay with them all the time as parents in biological or foster families can (Lausten, Frederiksen, 2016).

To sum up, communication is a key point for social workers in children care homes, as it helps to clear up individual case and uncover hidden information, which may be useful in making decisions and problem solving, as well as it may improve interpersonal relations and provide children and youth with stable basis.

Summary of the second chapter

Children and youth who live in child care institution are one of the most vulnerable groups in our society. Many children live in one institution does not provide them with enough attention and emotional attachment and raises social exclusion. So, it became relevant topic for scientists and policymakers.

Many years ago it was decided to reorganize children care homes in Lithuania. Reorganization of children care home is transition from institutional care to children care in family-based surrounding. Creating similar to family environment for children and youths will provide better opportunities to be ready for adult life. The main goal of reorganization of foster care homes is to develop a system which provides different services, empower children and youth to receive individual services which fit to their interests and needs, and to grow in family like environment. What is more, reorganization plan involves education of new professionals to work in family or community-based surrounding with children and youth who deprived of parental care, and who will relieve workload of other workers. However, reorganization process goes very slowly in Lithuania. Moreover, social workers, who worked in children care institutions before reorganization process, are afraid that they will lose their working places and it makes influence on their working results and psychological well-being, and raises risk of professional burnout.

3. PROFESSIONAL BURNOUT OF SOCIAL WORKERS. RESEARCH

In this chapter will be provided research methodology and its organization, as well as research results, its analysis and discussions.

3.1. Research methodology and organization

Scientific research gives possibility to research objective reality by using scientific methods – instruments that helps researchers to know reality and its relations (Tidikis, 2003). Moreover, it serves as a way to find out new knowledge and create new theories as well as to examine relations and causality between various phenomena (Kardelis, 2002). Sociological scientific researches are oriented to a phenomenon which happens in society and seeks to examine it relations and causality as well as sociological researches' objects are related with people, group of people or their behavior (Kardelis, 2002). It is very important to define research methodology because it helps researcher to conduct it systematically and purposefully (Kardelis, 2002). Moreover, research methodology will depend on approach which researcher will accept to use: objective or subjective and it will help to decide which research methods will be appropriate to collect data (Kardelis, 2002). Objective methodology is based on quantitative analysis and mathematical statistics (which helps to prove or deny research hypothesis) in turn subjective methodology is based on people experience (Kardelis, 2002). Author of this paper chose objective research methodology to understand professional burnout phenomenon of social workers, who works in children care homes in the context of reorganization, in Lithuania which can be quantitative expressed. In this research professional burnout will be examined by taking into account environmental aspects of phenomenon but not only participants' personal experience. Professional burnout will be seen as a phenomenon which exists in social workers and changes in it may raise changes and development in all society (Kardelis, 2002).

Type of the research - quantitative. Quantitative research is grounded with nomothetic philosophical approach which assumes that even there are significant differences between individuals, the main aim is to highlight similarities rather than differences (Shaughnessy, Zechmeister, Zechmeister, 2012). This type of research helps researchers to create new or to prove already existing general theories of human behavior and to find appropriate strategies how to make reality more effective (Kardelis, 2002). According R. Tidikis (2003) quantitative research type serves a deeper understanding of quantitative and qualitative as well as social

phenomenon. In quantitative research method the data which is collected during the research is statistical and expressed in numbers (Shaughnessy, Zechmeister, Zechmeister, 2012). Quantitative research provides possibility to survey more respondents and to get to know about prevalence of professional burnout of social workers who work in child care institutions in context of reorganization.

The data was collected through a survey. Instrument - questionnaire. Survey research permits researchers to collect data through relatively short-time and low cost (Rudzkienė, 2005). Through the survey research researchers may collect data of people's thoughts, feelings and opinion (Shaughnessy, Zechmeister, Zechmeister, 2012). Moreover, surveys can be used to pay attention of social agendas on important aspects in society (Shaughnessy, Zechmeister, Zechmeister, 2012). And one of the most common use instruments in survey is questionnaire which may look not serious for scientific research but if questionnaire is made by strict rules it may become very powerful instrument which may reveal a lot of important information about population (Shaughnessy, Zechmeister, Zechmeister, 2012). Moreover, survey was anonymous and it let socials workers to feel comfortable and open in answering questions.

Demographical questions. Respondents were provided with demographical questions with the aim to get their demographical data. Questions were related with respondents' gender, age, city, marital status, children and how long they are working as social workers. Moreover, social workers were asked to answer questions related to supervision attendance, administration support, reorganization process of child care institutions and etc.

The 9-item Bergen Burnout Inventory is designed to measure three core dimensions of burnout, that is emotional exhaustion (emotional component), cynicism (cognitive component), and sense of inadequacy (behavioural component) and their intensity (Feldt, Rantanen, Hyvönen, and etc., 2014)**.** Bergen Burnout Inventory measures intensity of burnout in all occupations, the higher indexes of the questionnaire - the higher risk of professional burnout; all items are related with work, and it was based on three-dimensional burnout model provided by Ch. Maslach (Feldt, Rantanen, Hyvönen, and etc., 2014). The BBI-9 includes negative exhaustion, cynicism, and inadequacy components of burnout (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2011) and consists of 9 items with three subscales measuring work exhaustion (three items), cynicism (three items), and sense of inadequacy (three items) (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2010). Examples of sentences: "*I'm snowed under with work*" (EXH), "*I feel that I have gradually less to give*" (CYN), "*Honestly I felt more appreciated at work before*"

(INAD) (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2010). All items are rated on a 6-point Likert-type scale, where "Completely disagree" (1), "Disagree" (2), "Partly disagree" (3), "Partly agree" (4), "Agree" (5), and "Completely agree" (6) (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2010). BBI-9 is possible to find in the internet as it not requires permission to use for educational purposes (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2010).

Some researchers accomplished research with the aim to investigate factorial validity of BBI-9 to managers and in three organizations: public sector organization with three service areas (administration, social affairs and health, and education and culture), a bank, and an engineering company (Feldt, Rantanen, Hyvönen, and etc., 2014). The time invariance of BBI-9 was explored by three-wave follow-up data which was collected more than four years (Feldt, Rantanen, Hyvönen, and etc., 2014). Results showed that three-factor model fits very well with samples mentioned above and the structure of three-dimension model were invariant through all samples (Feldt, Rantanen, Hyvönen, and etc., 2014). Factorial invariance revealed that all items and interrelations were the same regardless of the sample properties and it shows that BBI-9 is valid measure (Feldt, Rantanen, Hyvönen, and etc., 2014). Moreover, scale's internal consistency reliability coefficients were high in total score of burnout (in administration sample $\alpha = 0.88$; in education and culture sample - $\alpha = 0.87$; in social affairs and health sample - $\alpha = 0.90$; in bank sample - $\alpha = 0.87$; and in engineering company sample - $\alpha = 0.88$; also in managers sample in 2006 $\alpha = 0.85$, in 2008 $\alpha = 0.88$, in 2010 $\alpha = 0.88$) as well as in the scores regarding the dimensions of exhaustion (in administration sample $\alpha = 0.74$; in education and culture sample - $\alpha = 0.70$; in social affairs and health sample - $\alpha = 0.72$; in bank sample - $\alpha = 0.67$; and in engineering company sample - $\alpha = 0.76$; also in managers sample in 2006 $\alpha = 0.70$, in 2008 $\alpha = 0.75$, in 2010 $\alpha = 0.72$) cynicism (in administration sample $\alpha = 0.84$; in education and culture sample - $\alpha = 0.84$; in social affairs and health sample - $\alpha = 0.87$; in bank sample - $\alpha = 0.84$; and in engineering company sample - $\alpha = 0.84$; also in managers sample in 2006 $\alpha = 0.82$, in 2008 $\alpha = 0.83$, in 2010 $\alpha = 0.85$)), and inadequacy (in administration sample $\alpha = 0.81$; in education and culture sample - $\alpha = 0.77$; in social affairs and health sample - $\alpha = 0.83$; in bank sample - $\alpha = 0.76$; and in engineering company sample - $\alpha = 0.78$; also in managers sample in 2006 $\alpha = 0.71$, in 2008 $\alpha = 0.82$, in 2010 $\alpha = 0.80$)), what shows that the reliability of all scores are acceptable (Feldt, Rantanen, Hyvönen, and etc., 2014). Besides, research results showed that the highest scores in emotional exhaustion was in the area of social affairs and health sector, cynicism indexes were highest in engineering, and inadequacy – in the bank employees and engineering (Feldt,

Rantanen, Hyvönen, and etc., 2014). However, research study reveals that there is difference between meaning of cynicism in Ch. Maslach three-dimensional model and component of cynicism in BBI as in BBI cynicism is seen as cynical feelings to oneself but not others as it was mentioned in CH. Maslach model (Feldt, Rantanen, Hyvönen, and etc., 2014).

Other research study aimed to examine whether dimensions of the model of professional burnout can be described as separate dimensions, as well as overall concept with Finish and Estonian managers, also, to determine BBI-9 construct validity (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2011). Results showed that all three dimensions were separate constructs although cynicism and inefficacy or exhaustion and cynicism were highly correlated; and burnout as overall concept was best described by these three factors (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2011). Besides, research study confirmed that 9 items were enough to fit model of job-burnout for the best (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2011). What is more, for investigating criterion validity was applied effort-reward imbalance model and research results showed that high efforts were closely related with high exhaustion, as well as high efforts were related with cynicism among managers (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2011). Conversely, high reward was related wit low exhaustion, cynicism and inadequacy (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2011). Furthermore, over commitment was related with high indexes of all three dimensions among Finish and Estonian managers (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2011). These results indicate that 9 item Bergen Burnout Inventory characterizes with good concurrent validity (Salmela-Aro, Rantanen, Hyvönen, Tilleman, Feldt, 2011).

In this research BBI-9 (see annex 1a) was translated by back-translation method (Sperber, 2004) to Lithuanian language (see annex 1b). 2 bilingual persons, one of whom is the author of this paper, other one is social worker, translated BBI-9 to Lithuanian language. Later, 2 other persons, one of whom is psychologist and other one is social worker, without seeing original questionnaire translated it from Lithuanian language back to English. In the end, author of the paper compared original questionnaire and translated one and made some corrections. Later, pilot research was completed with 9 social workers. As they were Lithuanians, it was asked to fill Lithuanian questionnaire (see annex 1b). Cronbach alpha of questionnaire of pilot research is $\alpha = 0.946$. Also there was calculated internal consistency of dimensions: exhaustion dimension Cronbach alpha is $\alpha = 0.833$, cynicism dimension - $\alpha = 0.857$, inadequacy dimension - $\alpha = 0.946$.

BBI-9 questionnaire in pilot study with social workers showed high reliability indexes what shows that this questionnaire can be used in further research (Pukėnas, 2009).

BBI-9 Cronbach alpha of all research is $\alpha = 0.867$; internal consistency of each dimension separately: exhaustion dimension Cronbach alpha is $\alpha = 0.711$, cynicism dimension - $\alpha = 0.660$, inadequacy dimension - $\alpha = 0.793$.

In quantitative research it is important that research sample would be representative and would generalize all population with specific trait which is chosen for scientific research (Pukėnas, 2009). Research sample was chosen by purposive cluster sampling, convenience sampling and snow-ball method. Cluster sampling usually being applied when target population cannot be easily accessible because of distance and it permits researchers to conduct research according geographical and financial aspects and provide with representative results (Vaganay, 2016). Purposive sampling gives possibility for researchers to choose sample that will be the best for the study according to researchers' opinion and will answer research objectives (Čekanavičius, Murauskas, 2001). In this research, all child care homes were divided into clusters and for research study social workers were selected who work in child care homes in context of reorganization. Convenience sampling belongs to non-probability methods of sampling where research subjects are chosen because of their convenience accessibility to the researcher (Pukėnas, 2009). In this research some social workers, who works in child care institution in context of reorganization, were contacted through social network Facebook who voluntary answered that would like to participate in research. Snow-ball method gives possibility to extend survey to other people through those who have already participated in research (Pukėnas, 2009). Author of this paper asked those people who were contacted through the Facebook to recommend more people who would like to participate in research.

Research study was accomplished with 80 social workers, whose age is between 22 and 61 years old, who work in children care homes in the context of restructuring. They were asked to fill Lithuanian questionnaire because all of them were Lithuanian speakers (see annex 1b). In the research were more women than men, accordingly, 78 women and 2 men. The research was completed with social workers from 13 cities and vast majority were from Vilnius (28 social workers), less from Švenčionėliai (12 social workers), Pabradė (10 social workers), Jurbarkas (9 social workers), and Klaipėda (8 social workers), and others were from Elektrėnai, Viešvilė, Trakai, Šiauliai, Šilalė, Kaunas, Panevėžys, and Šakiai (see figure 4).
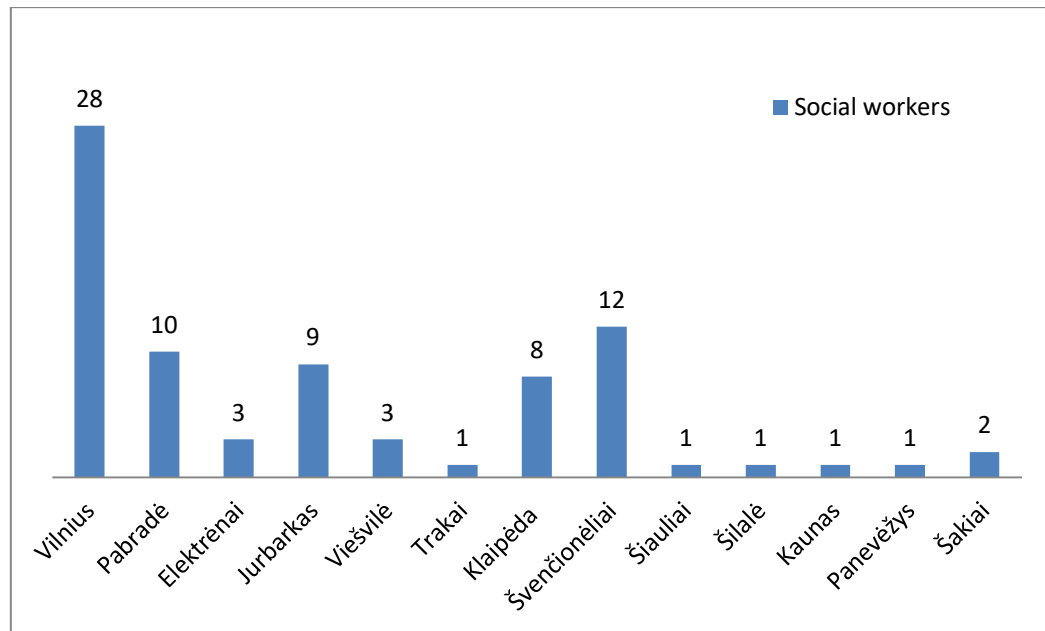
Figure 4. Residence of social workers

Most of the respondents are married (47 social workers) and have children (57 social workers). Some social workers are not married (20 social workers), also, divorced (11 social workers) and 2 are widow. Likewise, vast majority of social workers answered that they have 2 children (30 social workers). 23 social workers answered that they do not have children, 22 social workers has 1 child, 4 social workers has 4 children and 1 social worker told that has 4 children. What is more, respondents were asked to share how long they are working as social workers in children care homes and the longest period of time was 38 years old (1 social worker) and the shortest was less than one year (9 social workers) (see figure 5). 11 social workers work 3 years, 7 social workers – 4 years, 6 social workers – 2 years, 5 social workers – 10 years, and etc. (see figure 5).
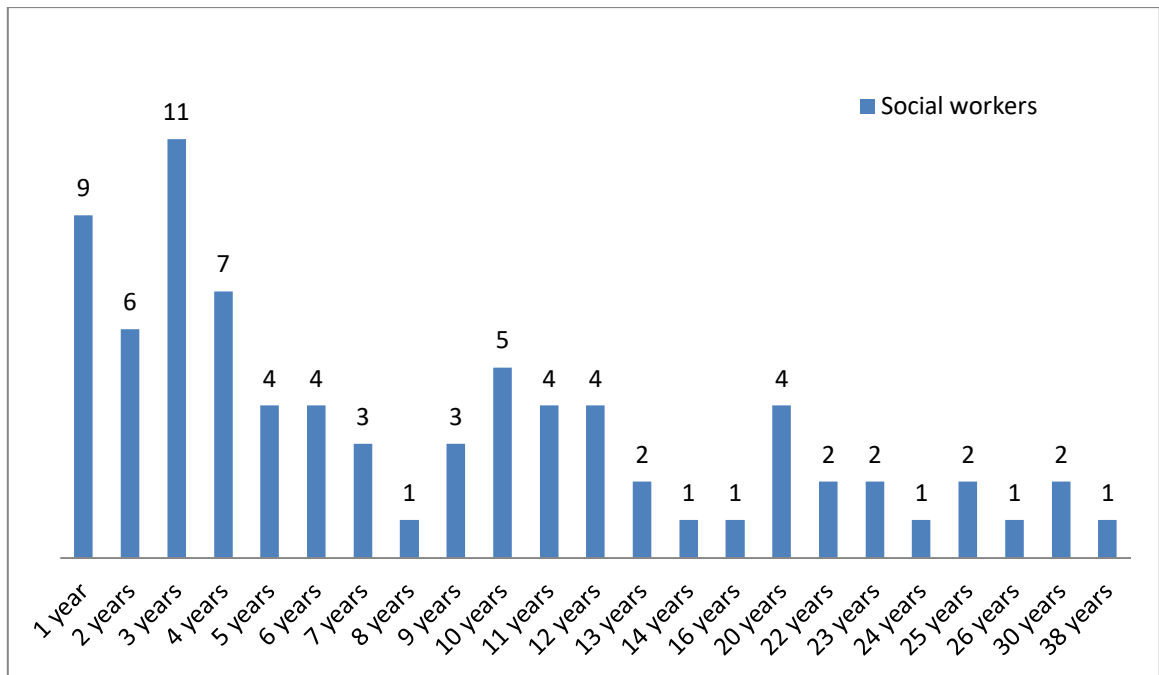
Figure 5. Social workers answers how long they are working as social workers in children care home.

The research data were analyzed by IBM SPSS (Eng. - *Statistical Package for the Social Sciences*) statistics 22 programme. Everything today is related with electronic devices which help people with various cases in their everyday life. Nowadays all statistic data is closely related to computer analysis and new modern mathematical programs help researchers to conduct researches more effectively (Pukėnas, 2009). SPSS is widely applied in social sciences and it consist of a big variety of different statistical analysis methods which researchers can use as well as provide research results with graphical visualization (Pukėnas, 2009).

Furthermore, the research was accomplished by ethical norms. Permission of the principals of child care homes was asked to accomplish the research in institutions and permission of each participant personally was asked for voluntary participation in the research (Kardelis, 2002). Researcher was obligated to ensure and keep confidentiality (that collected data will be used only for scientific purposes and all data will be provided summarized) and anonymous (participants will not provide personal data which can help to recognize their identity) (Shaughnessy, Zechmeister, Zechmeister, 2012). Also, researcher was obligated to inform research participants with the goal of the research and instructions (Shaughnessy, Zechmeister, Zechmeister, 2012).

The pilot research was accomplished in October of 2017 with 9 social workers, whose age is between 34 and 60 years old and average age is 50 years old. All of respondents were women. The sample was chosen by convenience sampling method. All social workers voluntary agreed to participate in pilot research. Author of the paper send them questionnaires by emails and introduced with the aim of the study. All answers were confidential and anonymous.

The final research was accomplished in February and March of 2018. During the research period author of this paper faced with hostility, anger and unwillingness to participate in the research. In the beginning author of this paper wrote emails to principals of child care institutions which were find in their web page in the internet. Emails were sent out to those institutions which are involved in project of reorganization of Child Custody system in Lithuania. From 11 institutions only one institution answered back and they agreed to participate in research. As the institution is 212 km away from Vilnius, the researcher suggested sending questionnaires by post-office and taking all expenses. Institution agreed with the suggestion. However, when researcher asked to concrete address where to send questionnaires no answer was received. Researches send questionnaires by address which was given on children care home web page and after 1 week filled questionnaires were received. After some time researcher send second email to same institutions that did not answered and called them by phone. Most of institutions gave negative answer to participate in the research. Some institutions expressed hostility and said that this research is worth nothing because after that nothing will change to them and that this research will impair social workers psychological well-being. They told that they have already been open to many of students but they received nothing back because policymakers do what they want and they are not interested in workers opinion and feelings about reorganization process. The principal mentioned that it would be better to spend their attention to children than to fill surveys. Moreover, it was hard to deal with some principals about research because some of them, asked about possibility to accomplish research with social workers in their institutions, were adversely reacting and said that they cannot force their workers to participate in research or they treated it as additional load to them. They did not want to share any contacts of social workers. On the other hand, they gave permition to come to the institution and ask each social worker personally to participate in the research. Many of social workers were positively reacting to invitation, some of them where asking maybe they can do that in electronical way, however some social workers were confused and went to ask administration can they feel the survey or not. Some other institutions told that they received emails and resent to responsible person and asked to wait for

the answer, however they did not give any answer. When researcher called again, they told the same answer that researcher should wait. But until today they did not provide any answer. As one principle told that they did not agree to participate in the research that is why they did not answer researcher any letter. What is more, one institution told that they wil be eliminated soon and because of that reason they will not participate in the research as they have a lot of work to do and no free time. However, some institutions accepted researcher and where happy to help by participating in the research. They were communicating kindly, asked many questions about the research and about studies in general. One principal even was suggesting working place for social worker in one child care institution. Later researcher generalized entire situation, discussed it with the supervisor, and decided to contact with the person who is a member of association of municipalities. She told that there are 84 child care institutions in Lithuania that have already reorganized but they were not included in the project. Moreover, expert of child and family well-being was contacted as well and she provided with the list of child care institutions that have already reorganized. Also, the expert suggested more contacts and alternatives that could help to solve this situation. Author of this paper contacted with other child care institutions and some of them gave positive answers to participate in research. Some questionnaires were sent out by post-office, some institutions gave personal emails of social workers and questionnaires were sent out by email, some institutions researcher visited and shared-out surveys directly to social workers. Furthermore, some social workers were contacted personally through social network Facebook and were asked to fill the survey.

Such situation shows that not only social workers but other child care institutions stuff are in uncertain situation and express hostility to everything what is related with restructuring process. They feel isolated as no one asks their opinion and feelings about this process as well as they received more paper work and feel desperate because they believe that they will lose workplace. Respectively, children and youth may see workers hostility and anger. However, most social workers agree that family-type surrounding will positively influence children and youth because they will receive more individualized attention from social workers and start to learn how to live in family-like surrounding.

This research study has some limitations. Firstly, in the research participated more women than men (78 women and 2 men). So, gender proportion is not equal. Secondly, in this research data was collected only from 80 social workers and because of that reason research study cannot be generalised to whole population. Thirdly, research sample was chosen subjetively, as part of

the respondents were chosen because it was easy to reach them. Moreover, in this research study attention mostly was paid to work related factors and personal factors were not involved as it is subject of psychology.

Further study researches could be qualitative and focused to examine reasons of professional burnout of social workers. Moreover, future researches should more deeply analyze reorganization process of children care homes and what consequencies it may have for the workers.

3.2. Research results and analysis

Before verifying the hypothesis, the burnout scale and other questions related with the age, support from colleagues and administration, supervision attendence, information about restructuring process, and reorganization were checked for coincide with normality distribution, based on the Shapiro-Wilk test (see table 2).

Table 2. Normality distribution by Shapiro-Wilk test

Question naire	Professional		Burnout		Inventory				
	Age	Support		Supervision		Information		Reorganized		Common
		yes	*no*	*yes*	*no*	*yes*	*no*	*yes*	*no*	
p	0.001	0.031	0.766	0.019	0.194	0.199	0.005	0.057	0.133	0.034

Checking coincident with normality distribution it was found that age and common normality of professional burnout inventory does not meet normality criterion ($p < 0.05$) (see table 2). Also, professional burnout does not meet normality criterion in a group where people answered that they feel support of colleagues and administration, attend supervision, and who do not have enough information about restructuring process (see table 2). However, professional burnout meets with normality distribution in a group who answered that they do not feel support

from administration and colleagues, who do not have possibility to attend supervision, who said that have enough information about reorganization process, and those, who are reorganized and who are not, in both cases (p > 0.05) (see table 2).

After additional calculations, it was found that for the first sentence „*I am snowed under with work*" no one from 80 social workers did not answer „*completely disagree*", however the most common answer was „*partly agree*". For the next sentences all respondents where choosing all possible answers (from „*completely disagree*" to „*completely agree*") and the most common answer was „*disagree*". What is more, one respondent made some comments for one sentence from professional burnout inventory: above the sentence „*I feel that I am gradually losing interest in my customers or my other employees*" the respondent drew arrows above the word "*customers*" and wrote "*no*" and marked word "*colleagues*" and evaluated sentence as "*completely agree*". It shows that the respondent loses interest in colleagues but not in customers.

Moreover, results showed that from 80 social workers who work in children care home in context of restructuring, 74 social workers asnwered that they have possibility to attend supervision and 6 social workers told that they do not have possibility to attend supervision (see figure 6). Supervision is very important in social workers professional life as it provides them with possibility to discuss on difficult cases, share experience with other social workers, and etc. thus, preventing social workers from experiencing of burnout (Hughes, 2010; Liobikienė, Ivanauskienė, 2010; Maslach, Leiter, 2016). During supervision social workers should discuss about different cases and problems that they face with in workplace and search for possible solutions and working methods, what developes critical and creative thinking at the same time (Aleksienė, Pocevičius, 2012). Therefore, supervision aids social workers to find out their hidden personality traits, obtain and apply new skills that are useful in their professional life. Moreover, social workers who work in children's care homes with children and youth under 18 years old can face with difficulties in behavior as vast majority of children who were accommodated in children's care homes characterizes with behavioral difficulties and communication problems as those children were neglected by their parents (Aleksienė, Pocevičius, 2012). Thereby, social worker should be patient and express authority behavior and obtain childrens and youths trust and respect (Gudžinskienė, 2012). It takes a great deal of energy and efforts, also, responsibility from social workers what may cause emotional exhaustion that finally may result in professional burnout (Maslach, Leiter, 2016). In that way supervision will provide a safe surrounding where social workers will be able to express his emotions and feelings and search the ways how to solve

job-related issues (Hughes, 2010; Maslach, Leiter, 2016). In this research study 6 social workers answered that they do not have possibility to attend supervision (see figure 6).
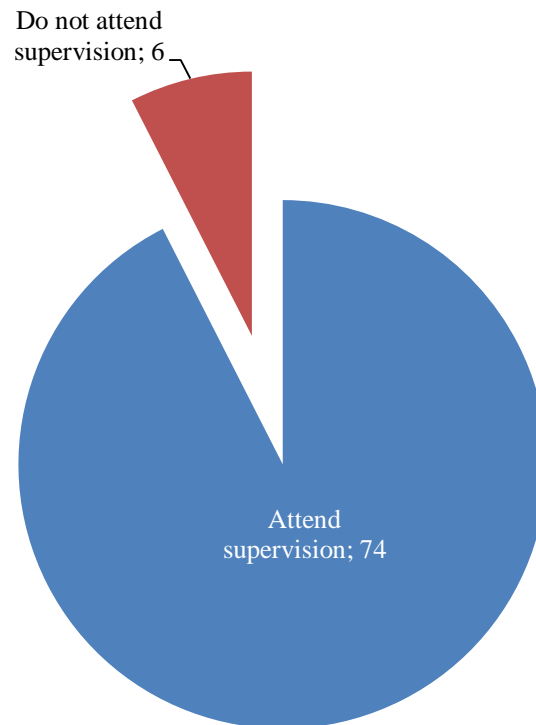

Figure 6. Social workers' supervision attendence (N=80)

3 of these social workers are under 25 years old where 2 of them works as social workers less than 1 year and one social workers works for 3 years, thus, it may show that there passed too less time as they are working as a social workers and organization did not provide them with supervision yet. What is more, two of social workers answered that they are working in children's care homes that are not restructured yet what showes that because of upcoming changes there is paid less attention for workers need for supervision. However, other 3 social workers who answered that they do not have possibility to attend supervision are middle age and their wokring experience is more than 9 years. That results may show that they may experience the greater risk of professional burnout and in such way they may try to pay attention of other people (Kavaliauskienė, Balčiūnaitė, 2014). Also, 2 of them still works in children's care homes that are not reorganized and waiting for changes. They may feel uncertainty and unsafe about future employment (Lazutka, Poviliūnas, Žalimienė, 2016).

Also, respondents were asked whether they have enough information about restructuring of children care homes and from 80 social workers 17 social told that they do not have enough information about this process, however 63 social workers are introduced with reorganization of children care institutions (see figure 7).
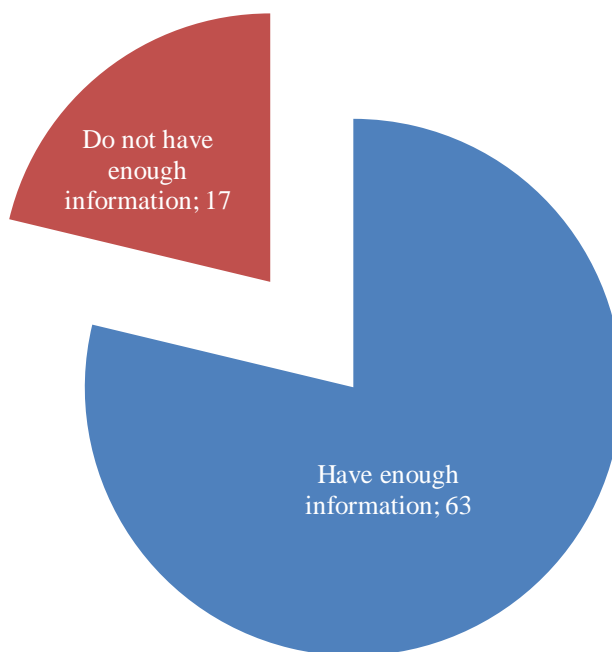

Figure 7. Information about restructuring of children care homes (N=80)

Lack of information about restructuring of children care homes can influence social workers opinion and behavior about this process (Lenkutytė, 2016). From one side social workers agree that transition of children from children's care homes to family-type surrounding may be useful for children future life and their understanding of family model (Gvaldaitė, Šimkonytė, 2016; Gudžinskienė, Raudeliūnaitė, Uscila, 2017), from the other side, social workers experience suspense and fear about future employment and unconsciously may obstruct reorganization process (Lazutka, Poviliūnas, Žalimienė, 2016). Therefore, social workers may be confused as this situation lasts already for a long time, it may cause higher risk of professional burnout in social workers who work in children's care homes in context of restructuring, decrease in quality of their work and withdrawal from other people (Kasperavičienė, 2013).

What is more, social workers were asked if the children care home, where they work at, reorganized or not reorganized and from 80 social workers 23 answered that children care home, where they work at, are not restructured and 57 told that children care home, where they work at, are restructured (see figure 8).
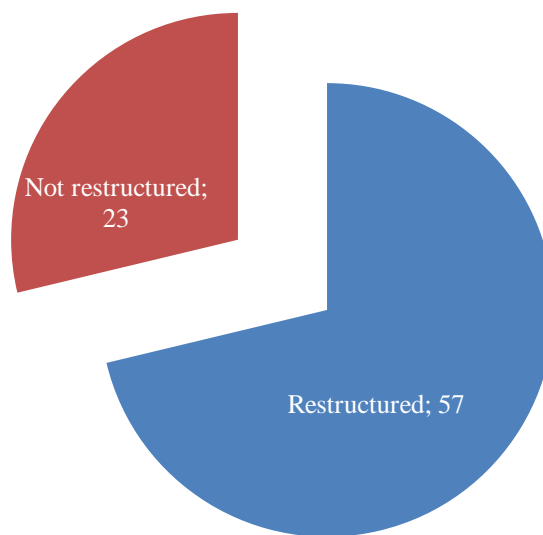

Figure 8. Restructuring of children care homes (N=80)

Reorganization of children's care homes in Lithuania started more than 10 years ago and today it is still going (Gudžinskienė, Raudeliūnaitė, Uscila, 2017). Social workers who works in those children's care homes that are reorganized already, they may feel safely about their future employment, however, those social workers who work in children's care homes that are not reorganized yet, work in constant uncertainty what may cause greater risk of professional burnout (Kasperavičienė, 2013). During the research study, it was contacted with the person who is the member if municipalities, and asked about possible reason of children's care homes staff hostility when they were asked about restructuring of children care homes. The expert answered that after the project of reorganization was announced social workers received financial support for renovation of buildings or buying new for family-like surrounding applied places, however, also they received many paper work, they feel lack of financial support for buying services which are important for children and social workers feel lack of information about restructuring project and their future (Lazutka, Poviliūnas, Žalimienė, 2016). Such working atmoshpere may lead to higher risk of professional burnout of social workers who works in children's care homes that are not reorganized yet.

Furthermore, social workers answered question do they feel support from administration and colleagues and from 80 social workers 76 answerd yes, they do feel support from administration or colleagues, however 4 social workers do not feel support (see figure 9).
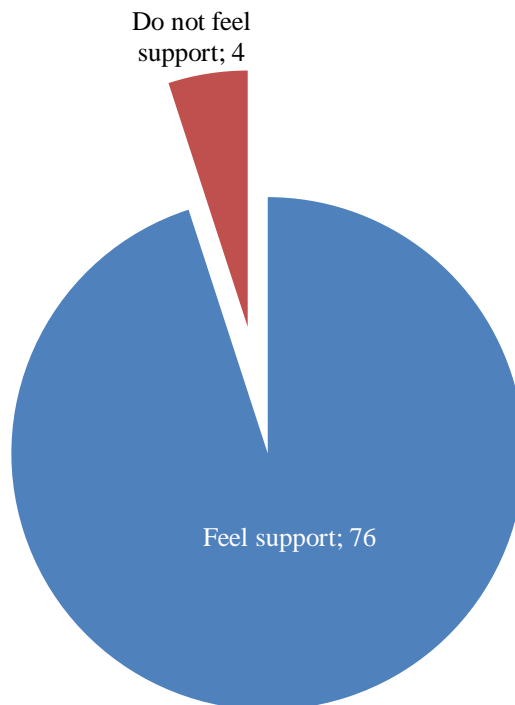

Figure 9. Support of administration and colleagues (N=80)

Besides, one respondents made some comments for this question. The respondent drew small arrows from word „*colleagues*" and wrote „*no*", however the final answer was „*yes*". It shows that the respondent feels support from administration but not from colleagues. Support for the worker is very important as it motivates person to put more efforts (Hamama, 2012). However, if the person feels lack of support in workplace it may lead him to burn out (Maslach, Leiter, 2016). Intense atmosphere between colleagues or administration raises feeling of fear what finally may result in lower possibility to get support and greater possibility to experience professional burnout (Abromaitienė, Stanišauskienė, 2014). Experiencing lack of support from colleagues or administration may influence social workers quality of work and impede relationships with clients (Maslach, Leiter, 2016). Social workers in children care homes work with children from different surrounding and their basics of work consist of constant communication (Freudenberger, 1974) and it is very important to get support and be sure that they work in a right way and prevent them from professional burnout (Maslach, Leiter, 2016).

What is more, social workers may prevent themselves from risk of professional burnout if they will keep in touch with colleagues and administration, share information and experiences with each other (Aleksienė, Pocevičius, 2012). In this research study 4 social workers who work in children's care homes in context of restructuring answered that they do not feel support from administration or colleagues (see figure 9). 3 of these social workers are middle age and work as a social workers not less than 8 years. It may show that social workers are disappointed about their colleagues or administration and try to manage their professional life by themselves. Moreover, one of these social workers told that works in not restructured children's care homes as well as do not have enough information about restructuring process and other one told that do not have possibility to attend supervision. These factors may contribute to higher risk of professional burnout of each personal case. Also, one of these social workers is a widow and that may lead her to lose trust for other people including colleagues and administration and manage all situations in the life by herself. 1 of 3 social workers who answered that does not feel support from colleagues or administration is a young and works as a social worker less than one year. Social worker answered all negative answers about supervision attendance, having enough information about reorganization process, also, told that works in not restructured children's care home and finally does not feel support. It may show that after starting working in new workplace she was left to work on her own what may cause to experience frustration and fear to ask for help. That situation may lead social worker to greater risk of professional burnout in the beginning of career.

The first hypothesis was to test the correlation between social workers' age and risk of professional burnout. Spearman correlation was chosen to test this hypothesis, as both variables, age and professional burnout, does not meet the normal distribution ($p < 0.05$) (see table 2).

The hypothesis has not been confirmed, as the correlation between the variables age and risk of professional burnout is statistically insignificant ($p = 0.996$; $p > 0.05$) (see table 3). The older age social workers does not show higher rates of professional burnout.

Table 3. Link between social workers age and professional burnout

BBI-9		
Age	Correlation	0.001
	p	0.996

N=80

The second hypothesis compared two independent samples: social workers who work in children care home and who feel lack of support from colleagues or administration and social workers who work in children care home and who feel support from colleagues or administration, and their risk of professional burnout. Mann-Whitney U test was chosen to test this hypothesis because those social workers' risk of professional burnout who answered that they feel support from colleagues or administration meet the normal distribution ($p > 0.05$) however those social workers' risk of professional burnout indexes who answered that they do not feel any support from colleagues or administration does not meet the normal distribution ($p < 0.05$) (see table 2).

The hypothesis has not been confirmed, as the difference between social workers who feel support of colleagues and administration and social workers who do not feel support from colleagues and administration is statistically insignificant ($p= 0.493$; $p > 0.05$) (see table 4). Social workers who work in children care homes and feel lack of support from colleagues or administration do not show higher rates of professional burnout than those social workers who work in children care home and feel support from colleagues or administration.

Table 4. Risko of professional burnout of social workers who feel and who do not feel support from colleages and administration.

BBI-9		
	Mean	p
Feel support	40.09	0.493
Do not feel support	48.25	

N=80

The third hypothesis compared the risk of professional burnout between two independent samples: social workers who work in children care homes and attend supervision and social workers who work in children care homes and do not attend supervision. Mann-Whitney U test was chosen to test this hypothesis because the risk of professional burnout of social workers who attend supervision does not meet the normal distribution ($p < 0.05$) however those social workers' risk of professional burnout who do not attend supervision meet the normal distribution ($p > 0.05$) (see table 2).

The hypothesis has not been confirmed, as the difference between social workers who work in children care homes and attend supervision and those social workers who work in children care homes and do not attend supervision is statistically insignificant ($p = 0.370$; $p > 0.05$) (see table 5). Social workers who work in children care homes and attend supervision do not show lower scores in professional burnout than those social workers who work in children care homes and do not attend supervision.

Table 5. Indexes of professional burnout of social workers who attend supervision and who do not attend supervision.

BBI-9		
	Mean	p
Attend supervision	48.67	0.370
Do not attend supervision	39.84	

N=80

The fourth hypothesis compared the risk of professional burnout between two independent samples: social workers who work in children care homes and have enough information about restructuring process of child care institutions and social workers who work in children care homes and do not have enough information about restructuring of child care institutions. Mann-Whitney U test was chosen to test this hypothesis, because risk of professional burnout of social workers who work in children care home and do not have enough information does not meet the normal distribution ($p < 0.05$) however those social workers' risk of professional burnout who work in children care home and have enough information meet the normal distribution ($p > 0.05$) (see table 2).

The hypothesis has not been confirmed, as the difference between social workers who work in children care homes and have enough information about restructuring of children care institutions and those social workers who work in children care homes and do not have enough information about reorganization process is statistically insignificant (p= 0.172; p > 0.05) (see table 6). Social workers who work in children care homes and have less information about restructuring of children care institutions do not show higher scores in professional burnout than those social workers who work in children care homes and have enough information about restructuring process.

Table 6. Indexes of professional burnout of social workers who have enough information about restructuring process and who do not have wnough information about restructuring process.

BBI-9		
	Mean	p
Have enough information	33.68	0.172
Do not have enough information	42.34	

N=80

The fifth hypothesis compared risk of professional burnout between two independent samples: social workers who answered that children care home, where they work at, are reorganized and those social workers who answered that children care homes, where they work at, are not reorganized. Independent Two-sample t-test was chosen to test this hypothesis because risk of professional burnout of social workers who answered that children care homes, where they work at, are reorganized and those who answered that children care homes, where they work at, are not reorganized, both meet the normal distribution (p > 0.05) (see table 2).

The hypothesis has not been confirmed, as the difference between social workers who work in children care homes that are not reorganized and social workers who work in children care homes that are reorganized is statistically insignificant (p= 0.421; p > 0.05) (see table 7).

Table 7. Indexes of professional burnout of social workers who work in children care home that are reorganized and social workers who work in children care home that are not reorganized.

BBI-9		
	Mean	p
Reorganized	2.89	0.421
Not reorganized	2.71	

N=80

Social workers who work in children care homes that are not reorganized do not show higher scores of professional burnout than those social workers who work in children care homes that are reorganized.

3.3. Discussion of the study results

This research aimed to theoretically and empirically base professional burnout syndrome prevalence of social workers in the context of children care homes restructuring. 5 hypothesis were tested, however none of the hypotheses was confirmed.

People of all ages can burnout however some authors assumed that age can be closely related to higher risk of professional burnout (Pacevičius, 2006; Savaya, 2014; Kavaliauskienė, Balčiūnaitė, 2014; Rybakovienė, 2016). Age belongs to individual factors and it was assumed that age is one of the strongest demographical factors that can lead to greater risk of professional burnout (Pacevičius, 2006; Abromaitienė, Stanišauskienė, 2014). All individual factors may have influence for professional burnout, however it will have impact on each person differently what may answer the question why some people experience professional burnout and why some of them do not experience professional burnout in the same environment (Kavaliauskienė, Balčiūnaitė, 2014). Research studies (Kavaliauskienė, Balčiūnaitė, 2014) showed that the greater risk of professional burnout has 19-25 years old people and 40-50 years old workers. Younger age professionals usually has excessive expectations and they may have adaptation problems in working place, however older age social workers may realize that their expectations and hope are very different from real results and their satisfaction of the work can decrease what finally may result in professional burnout (Kavaliauskienė, Balčiūnaitė, 2014). But age, position or

occupation cannot fully protect workers from professional burnout (Rybakovienė, 2016). According to the research study of M. J. Kabir, A. Heidari, K. Etemad, and etc. (2016) it was assumed that older age social workers will show higher risk of professional burnout because every day they are involved in different problems and situations which they need to solve and it may last for a long time, in that case they are tend to experience higher complexity of it. Moreover, older age social workers may be exhausted emotionally more than younger social workers what may result in higher risk of professional burnout (Kavaliauskienė, Balčiūnaitė, 2014). However this research study did not confirm this idea as respondents who are older did not show higher rates of professional burnout (see table 3). Moreover, age related issues are closely related with work experience, therefore, older age and more experienced social workers may have more skills to manage problematic situations and solve it as they have already faced with similar difficulties in the past (Savaya, 2014). Also, they may be more stable and mature, as their identity have already formed, they do not have unrealistic expectations about their work, and they feel more confident, as well as they may feel support from their family with who they can share experience and ask for advice (Hamama, 2012).

One of the best ways to help person to prevent or overcome professional burnout is to provide him with support (Freudenberger, 1974; Hamama, 2012; Maslach, Leiter, 2016). Supportive colleagues and aware administration may decrease risk of professional burnout of social workers as their support can be rewarding after an intensive working day (Community Care and UNISON, 2017). As A. Pocevičius (2012) assumed that those social workers who are able to ask for advice of colleagues or administratiom, as well as to share their experience and feelings with them, prevent themselves from professional burnout. As research study (Pocevičius, 2012) showed that a great deal of social workers after an intensive day and in difficult situations search for emotional support. Also, administration should be aware about social workers and take care about their health by communicating and observing their behavior as well as providing them with comfortable working place, fixed working hours and etc. (Maslach, Leiter, 2016). Social workers who work in children care home constantly communicates with children and youth and puts all of their efforts to make their job useful and helpful for children. After all day social workers may be exhausted emotionally and search for support from other colleagues or administration what can be rewarding thing after intensive day and revieling experienced stress (Community Care and UNISON, 2017). Social workers who do not feel safe in their working area, who feels lack of support and recognition from colleagues and administration, who do not

have possibility to share their positive and negative experience are in a higher risk of professional burnout (Abromaitienė, Stanišauskienė, 2014). In this research study it was assumed that those social workers who work in children care homes in context of restructuring and said that they do not feel support of colleagues or administration will be in a higher risk of professional burnout. However the hypothesis was not confirmed and social workers who work in children care homes in context of restructuring and feel lack of support do not show greater risk of professional burnout compared with those social workers who work in children care homes and said that feel support from administration or colleagues (see table 4). Notwithstanding, in this research study, from 80 social workers only 4 answered that they do not feel support from administration or colleagues, so there were more social workers who answered that they feel support than social workers who said that they do not feel support. It shows that proportion of answers were not steady, what could have influence on results (see chart 7). On the other hand, it can be assumed that those social workers who told that they do not feel support from administration or colleagues and do not show higher risk of professional burnout than those social workers who feel support from administration or colleagues may cope with stress in workplace by sharing their experience and feelings with family members or friends or in supervision.

Supervision is one of the ways to prevent or reduce risk of professional burnout (Aleksienė, Pocevičius, 2012). Supervision helps social workers to see wider professional resources what provides with new insights for activities, also, it betters quality of social workers work and promotes professionalism (Aleksienė, Pocevičius, 2012). Social workers who work in children care homes may face with problematic behavior of children and youth as well as their emotional state can be influence by negative opinions of society, so it shows the importance of supervision for social workers who works in children care homes, as it provides social workers with knowledge and skills which might be useful in social workers professional life (Liobikienė, Ivanauskienė, 2010). Supervision is a quite new method in social work field in Lithuania, and according to research study which was accomplished in 2012 (Aleksienė, Pocevičius, 2012) there were less social workers (32,7%, where research sample was 101 social workers from children care homes) who work in children care homes and attend supervision. However in this research the vast majority of respondents (74 social workers) answered that they have possibility to attend supervision (see figure 6). In this research study it was assumed that those social workers who work in children care homes and attend supervision will show lower risk of professional burnout than those social workers who work in children care homes and said that they do not attend

supervision. However, the research study did not confirmed the hypothesis (see table 5). Social workers who work in children care homes and attend supervision do not show lower scores in professional burnout than those who do not attend supervision. Such results could be because of the different proportion of answers, as only 6 social workers answered that they do not have possibility to attend supervision and 74 social workers were attending supervision (see figure 6). On the other hand, social workers who answered that they do not attend supervision may cope with job-related stressors in other ways, as they may express their feelings and experience to their family or friends, also, they can facilitate exhaustion by spending time to their favourite activities.

At the moment Lithuania experiences changes in children custody system (Republic of Lithuania Ministry of Social Security and Labour, 2018). Reorganization of children care homes aim to nurture children and youth in community based surrounding up to 8 children where all attention of social workers will be directed to child's personality (Lietuvos Respublikos Socialinės apsaugos ir darbo ministras, 2014; Gudžinskienė, Raudeliūnaitė, 2016). Also, they will have better opportunity to develop and maintain closer relationship with social workers (Gvaldaitė, Šimkonytė, 2016). Restructuring of children's care homes was started in 2007, and until today it is still in progress (Gudžinskienė, Raudeliūnaitė, Uscila, 2017). However social workers live in the unknown about their workplace because of upcoming changes in child custody system (Lazutka, Poviliūnas, Žalimienė, 2016). During this research author of the paper faced with difficulties in gathering data. Most of principles of children care home were hostile and did not show interest in participation in the research. Some principles communicated with the raised tone of voice, interrupting almost every sentence, and repeating that this kind of research worth nothing and it will impair health of social workers. Other principles treated invitation to participate in the research as additional workload and they did not want to share any contacts of social workers. Moreover, it become clear that social workers received more paper work, evaluation of children development after the project was announced. During the conversation with some social workers they agreed that moving to community-based environment is useful for children and youth however they became pesimistic about staying in the same workplace in the future. Therefore, unconsciously social workers discourage the process of restructuring of children's care homes as they are not provided with full related information about the project, consequently they may feel anxiety, fear and compete with colleagues for workplace (Gvaldaitė, Šimkonytė, 2016). In this research study it was assumed that those social workers who work in

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children care homes and have lack of information about restructuring process will be in a greater risk of professional burnout comparing with social workers who work in children care homes and have enough information. However the hypothesis was not confirmed (see table 6). Social workers who have less information about restructuring of children care homes do not show higher risk of professional burnout than those social workers who have enough information about restructuring process. The results do not confirm other research studies which assumed that those social workers who have less information will be in a greater risk of professional burnout (Lazutka, Poviliūnas, Žalimienė, 2016; Lenkutytė, 2016; Gvaldaitė, Šimkonytė, 2016). Moreover, restructuring of children's care homes seeks to reorganize children custody system but not to close it (SOS children's villages, 2012). Notwithstanding, for the question about infromation there were more positive answers (63 social workers said that they do have enough information about restructuring of children care homes) than negative answers (17 social workers told that they do not have enough information) (see figure 7).

What is more, research study compared a risk of professional brunout of those social workers who work in restructured children care homes and those, who work in not restructured child care institutions. It was assumed that social workers who work in children care homes that are not reorganized will be in a higher risk of professional burnout than social workers who work in reorganized child care institutions. However research study did not confirmed the hypothesis (see table 7). Social workers who work in children care homes that are not reorganized do not show higher risk of professional burnout than those social workers who work in children care homes that are reorganized. Most of social workers agree that to accommodate children in family-type surrounding will be useful for children and youth transition to adult life (Gudžinskienė, Raudeliūnaitė, Uscila, 2017) and it can be assumed that those social workers who have already work in community-based surrounding are satisfied with their workplace. In this research study 57 social workers told that they work in reorganized children care institution and 23 still work in children care home that are not restructured (see figure 8). It could influence results as answers proportion is not equal (see figure 8). It can be assumed that some social workers did not want to reveal situation in their workplace even in confidential and anonymous questionnaire. However there is less researches about restructuring of children care home in Lithuania and it requires more attention of scientists.

CONCLUSIONS

1. Professional burnout is a psychological syndrome which springs up when the person steadily experiences stresfull encounters on the job. Such job-related factors as lack of support from colleagues and administration, unresolved conflicts in workplace, intensive communication with the clients, uncomfortable working place, heavy workload, overtime and etc. may contribute to the greater risk of professional burnout. Moreover, personal factors also can be the reason of professional burnout, such as age, professional experience, education, marital status, self-confidence and etc. Professional burnout may have impact to person and organization as well. Person who burn-out may complain about pain in back, headache, sleep disorder and etc. Moreover, organization can encounter with workers turnover, constant lateness, absenteeism and other possible consequences what results in worse workers' quality of work. However, professional burnout might be prevented. Workers should have possibility to share their feelings and experience with their colleagues, analyze themselves, participate in supervision and trainings, spend time for their favorite activites that are not related with the job. In turn, organization should provide workers with comfortable working place, provide possibility to attend supervision, arrange trainings for learning experience, to properly distribute workload among workers and etc.

2. Restructuring of children care institutions is a process when institutional care of children is moved to community-based environment. Children wil be provided with family-type care what will better them to develop closer relationships with social workers, live in a place up to 8 children and develop better readiness for transition to adult life. The main goal of restructuring of children care institutions is to provide children from child's care homes to grow up in family-type surrounding and ensure to receive help from community. Reorganization of child custody system in Lithuania started in 2007 but until today it is not finished.

3. Research study revealed that:
    *   The older age social workers does not show higher rates of professional burnout.
    *   Social workers who work in children care homes and feel lack of support from colleagues or administration do not show higher rates of professional burnout than

those social workers who work in children care homes and feel support from colleagues or administration.

- Social workers who work in children care homes and attend supervision do not show lower scores in professional burnout than those social workers who work in children care homes and do not attend supervision.

- Social workers who work in children care homes and have less information about restructuring of children care institutions do not show higher scores in professional burnout than those social workers who work in chidlren care homes and have enough information about restructuring process.

- Social workers who work in children care homes that are not reorganized do not show higher scores of professional burnout than those social workers who work in children care homes that are reorganized.

RECOMMENDATIONS

To administration of child care institutions:

1. To organize round-table discussions about restructuring process and discuss its course, successes and emerging difficulties.
2. To provide social workers with supervision.

To social workers, who work in child care institutions:

1. Do not hesitate to communicate with colleagues and other social workers and share experiences and information. Discuss about restructuring process, emerging difficulties and search for possible solutions of it.
2. To attend supervision – it may help to obtain new knowledge and abilities that will be usefull in professional life.
3. Assign the time in your agenda for favorite activities, family and friends.

To policymakers:

1. To encourage communication with children's care homes by organizing meetings not only with administration but also with other staff and all interested sides.

To postgraduates and graduate students:

1. Further researches could be qualitative and focused to discover possible reasons of professional burnout of social workers as well as further researches should more deeply examine reorganization process of children care homes and what consequencies it may have for the workers.

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SANTRAUKA

Buvo atliekamas tyrimas, kurio tema „Socialinių darbuotojų, dirbančių vaikų globos namuose pertvarkos kontekste, profesinis perdegimo sindromas". **Darbo tikslas** – teoriškai ir empiriškai pagrįsti profesinio perdegimo sindromo paplitimą tarp socialinių darbuotojų, dirbančių vaikų globos namuose pertvarkos kontekste. Tyrime dalyvavo 80 socialinių darbuotojų (78 moterys ir 2 vyrai) iš skirtingų Lietuvos miestų, dirbančių vaikų globos namuose, kurie dalyvauja pertvarkoje. **Tyrimo metodika**: buvo atliekamas kiekybinis tyrimas ir pasirinktas apklausos metodas. Tiriamiems asmenims buvo išdalintas klausimynas apie profesinį perdegimo sindromą – BBI - 9 (Bergan Burnout Inventory – 9). Klausimyno patikimumas yra .867. Statistinė duomenų analizė buvo atlikta naudojant statistinį programinį paketą IBM SPSS statistics 22.0. **Tyrimo rezultatai:** Tyrimo metu buvo tikrinamos 5 hipotezės, tačiau nei viena iš jų nepasitvirtino. Pirmoje hipotezėje buvo tikrinama koreliacija tarp amžiaus ir profesinio perdegimo rodiklių. Buvo gauta, jog vyresnio amžiaus socialiniai darbuotojai nepasižymėjo aukštesniais profesinio perdegimo rodikliais, nes koreliacija tarp kintamųjų buvo statistiškai nereikšminga (p= 0.996). Antroje hipotezėje buvo buvo gauta, jog socialiniai darbuotojai, dirbantys vaikų globos namuose pertvarkos kontekste, ir nejaučiantys paramos iš kolegų ir administracijos, nepasižymėjo aukštesniais perdegimo sindromo rodikliais nei tie socialiniai darbuotojai, kurie jautė paramą, kadangi buvo gautas statistiškai nereikšmingas skirtumas tarp dviejų nepriklausomų grupių (p= 0.493). Trečioje hipotezė atskleidė, kad socialiniai darbuotojai, kurie dirba vaikų globos namuose ir lanko supervizijas nepasižymėjo žemesniais perdegimo sindromo rodikliais nei socialiniai darbuotojai, kurie dirba vaikų globos namuose, bet nelanko supervizijos, kadangi buvo gautas statistiškai nereikšmingas skirtumas (p= 0.370). Ketvirtojoje hipotezėje buvo gauta, kad socialiniai darbuotojai, kurie turi mažai informacijos apie pertvarkos procesą nepasižymėjo aukštesniais profesinio perdegimo sindromo rodikliais nei socialiniai darbuotojai, kurie turėjo pakankamai informacijos apie pertvarką, nes buvo gautas statistiškai nereikšmingas skirtumas tarp grupių (p= 0.172). Penktoji hipotezė atskleidė, kad socialiniai darbuotojai, dirbantys vaikų globos namuose, kurie dar nepersitvarkė, nepasižymi aukštesniais profesinio perdegimo sindromo rodikliais nei socialiniai darbuotojai, kurie dirba vaikų globos namuose, kurie jau persitvarkė, kadangi buvo gautas statistiškai nereikšmingas skirtumas (p= 0.421).

Raktiniai žodžiai: profesinis perdegimas, socialinis darbuotojas, deinstitucionalizacija, pertvarka, vaikų globos namai.

SUMMARY

Research was accomplished on the topic "Professional Burnout of Social Workers in the Context of the Restructuring of Children's Care Homes". **The main purpose of the research**: theoretically and empirically base professional burnout syndrome prevalence of social workers in the context of children care homes restructuring. 80 social workers (n women and n men) who work in children care homes in context of restructuring participated in the research from different Lithuanian cities. **Research methods**: quantitative research, survey method. Respondents filled questionnaire BBI – 9 (Bergan burnout Inventory – 9). Reliability of the BBI-9 is .867. Data was analyzed by IBM SPSS statistics 22.0. **Results:** 5 hypotheses was checked in the research, however any of it was confirmed. The first hypothesis examined the correlation between age and professional burnout rates. It was found that the older social workers did not show higher professional burnout rates because the correlation between variables was statistically insignificant $(p = 0.996)$. The second hypothesis revealed that social workers who work in children care homes and feel lack of support from colleagues or administration did not show higher rates of professional burnout than those social workers who work in children care homes and feel support from colleagues or administration because statistically insignificant difference was obtained between two independent groups $(p = 0.493)$. The third hypothesis revealed that social workers who work in children care homes and attend supervision did not show lower scores in professional burnout than those social workers who work in children care homes and do not attend supervision, as a statistically insignificant difference was obtained $(p = 0.370)$. The fourth hypothesis was that social workers who work in children care homes and have less information about the restructuring process were not characterized by higher rates of professional burnout syndrome than social workers who work in children care homes and had sufficient information about the restructuring process because of a statistically insignificant difference between groups $(p = 0.172)$. The fifth hypothesis revealed that social workers working in children's care homes who have not yet been restructured do not show higher rates of professional burnout syndrome than social workers who work in children's care homes who have already been restructured as a statistically insignificant difference was obtained $(p = 0.429)$.

Key words: professional burnout, social worker, deinstitualisation, restructuring, child care home.

ANNEXES

Annex 1a. Questionnaire about professional burnout (English version).

Instruction for filling the questionnaire

Good day! I am Ilona Taraškevič, Mykolas Romeris University's 2nd year master program "Social Work with Children and Youth" student. At the moment, I am writing the final master's thesis and I would like to invite you to take part in the research. The purpose of the research is theoretically and empirically base professional burnout syndrome prevalence of social workers in the context of children care homes restructuring. There are no correct or false answers, so the only correct answer will be the one you choose. I also guarantee the anonymity and confidentiality of your replies. The results will be used for scientific purposes and presented in a summarized form. It should take about 7-10 minutes to complete the questionnaire. Before answering, carefully read the statements and try to answer them all. Your sincere answers are very important to the study. Thank you!

1. Gender   ☐ F   ☐ M
2. Age _____
3. City of residence _____
4. Marital status: ☐ Single

   ☐ Married

   ☐ Divorced

   ☐ Widower/widow

   ☐ Other *(enter)*_____
5. Do you have children?   ☐ Yes   ☐ No

   If your answer was „yes", how many children do you have? _____
6. How long have you been working as a social worker in a children care home? _____
7. Do you have opportunity to attend supervision?   ☐ Yes   ☐ No
8. Do you have enough information about restructuring process? ☐ Yes   ☐ No
9. Are the children's care homes where you work already restructured? ☐ Yes   ☐ No
10. Do you feel support from your colleagues or administration? ☐ Yes   ☐ No

11. Please, _choose one_ answer, which describes your opinion of the proposition the best.

Propositions	Completely disagree	Disagree	Partly disagree	Partly agree	Agree	Completely agree
1. I am snowed under with work.						
2. I feel dispirited at work and I think of leaving my job.						
3. I often sleep poorly because of the circumstances at work.						
4. I frequently question the value of my work.						
5. I feel that I have gradually less to give.						
6. My expectations to my job and to my performance have reduced.						
7. I constantly have bad conscience because my work forces me to neglect my close friends and relatives.						
8. I feel that I am gradually losing interest in my customers or my other employees.						
9. Honestly I felt more appreciated at work before.						

Thank you for answers!

Annex 1b. Questionnaire about professional burnout (Lithuanian version).

Klausimyno pildymo instrukcija

Sveiki, aš esu Ilona Taraškevič, Mykolo Romerio universiteto "Socialinio darbo su vaikais ir jaunimu" programos 2 kurso magistrantė. Šiuo metu rašau baigiamąjį magistro darbą ir kviečiu Jus sudalyvauti tyrime, kurio tikslas yra teoriškai ir empiriškai pagrįsti profesinio perdegimo sindromo išraišką socialinių darbuotojų, dirbančių vaikų globos namuose pertvarkos kontekste, veikloje. Čia nėra teisingų ar klaidingų atsakymų, todėl vienintelis teisingas atsakymas bus tas, kurį pasirinksite Jūs. Kvadratėlyje pažymėkite atsakyma "x". Taip pat garantuoju Jūsų atsakymų anonimiškumą bei konfidencialumą. Gauti rezultatai bus naudojami moksliniais tikslais ir pateikti apibendrinta forma. Klausimyno pildymas turėtų užtrukti apie 7-10 minučių. Prieš atsakinėdami, atidžiai įsiskaitykite į teiginius ir pasistenkite atsakyti juos visus. Tyrimui yra labai svarbūs Jūsų nuoširdūs atsakymai. Ačiū!

1. Lytis   ☐ M ☐ V

2. Amžius   _____

3. Miestas   _____

4. Šeiminė padėtis: ☐ Nevedęs/netekėjusi

                            ☐ Vedęs/ištekėjusi

                            ☐ Išsiskyręs(-usi)

                            ☐ Našlys (-ė)

                            ☐ Kita *(įrašyti)* _____

5. Ar turite vaikų?   ☐ **Taip**   ☐ **Ne**

    Jeigu atsakėte „taip", kiek vaikų turite? *(įrašyti)* _____

6. Kaip ilgai dirbate socialiniu darbuotoju vaikų globos namuose? *(įrašyti)* _____

7. Ar jums suteikta galimybė lankyti supervizijas?   ☐ **Taip**   ☐ Ne

8. Ar turite pakankamai informacijos apie vaikų globos namų pertvarkos procesą?
☐ **Taip**   ☐ **Ne**

9. Ar vaikų globos namai, kuriuose dirbate, jau yra persitvarkę?   ☐ **Taip**   ☐ **Ne**

10. Ar jaučiate paramą iš savo kolegų arba administracijos?   ☐ **Taip**   ☐ **Ne**

11. Kiekvienam teiginiui pažymėkite <u>po vieną</u> atsakymo variantą, kuris geriausiai atspindi Jūsų nuomonę apie šį teiginį.

Teiginiai	Visiškai nesutinku	Nesutinku	Iš dalies nesutinku	Iš dalies sutinku	Sutinku	Visiškai sutinku
1. Aš esu užsivertęs darbais						
2. Jaučiuosi prislėgtas darbe ir galvoju išeiti iš jo.						
3. Dėl susiklosčiusių aplinkybių darbe, aš dažnai prastai miegu.						
4. Aš dažnai abejoju savo darbo verte.						
5. Manau, kad palaipsniui turiu duoti mažiau.						
6. Mano lūkesčiai dėl darbo ir jo atlikimo sumažėjo.						
7. Mane nuolat graužia sąžinė, nes darbas verčia mane apleisti savo artimus draugus ir gimines.						
8. Jaučiu, kad palaipsniui prarandu susidomėjimą savo klientais arba kitais savo bendradarbiais.						
9. Tiesą sakant, anksčiau darbe jaučiausi labiau vertinamas.						

Ačiū už Jūsų atsakymus!