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USE OF THESIS

PREDICTORS, PATTERNS AND LEVELS OF STRESS AMONGST GROUP WORKERS IN COMMUNITY SUPPORT UNITS FOR ADOLESCENTS

by

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A Dissertation submitted to the
FACULTY OF HEALTH AND HUMAN SCIENCES
SCHOOL OF COMMUNITY STUDIES
Edith Cowan University
Western Australia
In partial fulfillment for the requirements
for the degree of

MASTER OF SOCIAL SCIENCE

December 1994

PREDICTORS, PATTERNS AND LEVELS OF STRESS AMONGST GROUP WORKERS IN COMMUNITY SUPPORT UNITS FOR ADOLESCENTS

ALAN LEE

ABSTRACT:

This study sets out to determine the patterns, predictors and levels of stress amongst forty two groupworkers employed as care givers in five community based support units known commonly as hostels for troubled and troublesome adolescents.

To establish and fully assess work related stress amongst groupworkers, it was necessary to capture not only results from questionnaires, but also individual perceptions of stress. To accomplish this, groupworkers were invited to discuss the topic further in face to face interviews upon completion of the questionnaires.

Particular themes emerged from the results that reflect some of the concerns held by the author prior to commencing the study, these included excessive paperwork and the perceived potential for physical confrontation with the young people in the hostel system. There were other issues that did not rise to an expected prominence, for example, shiftwork, and workplace conditions. Finally, there emerged unexpected themes, which included, the disparity between being permanently employed versus temporary employment, and the uncertainty of the future direction in which the organization seemed to be heading.

DECLARATION:

I certify that this thesis does not incorporate without acknowledgment any material previously submitted for degree or diploma in any institution of higher education and that to the best of my knowledge and belief it does not contain any material previously published or written by another person except where due reference is made in the text.

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Date...December 1994..

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Every affliction of the mind that is attended with either pain or pleasure, hope or fear, is the cause of an agitation whose influence extends to the heart.

William Harvey 1628

Introduction

Introduction:

Interest in the occupational problems challenging or confronting workers in the human services has provided the motivation for this research. This dissertation explores the nature and extent of stress amongst groupworkers who work extensively with troubled and troublesome young people in residential settings. To achieve this groupworkers completed questionnaires containing items relating to demographic variables, predictors of stress, patterns of stress and levels of stress in the workplace.

It will be seen that the literature on stress presented in this introductory section will be expanded on in a later chapter. The term stress presents an enormous amount of difficulty for those investigating the concept because of the wide range of general and specialized meanings contained within it (Goldberger & Breznitz, 1982). Selye defines stress as 'the non-specific result of any demand upon the body' (Selye, 1982, p.7), and his development of the General Adaptation Syndrome (GAS) brought together psychological and physiological factors in the stress process (Arnold, 1967; Monat & Lazarus, 1977; Elliot & Eisdorfer, 1982; Rice, 1987).

A theoretical model expounded by Lazarus & Folkman (1983) argues that stress arises from individual or environmental factors or the interaction of the two, and is cognitively appraised by the individual. Following this is an attempt to cope by adaptation, which, if unsuccessful, leads to burnout (Riley & Zaccaro, 1987; Mirowsky & Ross, 1989).

Burnout is a final stage of the stress syndrome and has been defined as a state of total exhaustion both physically and emotionally (Maslach, & Pines, 1977). Parry & Gowler (1983) suggest that external pressures may not necessarily be the sole source of stress and are rarely so, as individual responses vary widely. They propose that a set of demands are placed on people which tug in opposing directions creating stress. They have examined the tension between care and expertise on the one hand and organizational constraints and innovation on the other (Parry et al, 1983).

Some of the ways those working in the caring professions cope with work-related stress is by removing themselves from perceived stressors either through the avenues of promotion, seeking out administrative positions in the organization, or resigning from the job (Parry et al, 1983). Chernis (1980b) discusses how acute the stress problem is among human service workers such as nurses, mental health workers, police, teachers, counsellors, poverty lawyers, and social workers. Even those not working

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directly with clients in human service agencies are not immune to stress. Administrators are increasingly required to be more accountable in identifying particular aspects of their work tasks (Chernis, 1980b; Mirowski et al, 1989).

A major source generating interest in work-related stress can be found in a book titled "Organizational Stress" (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964), which reported research results from naturalistic studies done with American workers during the 1960s (Ivancevich, 1987). This group of researchers established that one third of those who participated in their national surveys experienced stress in the workplace.

Writings on the topic in scholarly literature are complemented by journalistic accounts of stress amongst those in the caring professions. There now exists a variety of private consultants/experts who have written articles and books offering their skills in reducing stress in the work-place. In addition, many training workshops and prevention programmes relating to stress have been developed and promoted (Jones & May, 1993).

These writings and developments illustrate a level of interest in work related stress and share two common concerns. The first relates to previously dedicated workers becoming disillusioned and leaving their occupation. The second focuses on dedicated workers

remaining in the job, possibly becoming callous and indifferent toward those needing assistance (Beehr, & Bhagat, 1985).

Research on stress has emphasized three main areas: a) defining stress, b) describing the precursors of stress, and c) seeking solutions to the problems of stress. To this end, it has been investigators such as Lazarus and Folkman (1983) who have concluded that stress is better understood in terms of individual appraisal as a key concept. (Ivancevich, 1987).

The research and analysis of job-related stress amongst human service workers, (in particular residential child and youth care personnel such as groupworkers), is incomplete and uncertain in many respects (Cherniss, 1980a; Burchfield, 1985; Fineman, 1986), justifying pursuit of this worth-while area.

Firstly, work-related stress can actually impede programme effectiveness with its adverse affect upon the ability to solve problems, thereby affecting quality of service delivery (Sarata & Reppuci, 1975; Lazarus & Launier, 1978; Dyregrov & Mitchell, 1992). Secondly, when human service workers are stressed beyond limits, their morale and psychological well-being become affected, often leaving them physiologically and psychologically exhausted (Maslach, 1976). Lastly, job-related stress can have a direct affect upon an organization's accomplishment level.

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Work from Berkeley (1977) found that job-related stress and burnout strongly correlate with job dissatisfaction. This in turn can lead to high staff turnover, absenteeism, and interpersonal conflict (Barad, 1979).

By focusing attention on groupworkers, conclusions can be reached regarding their uniqueness and/or similarity of occupational problems to workers in other human service professions, placing the conclusions within the broader context of occupational groups. The study of work-related stress amongst groupworkers can also be an aid to the young people they work with if methods can be devised to alleviate identified work pressures .

The organization within which these groupworkers operate has conducted many internal reviews on the hostel system, some of which have had major impacts on the management, structure and delivery of service to its client base. However, none reflect, or take into account, issues surrounding work-related stress amongst them. The organization has recently recognized that there is a need to identify stress amongst its workforce and has introduced workshops, seminars, pamphlets and relevant literature aimed at increasing worker awareness.

A benefit investigating specific sources of work related stress amongst groupworkers is that it may bring to the surface issues that could be of major

concern for the host organization. Firstly, there are programmatic considerations relating to staff whose stress levels affect the quality of care toward the young people they work with. Then there is concern for the physical and mental well-being of workers which could result in increased time away from work, higher incidences of illnesses and lowered job satisfaction. Should these issues not be addressed, they can drain the organization of valuable workers, leaving them feeling emotionally and physically exhausted (Maslach, 1977).

Objectives of the Study

Data for this research was collected by self-evaluation through questionnaires and face-to-face interviews with groupworkers. Specific objectives for the study included:

- To record identified stress levels perceived and experienced by groupworkers in the hostels

- To learn the extent to which age, gender, varying degrees of experience, and employment status contribute toward job related stress

- To establish the nature and extent of work-related stress for groupworkers dealing directly with young people who: become involved in substance abuse, engage in self-destructive behaviour, are abusive, threatening and challenging toward groupworkers, become more difficult to work with as their numbers increase, repeatedly abuse staff, are allowed to return to the hostel after suffering little or no consequences, and other issues that may emerge

- To identify perceived control over work activity, areas of support and coping for groupworkers, the role of workplace teamwork, implications of managerialism, and providing the host agency with research results

Recognizing stress experienced by groupworkers aids conclusions reached about their occupational problems. The study of work related stress amongst this group can be of benefit not only to groupworkers if ways can be devised to alleviate their work pressures, but also to the organization by alerting it to emerging concerns.

Background to the Study

This study came about largely as a result of the writer himself being exposed to a variety of traumatic situations over a period of sixteen years working with disadvantaged youth. Many of them have experienced sustained levels of rejection and abuse from their family and the community. Groupworkers are confronted almost on a daily basis with a drugged, depressed, suicidal, abusive, threatening and aggressive resident population.

Some of these young people find refuge within their own peer group resident in the hostels, often indulging in substance abuse, self-mutilation, or engaging in severe anti-social behaviour. Listed below are some experiences groupworkers expressed to me during face-to-face interviews about working with these young people who:

* have at times, needed to be physically restrained, for their own safety and that of others

* have needed to be transported to hospital to remove overdoses of pills or foreign objects

- have had cords, shoelaces, or string, around their neck so tight that it has been difficult to cut free to prevent them dying after attempted suicides

- have had slivers of glass removed from them after it has been discovered they have severely mutilated themselves (in one instance, there were so many lacerations on one young boy's arm the attending doctor could not stitch the wounds together)

- have lost control to the point where they almost totally destroy furniture, doors, windows, fittings and other equipment in the hostels

- vent their feelings of social and family rejection on other people close to them, usually groupworkers, particularly during the Christmas period and summer vacations

The situations described above are a few of the many confronted by groupworkers. It has been the consistent exposure to this type of behaviour and the perceived demands from the organization for increased accountability that eventually led to the development of this research. Listening to these mounting concerns, the researcher began to write them down and read about similar situations in journal articles and books on work related stress at the organization's library.

It was in some of these articles that a similarity to what was occurring in the hostels was seen to be happening in other human services such as the police, health, education and counselling. Collating this information was aided by some groupworkers who began to share more personal information on how they felt about their work and the organization. These discussions indicated that although the above situations seemed to be accepted as 'normal' to the type of work they did, it would seem that for some groupworkers, the levels of

distress did not become less with each new, or repeated incident.

For some groupworkers though, some or all of these incidents were too distressing and they either resigned from the job, or sought promotion away from direct service delivery elsewhere in the organization. The situations described earlier were stressful for both resident and staff. Many staff admitted becoming more stressed when working with young people who abuse them either verbally, physically, or emotionally.

Participants:

At the centre of this study is a group of forty two human service workers known as "groupworkers". They provide a service to young people in state-run community based residential settings known as "hostels" which are distributed through various suburbs throughout the metropolitan area of a large city in Australia.

The role of groupworkers in these settings is to provide support, shelter, safety, counselling, and an adult role model on which young people can emulate the more positive aspects of child/adult interaction. The organization expects groupworkers to provide specific services to young people such as assistance in gaining employment, social skills training, and the modification of behaviour in school and social settings. A further role for them is preparing meals

and working with young people in completing chores around each of the hostels.

Several commonalities exist between some public sector workers generally discussed earlier and the particular workers in this study. For instance, they work within bureaucratic frameworks and experience similar work setting attributes. Groupworkers also have to provide a service to an often reluctant client group already undergoing experiences that can be best described as traumatic and damaging. Although residential work is qualitatively different from day-work in non-residential settings, it would seem reasonable to assume that many of the corresponding factors of job-related stress identified in much of the literature could also apply to the workers who participated in this study.

The question comes to mind as to how similar groupworkers are of the universe of adolescent residential carers in open settings. Is this sample of workers typical or not of other residential workers in similar countries such as the United States of America, or of nations in Europe? It would perhaps be too bold, or unwarranted to argue that they are, as they represent only a fraction of residential workers across Australia. There do not appear to have been any local studies conducted into stress amongst workers such as groupworkers in residential settings.

The five hostels in which the study took place comprise: a bailing hostel, a working boys hostel, a long term hostel, and two medium term hostels. Although hostels serve different functions, groupworkers are frequently rotated between them, as set out in the organization's staff rotation policy (Department of Community Services, 1992). Choosing to study workers in these hostels has enabled the researcher to capture their feelings, attitudes and concerns toward stress in their workplace.

Data Collection:

Data has been collected from groupworkers using two instruments: the standardized General Health Questionnaire 60 (GHQ 60), and an instrument constructed for the study, which contains responses to questionnaires and face to face interviews on perceptions of work-related stress.

Presentation of the Study:

The study is presented in three sections containing fifteen chapters. Section One introduces the study and describes the hostels, reviews the relevant literature, and concludes with a description of the adopted methodology. Section Two consists of an analysis of the collected data, covering chapters five to thirteen, incorporating responses from the standardized General Health Questionnaire. Section Three contains the summary, findings and emerging themes. There is also a chapter briefly suggesting future research which might evolve from this study. Some of the chapters have

Tables or Figures presented within them. Each of these are titled according to their context and chapter number. For example, the third Table in Chapter six will be titled, "Table 6b Most Stressful Month of the Year."

Terminology:

Finally, to avoid repetition of terms throughout this thesis, the term groupworker will be interchanged with "participant", "worker", "respondent" or "staff". Young person will be interchangeable with, "young people", "resident", "children", or "child". Likewise, "work-related" stress will be interchangeable with "job-related" or "occupational" stress.

CHAPTER TWO:

There is an ancient joke about a psychotherapists which long preceded today's concern about alienation and burnout. A younger analyst, frazzled at the end of each day's emotional wear and tear, enviously observed an older, more experienced colleague who seemed to leave the office at the end of each day fresh and carefree. Summoning up his courage, the younger man finally asked his more experienced colleague, "How can you leave the office so full of energy, and so fresh after listening to all of your patients' troubles all day long?" The older man looked at his younger colleague and said, "Who listens?"

<div align="right">(Payne & Firth-Cozens, 1987, p.276)</div>

The Hostels

Introduction:

As mentioned in the Introduction, the hostels are state-run. At the time of this research, the state Department responsible for the hostels was the "Department for Community Services". It is now retitled the "Department for Community Development" (DCD). This Department functions under the provisions of the Community Services Act 1972 and is responsible for implementing the provision of several other Acts intended for the protection of children, young people and families. One of the Department's roles according to the 'Child Welfare Act (1947) is "the provision of care and management for children who are primarily in need of care and protection and are placed under the guardianship of the Director General" (Department for Community Services Annual Report, 1992, p.2). It is the Child Welfare Act that guides policy in the many areas covering "child welfare". It is a legal requirement for the Department to ensure that children are provided with accommodation.

According to a DCD 'Staff Orientation Sheet' (Date unknown), the present hostel system commenced as a Government Receiving Depot in Subiaco 1894. This location was later changed to the corner of Lord and Walcott Streets and became known as the "Mt Lawley Reception Home in 1920. Bridgewater, a long-term cottage system was opened in 1969 for non-offending children, and with additional hostels could cater for up to 107 children.

With the closure of Bridgewater and the Mt Lawley complex in 198?, the Community Support Hostels (CSH) emerged partly in response to a "deinstitutionalization" process based on a theory of 'normalization'. It was believed that children's needs would be better met in community based settings in small groups where they could remain in their own school and be close to family and friends. According to the Orientation sheet, the general "....philosophy of CSH is to provide care, support and guidance, not containment, and control. The hostel environment attempts to offer a place where a child can feel secure, be assisted by trained staff to learn new skills and set personal goals". The hostel system can cater for up forty boys and girls, eight to each hostel with ages ranging from eleven to eighteen years.

At the time of this study, the hostel system had just undergone a major review (Kelly Review, 1991). This review yielded an exhaustive analysis of not

only the characteristics of a changing clientele, but also identified gaps in services provided by other sections of the organization. A recommendation significant to the hostel system was that they amalgamate with an established educational unit, combining both administration teams to form one.

Justification for the amalgamation was to "rationalize resources without reducing service delivery capacity", and "...a rationalization of administrative and auxiliary staff", and the "....possible alignment of similar programmes that are operated by the presently separate centres" (Review of Service Delivery and Management Structure of McCall and Community Support Hostels, 1991, pp116-118). A further rationale was the financial cost of maintaining the educational unit. Annual costs to maintain a child in this centre exceeded $122,000 per year in comparison with $87,000 in the hostel system. The hostel system has been the subject of several reviews since its inception, resulting in important shifts to the provision of services to young people.

These shifts included: residential care to be available only where both accommodation and special supports are present, identifying and understanding the needs of children and providing them and family members with counselling, closer cooperation with field staff, maintain parental involvement and

responsibility for as long as is relevant, and regularly reviewing the child and family's circumstances and progress (Provision of Institutional Services Review, 1982; Welfare and Community Services Review, 1984; Community Support Hostels Review, 1987; McCall Centre and Community Support Hostels Review, 1989; Day Attendance Programme Review, 1990). Although these reviews focused on programme development and service delivery toward disadvantaged youth, none of them mentioned the effects of these residents on the groupworkers working with them.

Role of Groupworkers:

Groupworkers are required to complete a two year part-time technical college course prior to commencing employment in the hostels. This is not always strictly adhered to and many complete their course while working in the hostels. According to the organization's Job Description Form, groupworkers are to ensure that they portray a positive role model to young people, maintain reports, actively contribute toward programme development and ensure the safe well-being of young people not only whilst in the hostel, but also when conducting outings or activities.

Current Management Structure:

The administrative section for the hostels is now based at the former Education Support Unit. At the

head of the structure is the manager, who is directly responsible to the organization's executive. Supporting the manager there are three assistant managers, each of whom has responsibility for two hostels. As there are five hostels, one of the assistant managers is responsible also for a support services team operating from the administration centre. Presented below is a chart of the current management structure.

Figure 2. Management Structure in the Hostel System.
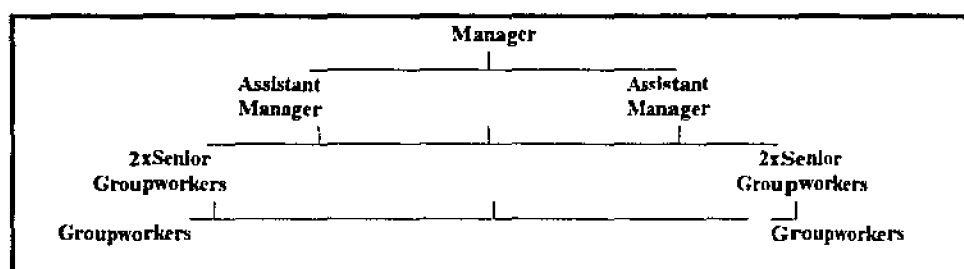
As can be seen, supporting the assistant managers are senior groupworkers, one assigned to each hostel. Their role is to ensure that programmes, directives and instructions are distributed to groupworkers, and are responsible for the day-to-day routines. Of the forty two groupworkers (including senior groupworkers), there are nine working in four of the hostels and six in the fifth. Presented below are the disguised names of each hostel, its function, and the number of groupworkers working within each.

Table 2. Names, Functions and Capacity of the Hostels

Name	Function		N° of GWs	Youth capacity
The Strand	short term	Crisis Accommodation	9	10
Harris House	medium term	School and treatment	9	8
Enterprise	medium term	Working boys	6	8
The Rookery	long term	Severely disruptive children	9	8
The Sentinel	Short term	Bailing facility	9	10

As stated earlier, the hostel system has undergone several changes which have essentially supported the concept of community based hostels distributed through several suburbs. The hostels, during the mid to late 1980s, began to admit young offenders waiting to appear before the Children's Courts. This placed demands on staff, the programme and the non-offending children, for which they were not prepared.

Non-offending residents soon began leaving the hostels with those admitted on bail and began offending. In response to this, the hostel system, through a review, (Community Support Hostels Review, 1987, p.78), made the following recommendations aimed at reducing the 'net-widening' effects generally associated with formal institutions and attempted to relieve some of the pressures the hostels were undergoing:

That young people could now be bailed to their own recognizance whilst awaiting court appearances.

A support group be developed to minimize contact for none or low offenders with known or hardened offenders (p.78).

Shortly before the commencement of this research, a short term hostel became a bailing facility for young offenders. This change removed a lot of pressure from the remaining four hostels resulting in the reduction of the offending behaviours of residents.

A brief description follows describing the physical layout, and function of each hostel. Unfortunately, there were no building plans available to set out a pictorial representation of each hostel in this thesis.

The Strand

Layout:

The Strand is a large single storeyed six bedroomed brick and tile house built between the world wars. It is situated on a main road in a densley populated residential area. The front room contains a variety of easy chairs, sofas and a lounge. On the shelves and in the cupboards around the room, is a variety of books and games and a television in the corner below a window. The kitchen has plenty of cupboard space, a stove, an oven, and a 'walk in' pantry containing a fridge and freezer.

Through the lounge is a smaller room with a pool table. At the back of the house are two separate toilet areas and a laundry. All the bedrooms are located on one side of the house and run the entire length of the building. Some bedrooms sleep two

people and contain cupboards, drawers and wardrobes. A lockable door divides the girls and boys areas. The remaining front room is used as an office.

The back yard is very large and is able to accommodate physical activities such as volleyball or basketball. An area of the garden is brick-paved and there is a metal shed specially equipped for activities such as woodwork, plastering, painting, etc. These activities are conducted by staff in the evenings.

Function:

The Strand is a very short term residence for young people of both sexes aged between eleven and eighteen. It is usual for young people to be referred through crisis care agencies. Other points of referral for accommodation come from field staff within the organization and various private agencies. Young people are expected to stay for two or three nights at a time. However, there are many who stay longer and there have been instances where some have stayed several months. This is rare and occurs only in the event of a placement breakdown. The duration of a young person's stay is always at the discretion of the assistant manager.

A behaviour modification programme operates in The Strand within which young people are expected to participate. For cooperating well, they are given extra privileges and can earn pocket money. They

are also encouraged to observe house rules and are provided with outings, phone cards, or movie passes as reinforcers. For the most part, it would seem that a lot of young people find it difficult to adhere to the rules in this hostel.

Increasingly, young people being admitted to this hostel are affected by deleterious substances such as petrol, solvents and/or drugs. These often affect how they respond and react to staff and other young people. Of concern for staff is that other young people, with no prior history of drug abuse, quickly adapt to and adopt the habits of those taking drugs (Brady, 1992). Pressure on non-drug users increases dramatically and can jeopardize the operation and safety of the hostel and its population.

Harris House:

Layout:

Harris House occupies a large corner block on the foreshore of a river. The brick and tile single storey house was built in the 1920s and served originally as a hostel for a non-government agency, being taken over in the mid 1980s by the current organization. The surrounding area is occupied predominantly by an elderly population.

Entry to Harris House leads directly into a spacious kitchen/dining area. Around the walls is a series of cupboards containing food and equipment.

To the left a passage gives access to an activity room, laundry, and boys toilets area. The office is situated to the left of the activity room, with the girls section leading off to the right. A sliding door separates the lounge and leads to the boys sleeping area. Furniture, fittings and carpeting have recently been replaced.

Outside, the garden is well tended and regularly maintained by a gardener. There is a brick workshop within which activities such as ceramics, woodwork, and bike repairs take place. Across the road to the hostel is a bridge which crosses a river. Staff regularly take residents fishing or walking on warm summer evening. There are extensive bikeways in the area.

Function:

Harris House is a medium term hostel for eight boys and girls aged between eleven and eighteen years. An average length of stay in this hostel is usually three months, although some have stayed more than two years. Generally there are more boys than girls resident in this hostel. There is no strict admission criterion other than children being between the age of eleven and eighteen.

A function of this hostel is to identify and address many needs of young people, often requiring personalized behaviour modification programmes aimed at reducing or modifying antisocial

behaviour. There is an expectation that residents
will return to their natural families wherever and
whenever possible.

For those young people attending school, staff
liaise with various related agencies, devising
programmes which link them into school experiences
or other remedial education facilities. This often
requires obtaining the services of an educational
officer to visit the hostel and assist in tutoring.
For those unable to attend school or go to work,
there is an expectation that they will carry out
chores around the hostel and participate in
activities provided by staff.

Family members of children are encouraged to visit
the hostel for meals or evening activities. For
many, this is the first opportunity to observe
other adults interacting with their children.
Parents discuss with staff various management
techniques in handling difficult behaviour. This
approach is in line with the organization's aim of
returning young people home when the family feel
they can again cope with their child.

In the main, young people at Harris House come from
single parent families or families that are highly
dysfunctional. A common characteristic for them is
low self esteem and a poor self-image. When first
admitted to the hostel, young people are often
aggressive and abusive toward groupworkers. For the

most part though, they gradually change and lasting relationships often begin to form.

The sniffing of deleterious substances referred to earlier can often test relationships. Not many young people resist the urgings of their peers to join them in anti-social or even dangerous behaviour. Efforts are made by staff to recognize and anticipate these behaviours and try to be as supportive as possible when children are affected in this way.

Enterprise

Layout:

The Enterprise is a house located near the city centre making ready access for residents to nearby agencies. The brick and tile building was once occupied by a religious order and much of the unique garden they designed still exists. There are various brick pathways with overhanging bushes conveying an air of tranquillity.

A brick portico, leading to a glass panelled front door has a wooden verandah running the length of the house. Inside, the hall is wood-paneled with local Jarrah and complemented by a series of small leadlight windows. The front room to the left functions as an office. Through the hall there is a very large lounge with books, magazines, television and activity material.

The kitchen is situated to the rear of the house
and is entered through the dining room. The
laundry, showers and wash rooms are separate from
the house in the back yard. All the bedrooms extend
along the entire side of the house, each sleeping
up to two residents at one time. A large sleepout
to the rear has been converted to a gymnasium with
various weight training equipment inside.

Function:

A major function of The Enterprise is to prepare
young males from age fifteen to eighteen years for
employment and independent living. Groupworkers
simulate interviews, role model and provide
feedback where needed to increase their job
opportunities. They also teach young people
budgeting, house maintainance and cooking.

Residents are left to prepare their own lunches and
are expected to financially contribute toward their
stay which averages three months. Very few remain
longer than this as staff actively assist them in
seeking out alternative accommodation.

The Rookery

Layout:

The Rookery is located in the hills area on the
outer reaches of the metropolitan area. It is a
very large, modern house appearing to have been
specifically designed for group living. There are
many large windows throughout the building, giving

the house a bright and clean look. Entering through the front door leads to a large lounge with an open kitchen and adjacent dining room. To the left is the boys' wing in which bedrooms, showers, toilets and laundry are situated. On the right is the office, adjacent to a very large modern activity room, comprising pool table, tennis table and other activity equipment. Access to the girls wing is through the dining room. Furniture and fittings, although not very old, appear worn. Equipment and other items are available for young people to use as they wish. The interior is painted in soft pastel shades.

From the dining area there is access to a fully-brick-paved pergola with barbecue facilities. This leads to the rear of the property where a shed containing many maintenance items such as hoses, spades, lawnmower are kept. Outside, there is a fully-fenced swimming pool which is regularly maintained by staff and young people alike. The design and locality of the house make it conducive for bush walking, mystery hikes, nature lessons and so on.

Function:
Placements for young people to The Rookery are long term, with referrals arriving from a variety of agencies, the most common of which is instigated from within the organization's own field section.

Other agencies such as clinics and hospitals can and do become involved in the referral process.

There is room to accommodate a maximum of eight male and female residents, some of them staying as long as three years. A well established behaviour modification programme exists aimed at addressing behaviours that prevent or inhibit return to family. Behaviours of young people are monitored and recorded by staff who evaluate their progress weekly.

An established expectation by staff is for young people to contribute toward the daily running of the house. Chores and tasks are discussed and rosters drawn up by all to avoid arguments and repetition. For those young people finding it difficult to follow set tasks, staff work with them until such time they can be completed with minimal supervision. Popular duties such as cleaning the swimming pool are left until the more everyday chores are completed to an acceptable level.

Given the type of severe behavioural problems exhibited by young people in this hostel, there are attempts by the administration to restrict the number of admissions. Ideally, only those attending school are referred to The Rookery and it is rare for boys or girls older than fifteen years to be

admitted. Of course this depends on the pressure of admissions placed on other hostels in the system.

The Sentinel

Layout:

Prior to The Sentinel operating as a bailing hostel, the interior was repainted throughout. Most of the old fittings were removed and replaced, including carpeting, curtains and lighting. New equipment was purchased for every room, with careful consideration given to colour and function.

A major reason for this comprehensive refurbishment centred on the fact that many of the young people being referred there would be well acquainted with the other hostels and it was thought that coming to one that looked modern and well maintained might prevent their engaging in destructive behaviour. The Sentinel had opened less than two months at the commencement of this research.

It is a double-storey brick building and was built in the inter-war period. It is a very regal looking building, standing prominently within its own grounds, possessing tennis courts, sunken trampoline and outside brick workshops. The house has six bedrooms catering for up to eight young people. The office is situated well away from the living areas and is not conspicuous as are the offices in the other hostels.

Function

Young people are referred to The Sentinel from the children's courts and are required to be supervised by staff on a twenty four hour basis. Ages of children range from eleven to eighteen years and length of stay is usually a matter of days. Permission is needed from staff for residents to go on outings on their own.

CHAPTER THREE

Stress is universal. It is far more common than the common cold, and can be far more dangerous. It can affect our health in a dozen ways, decrease our adaptive functioning in social, occupational, marital and many other spheres of every day life and even shorten our life span

(Burn, 1981, p.95)

A Review of the Literature

Introduction:

Chapter One introduced the research and provided a backdrop to the research by discussing the evolution of the study, the participants, how data was collected and the use of terminology. Chapter Two examined the hostel administration structure and described the physical aspects and functions of the hostel system itself. In this chapter, models or theoretical issues surrounding the concept of stress are firstly considered. It then goes on to examine various definitions of stress, the coping strategies that people use, their social support systems, work stress in the human service professions and finally, the relationship between stress and burnout. It was believed important to include the concept of 'burnout' because there is a fundamental connection as a consequence between this phenomena and work-related stress.

Theory:

Much of the literature relating to workers in residential settings focuses on working with either aged, mentally or physically disabled people or children in day care. In this section of the literature review, various theories or models of stress are

briefly examined with a view to utilizing a particular theory suitable for this study.

By combining empirical observations with sound theoretical constructs, a framework by which hypotheses about further relationships can be developed. This can make an inseparable alliance between the models and the methods used. Without research based on theory, science would have very little direction and purpose (Mitchell & Jolley, 1988; Shipman, 1988). Presented are several theories or models relating to stress: physiological/behaviouralist, physio/biological, medical, engineering, industrial, psychological, and psychosocial.

Physiological/behaviouralist

It was Cannon in 1929 who identified the flight-or-fight response, as the activation of the sympathetic adrenal-medullary system in emergency situations. Cannon also introduced the term 'homeostasis' meaning that when stresses and strains are placed on the body, it strives to maintain a "steady state" (Selye, 1978, p.46). During the 1950s Selye proposed a three stage theory of stress which he termed the "General Adaptation Syndrome" (GAS) in which there is "alarm", "resistance" and "exhaustion" thus providing a framework for stress. Selye describe GAS as "a non specific response of the body to any demand" (Selye, 1978, p.63; King, 1987). In a classic experiment in the 1940s, Wolf and Wolff were able to observe and record physiological responses to external psychological

stimuli (Wolf and Wolff, 1943; Lazarus et al, 1984).
Physiological stress research measures an individual's
heart rate and blood pressure to stimulants outside of
the body as a means to identifying those individuals
susceptible to high levels of stress.

Physio-biological

In biology, a species is a unit among living forms. The
cell is considered to be the primary unit of life
(Quick et al, 1992). A physio-biological perspective
may consider individuals as having natural mechanisms
involving the nervous and hormonal systems which are
used as a protection against perceived threats to their
wellbeing. These systems summon the body to a state of
alertness, heightening the fight or flight response.
This is an effective mechanism when dealing with crises
that are of short duration. It is when individuals are
placed under constant strain with little prospect of
removal from perceived threats, that side effects of
sustained states have deleterious effects on their
psychological and physiological well being (Fischer,
1983).

Medical

The foundation of the medical model of stress is to
combat disease by strengthening the body's own defenses
against stress. Historically, the medical model has its
applications in dealing with people who are physically
ill or experience maladaptive behaviour and is
associated with terms such as "symptoms", "sign", or
"disease". Intrinsic to this model is the notion that

maladaptive behaviour is something that can be observably wrong within the individual which can be "treated". Despite the body having a complex mechanism for self-regulating and adjusting itself to sometimes dramatic situations, it can still break down making the body vulnerable to attack from diseases. A final goal of the medical model is generally assumed to be restoration to a pre-existing state of health, in other words, a cure. Lesser accomplishments- no matter how much progress they may represent- constitute failure. Whereas human service work involves facilitating the "movement of clients along some developmental dimensions" (Farber, 1983, p.56), the medical model seeks to re-establish the homeostasis that may have been briefly disrupted. The medical model may have fallen out of fashion in recent times, however, it has contributed greatly toward a wider understanding of the concept of stress.

Engineering

In contrast to the medical model, engineering has served the topic of stress well and illustrates the diversity that the term evokes. Engineers view stress as a stressor acting upon forces and observing their effects. Stress, in this sense, represents a load applied to a particular structure and as it bends or distorts, any deformations are referred to as strain. Strain is measured in the amount of pressure per unit (Cooper & Marshall, 1976). Stress is an important concept for engineers, however when applied to people

by analogy, it can be seen that this theory does not take into account behaviour or emotions thereby limiting its validity (King et al, 1987).

Industrial

Industrial or occupational psychology base their models of stress on the effects that noise, odours, lighting, hours at the worksite, or job performance have on an individual. In addition, physiological responses are taken into account as outcomes of stress (McLean, 1979). There is an increasing awareness of the utility of this model, particularly in relation to occupational health and safety issues. Unions in the past have sought better work conditions at the workplace aimed at reducing stress levels for their members. Better conditions can include more meaningful work and increased job satisfaction (Farber, 1983). It seems that the literature does not address human service work when industrial stress is discussed. For example, physical conditions as described above at the worksite seem to be identified as areas of stress and convey that these occur in a factory rather than a human service setting such that exists for groupworkers.

Psychological

Unlike the engineering model, which has a clear, unambiguous definition of stress, the psychological model is beset with definitional problems. The psychological model of stress used extensively views stress as a state of distress responding to surrounding forces known as stressors (Dohrenwend, 1961; Arnold,

1967; Scott, and Howard, 1970; Friedman, and Rosenman, 1974; Finlay-Jones, 1984; Elliot et al, 1982; Eckenrode et al, 1990).

The literature abounds with examples of stress that initially describe research related to animals which have rarely been extended to people. Animals do not react or process information to situations like people. The psychological model also looks at the political, economic, and social context within which work related stress occurs. Stress in this context is never simply a characteristic of or within an individual, but rather a complex reflection of society at large (Farber, 1983, p. 243). Perhaps there is a need for human psychology to distance itself from non-people research in order to facilitate a clearer distinction between people and non-people theories relating to stress. The psychological model, however, does relate closely to workers in human services as it also takes into account the physiological and psychological consequences to stress (Quick et al, 1992). This model has a history of involvement with stress which is deliberated in early studies conducted on soldiers exposed to prolonged stressors and communities that have experienced natural disasters (King et al, 1987; Quick et al, 1992; Lazarus, 1984).

Psychosocial

The theories referred to above have all contributed to and advance understanding and awareness about the topic of stress. The final theory and the one adopted for

this study, is the psychosocial model of stress. This model looks at the relationship between people and their environment and how they appraise pressures from their environment. This approach to stress appears to complement the type of work in which the groupworkers in the hostels engage.

Cognitive appraisal is discussed at length by Lazarus et el (1984). They state that the process of appraisal "..goes on beyond immediate and indeliberate cognitive affective processes" (p.25). For instance, the process of assessing danger or a threat involves assessing its reality, its location, assessing the amount of danger and consider how to deal with it. New inputs and thoughts feed back to the original situation, either confirming or reducing it depending on additional appraisal. Groupworkers in the hostels sometimes have to respond similarly to certain situations that may be perceived as threatening. They too have to judge the realism of a threat, localize it by querying if it is aimed at them, they then have to assess its potency, then consider how they should respond. This process appears to occur almost instantaneously as the worker further tries to evaluate it even while in a state of response.

Lazarus et al (1984) have not been alone in examining the relationship between the environment and the personal characteristics of individuals or groups of people. They state that there were a number of early

writers on the topic of stress that made use of the concept of appraisal however, few used the concept in a systematic manner. It was Arnold, (1967), who wrote on appraisal as being "..the cognitive determinant of emotion, describing it as a rapid intuitive process that occurs automatically, as distinguished from slower, more abstract, reflective thought" (Lazarus et al 1984, p. 25).

Levi (1981) gave attention to the psychosocial demands of the workplace that can cause stress. He looked at the impact of automation and technology in the work place on workers and how the relationship of each could create high-risk situations. (Levi, 1981).

Landy (1992), also drew attention to several classes of psychosocial demands in the work place that have the potential to be health risks for workers. These include lack of control over the work and the place of work, uncertainty about future employment, the potential for dysfunctional work place conflict and routine tasks and work demands. According to Landy (1992) and Karasek (1990), the lack of job control has more recently led to an increase in cardiovascular illness amongst workers.

Everly, (1989) states that there are two generic types of stressors, biogenic and psychosocial. Biogenic stressors are so called because they contain properties of a biochemical nature capable of commencing a

response whilst "bypassing higher interpretive mechanism". Psychosocial stressors on the other hand become stressors by the way they are cognitively interpreted and appraised by individuals. Everly provides an example to distinguish these stressors. A driver stuck in a traffic jam (a neutral event) interpreting this situation as stressful could generate certain biogenic stimuli called sympathomimetics, which in turn causes stress. Should the driver interpret the same traffic jam as positive, then no stress will occur (Everly, 1989, p.7).

Janis and Mann's (1977) model of appraisal is concerned with choices between courses of action that shape how individuals evaluate events and how they cope with their decisions. This approach differs to that of Lazarus in as much that Janis's model of appraisal is concerned with choices between courses of action, whereas Lazarus et al are "..concerned with *any* event in which the person feels his or her adaptive resources are taxed or exceeded" (p.27). Lazarus et al go on to say that cognitive appraisal looks at the nature of the stimuli that provokes a physiological response rather than at the physiological response itself. It is not just the stimuli or physical environment that determines the physiological response, but the evaluation of these stimuli.

Although the psychosocial model certainly seems best suited for this study, this approach to stress is not

without its critics. Strack et al (1983) suggest that individual differences occur because human circumstances are continually changing therefore making these differences not necessarily due to personal characteristics. Coyne et al (1983) have observed that affective depression may not be entirely explained by people's tendencies to make or distort reality and make cognitively inappropriate assumptions about themselves. For example, although they may be correct in assuming that some people reject them, their depressed state is such that they create feelings of distress in those around them, actually increasing aversion by others (Kutash, 1981; Quick, 1992)

Despite the criticism aimed at the psychosocial model, there is little doubt that many groupworkers have given consideration to the stress that stems directly from their interaction with their workplace. As discussed earlier, there have been groupworkers who have left the job, or have sought promotions elsewhere in the organization in attempts to remove themselves from what they have experienced as stressful situations. Discussions with these and other groupworkers, coupled with increased reading of stress literature eventually led to the development of the twenty five statements as presented in the data analysis section of the study.

Defining Stress:

It would seem that stress is one of those terms where its modern understanding is different from its ancient

meanings. As early as the 14th century it was being used to describe hardship, burdens, adversity, or affliction. The word itself comes from the Latin "stringere" meaning to pull or draw tight (Cooper et al, 1988). When contemplating how the term stress ought to be defined for workers in the human service professions and more particularly front-line residential worker, consideration should be given not only to the variety of existing definitions, but also how people respond to stress and how symptoms and behaviour provide clues as to the impact stress has on them.

A problem associated with trying to pin down the term is that stress has no strict boundaries as we have seen earlier in this chapter. Reference to and use of the term is evident in biological, medical, industrial, and psychological literature. The term has been variously used as a "...stimulus, an external force impinging on an individual; a response; an individual's emotional or physiological response to internal or external environmental events; and an interaction between an individual and their immediate surroundings" (Cooper, & Payne, 1980, p.300).

Crago (1990) argues that there are two main types of stress among those working with other people, frustration and anxiety, both of which are associated with an immense number of psychological and physiological symptoms (Crago, 1990).

The literature abounds with examples of symptoms of
stress, describing in detail some of the early signs
associated with stress. Three categories of symptoms
that affect those working directly with other people
are presented:

* Psychological
  anxious, feeling inadequate
  dread
  cynical and skeptical
  depressed and irritable
  negative, bored, frustration
  low esteem and loss of confidence

* Physiological
  fatigued, loss of sleep
  weight loss, shortness of breath
  ulcers, upset stomach, irregular bowel movements
  cardiovascular diseases
  tics, rashes, hypertension

* Behavioural
  alcohol and drug abuse
  marital conflict
  increased absenteeism from work
  inferior work effort
  burnout, defensiveness, decreased effectiveness
  gaining promotions that take them away from clients
  retiring early

Many researchers acknowledge that Hans Selye has been a
major contributor in advancing research into the stress
phenomena (Hamberger & Lohr, 1984; Rice, 1987; Fitter,
1987; Mirowsky, et al, 1989; Endroczi, 1991). During
research into sex hormones on rats, Selye discovered
that rats receiving multiple doses of ovarian extract
developed adrenal enlargement, involution of the thymus
and lymph glands and stomach ulcers. Exposing rats to
extreme stimuli such as cold or heat, pain and

infectious other bodies, produced identical results.
From these experiments, Selye proposed that individuals
exposed to noxious stimuli respond to what he termed
General Adaptation Syndrome (GAS).

There are three planes to Selys's GAS. The first being
alarm, in which the individual has not yet adapted. The
second is resistance in which adaptation peaks and
finally, there is exhaustion, in which the acquired
level of adaptation disappears (Selye, 1977). For Selye
then, a stimulus was a stressor only when it produced a
stress response, which contained "specific, objective,
physiological changes" (Selye, 1977, p.13). Selye's
work into stress research had an influence on areas of
research such as medicine and neurobiology. He also
influenced research on psychosomatic stress with his
notions that either physical or emotional stressors
might produce stress reactions (Cooper, et al, 1980).

Results generated from research unconnected to the
study of stress is useful in understanding how the
brain works, affecting a person's body and the
contribution bodily chemical and electrical energy has
made toward a fuller understanding of the stress
phenomena. However, employment of this new knowledge to
explain how stress affects health and disease is
lagging far behind in the literature (Elliot, et al,
1982).

It is probable that most people have difficulty defining a number of words they use regularly, such as "emotion", "morality", or "consciousness" despite intuitively sensing that they understand their concepts. These terms are often value laden and relate to events in the real world. This applies also to the concept of stress which, although generating vast interest from a variety of sources is still value laden according to whatever paradigm is adopted to interpret it (Mandler, 1962).

Moreover, there still exists no clear consensus between consultants, researchers, managers, administrators and clinicians on the term. The majority of individuals have their own ideas and notions when defining stress. So, although limitations to existing definitions of stress seem obvious, viable alternatives do not (Everly, 1989; Eckenrode & Gore, 1990).

Stress cannot be adequately understood without reference to external conditions, internal evaluative processes, personal resources, and of course, the psychological and physical outcome. Lazarus emphasized the role of cognitive appraisal of a perceived threat in which individuals experience stress as '...a general rubric for a large collection of related problems, rather than a single narrow concept" (Lazarus, 1966, pp.53-61.)

During the 1970's, it was put forward that not all stress stimuli could be construed as negative. Robert Adler, a psycho-neuroimmunologist found that rats stressed by the presence of a cat, displayed greater resistance to a cellagen-induced arthritis. Mice presented with a light and a shock, showed decreased resistance to Coxsackie B virus. Mice given the same stimuli and infected with malaria microbes lived longer than unshocked control mice (Goldberger et al, 1982).

Research on stress has resulted in the abundance of various definitions. There have been efforts to form more precise definitions which have uniformly failed to distinguish all stressful events from all non-stressful ones. Despite this, the study of stress still maintains a fascination for researchers and non-researchers (Glowinowski, & Cooper, 1985).

Coping:
Coping is concerned with what individuals do when dealing with stress. Managing internal demands and conflict requires effort which include behaviour and cognitive types of strategies. These strategies have different functions. For example, they can examine the problem closely, or revise the appraisal process to reduce the perceptions of a threat. Studies of coping with stress are seriously hindered by inadequate measurement techniques. (Pearlin 1985).

In the study of how people cope with stress, Monat et al, (1977) noted two strategies. The first strategy

relates to the use of measurements and scales identifying various categories derived from a theoretical framework. The second strategy examines a particular stressor such as a life threatening illness, comparing the coping strategies of those who successfully deal with this situation to those who do not, as indicated by mood and health outcomes (Monat et al, 1977).

The first strategy (theory based) has the ability to provide more generalised results, thereby improving and enhancing theoretical perspectives of the stress process. A limitation of this, is that it may overlook certain effective coping strategies not included in the theoretical framework. The second strategy (stressor based) does not produce as much generalizable data, but allows for increased understanding of effective coping strategies when dealing with specific stressors (Monat et al, 1977; Lazarus and Folkman, 1983).

Monat and Lazarus (1977) discuss how individuals make the transition from the nature of stress to the way in which they handle or cope with it. Lazarus proposes that a key role in the coping process is the manner in which people mentally assess situations prior to responding to them. He emphasizes the importance of cognitive appraisal for people during coping activity in deciding the nature and intensity of direct responses to their emotional reactions. Individuals escaping or having to face unpleasant situations, take effective action to change threatening conditions,

deceive themselves, or ignore situations they feel are unpleasant (Ivancevich, 1987).

Studies have shown that the way individuals cope can influence the amount of physiological arousal a stressor will induce. For example, people in combat, patients awaiting surgery, confirm that some defense mechanisms are more associated with lower excretion of adrenal corticosteroids than others (Elliot et al, 1982). The manner in which people cope with illness and tragedies affects their recovery. Hospital patients who refuse to be passive when ill, have difficulty adjusting to a hospital environment but also show better long-term rehabilitation than those who accept the "sick role" (Jenkins, 1979).

Some individuals faced with a risk factor such as terminal disease or loss of a loved one react by a 'giving up' complex, characterized by feelings of helplessness. Those who give up may be at increased risk of becoming ill. Despite the amount of interest generated in the "giving up" complex, serious methodological gaps exist within the research which include the lack of predictive studies, absence of control groups, and observer bias (Mirowski et al, 1989).

Menninger (1963), unlike Lazarus, did not break away from the major ideologies of modern psychology, he proposed that the function of the psyche is homeostatic and to maintain a sense of equipoise the ego engages in

coping techniques consistent with what is perceived as a threat. He goes on to state that individuals facing minor stresses use 'healthy or normal' devices, whereas in severe stress 'primitive responses' are used to avoid the stressor, requiring the ego to expend more energy.

Coping is viewed as being on a continuum which consists of overlapping groups, each representing augmenting degrees of failure in ego functioning. A criticism of Menninger's theory is that it focuses largely on the failures of people and can ignore the fact that many people have the capacity to quite successfully deal with severe stress (Beerh et al, 1985).

Culture can influence greatly how people cope with stress. In research conducted by Spiro (1965), he found religion to be a highly efficient coping device by being a "culturally constituted and approved defense mechanism" (p.181). Spiro conducted research on Burmese Monks through the use of interviews and data ᷉ollected from the Rorschach Test protocols. Results suggested that the Monks were highly defensive, latent homosexuals and displayed "regressed expressions of oral and anal drives" (p.181). The Monks used traditions provided by their Order to cope with the stress of monastic life (Spiro, 1965).

For many human beings, life has to be meaningful, and things they do have to have a purpose and be useful.

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This belief provides a way of dealing with the anguish associated with modern life and facing up to our own sense of mortality. In the past, religion fulfilled this purpose quite adequately. However, today many people are turning away from religion and resorting to seek self-actualization through their work (Payne et al, 1987).

A general strategy used when dealing with people who are stressed, particularly those in the workforce, is to improve their coping capabilities. Several researchers suggest providing specific techniques such as relaxation, time management, rotation of widening experiences, education, training, and professional management, all aimed at reducing vulnerability to occupational stress (McGrath, 1970; House, McMichael, & Wells, 1979).

There is a need for suitable measuring instruments and appropriate research designs on the topic of coping. There is also a need for longitudinal studies rather than cross-sectional techniques if coping of stress is to be conceptualised as a processs which has the capacity to change over time (Stone & Neal, 1982).

Multiple methods of assessment related to coping with stress involve the analysis of subjective, behavioural, and physiological data at the same time. Multiple measures are difficult to interpret because results produced from one method may not be related with

evidence from another. Until fuller assessments are carried out, the manner of how coping plays a role in these responses will remain ambiguous and incomplete (Jones at al, 1993).

Support Systems:

People can belong to more than one group at a time, many of which overlap. The family is seen as a primary support group in people's lives. However, it is known that some place more energy into their place of work rather than at home (Maslach, 1976; Goldberger et al, 1982).

There are conflicting definitions relating to the concepts of social supports. Social support has been discussed as an influence contributing toward stress (Leiberman, 1982), whilst others view it as too vague or too narrow in protecting individuals from stress (Burke, 1987; Kruger, 1991).

Leiberman (1982) in a study on sources of support, asked 663 bereaved parents who had lost a child to list the people they turned to during their period of loss. They were also asked to list those they felt were the most helpful and those who were least helpful, then describe how they had been helped. Findings from this study suggested that the primary source of support came from the spouse, followed by friends, professional services and self-help groups. It was rare for people experiencing severe stress such as the death of a child not to gain support of some kind, either formally or

informally. The degree of support people received was not as important as who it was who provided the support. Spouses were the central focus for support (Leiberman, 1982).

Models of social support should incorporate the psychology of relationships and utilize networks that can alleviate stressful situations (Goldberger et al, 1982). Janis (1977), discusses the short-term effects of counselling with cigarette smokers. It was found that counselling was a way of getting people to reduce cigarette smoking. However, most who took part in the research commenced smoking again within weeks of the counselling.

Those who succeeded in reducing their cigarette intake were those who received educational information and participated in interviews and discussions. The prospect of successfully reducing cigarette smoking increased when people were linked into support groups or with partners who helped them during this period (Janis, 1977).

Women entering the workforce becomes a contentious issue during periods of high unemployment, despite increased support during periods of full employment, women would be the first to be retrenched during periods of instability. Strain is the product of conflict and bargaining between occupational and traditional gender roles (Davidson, & Cooper, 1983).

Stress from meeting two or more significant role obligations is increased for women as, unlike their male colleagues, many have to be a mother and wife, as well as maintain full-time jobs. This can lead to further stress as career development becomes limited, affecting ambitions (Farley, 1980; Cairncross, 1982; Quick, Murphy, & Hurrell, 1992).

Research upholds the notion that individuals experiencing work related stress appear to adapt more readily to stressors when given support from those on whom they can rely and confide in (Cobb, 1974). The question concerning the way that social networks temper responses and consequences of exposure to particular stressors was discussed by Litwak, & Szelenyi (1969) who proposed that financial support to those experiencing stress can also be important in reducing the shock of a stressful event (Andrews, Tennant, & Hewson, 1978; Staines & Peck, 1986).

Different social supports serve different functions. For example, the family may be a better source of support during crises relating to personal relationships, but friends may be more helpful when seeking out prospects relating to employment (Litwak et al, 1969).

There are some types of support systems that no matter how well structured, may not possibly provide support in all cases. Within families providing support to an individual, there may be a lot of conflict, strong

emotional reactions, or firm critical attitudes aggravating rather than easing their stress (Burchfield, 1985).

Life events such as AIDS or mental illness, may be perceived by others as stigmatizing and could lead to rejection of the individual rather than support. For researchers into social supports, consideration must be given to expectations that are applied to individuals by the community (LaDou, 1990).

Having people who are sympathetic in itself does not lessen the impact of stress on people. There is a need to establish what types of response and in what context can assistance be adapted to convert a potentially supportive system to one that actually becomes supportive (Leff, & Vaughan, 1980). Generalizations relating to how social supports affect individuals are not possible at this time. The role of the researcher is constrained by the nature of the topic to develop structures that measure support transactions between those who require support and those offering support (Goldberger, et al, 1982).

Residential Care Workers:
Computerised searches and many explorations through journal articles, books and various other sources of literature focusing on work related stress among residential workers was conducted by the researcher. For the most part, the literature focuses on residential workers working with seniors, people with

physical or mental disabilities, or children in day care centres. There is very little literature emphasizing work related stress among residential workers working with troubled adolescents in hostels. There were many books and journals that focused entirely on the topic of work related stress or burnout. For example, the Journal of Social Research Vol,10 No1 (Gillespie, 1987) devoted every article entirely to work related stress. The works in this journal did not deal with worker stress in residential settings for troubled youth.

Besides this journal, there were many books on work related stress some of the most significant are as follows: "Psychological Stress and the Coping Process" (Lazarus, 1966), "The Stress of Life" (Selye, 1978), "The Handbook on Stress and Anxiety" (Kutash et al, 1981), "Current Concerns in Occupational Stress" (Cooper et al, 1980), "Professional Burnout in Human Service Organizations" (Cherniss 1980b), "Job Stress and Burnout" (Paine, 1982), "Stress and Burnout in the Human Service Professions" (Farber, 1983), "Stress, Appraisal and Coping" (Lazarus et al 1984), "Job Stress" (Ivancevich, 1987), "Stress, Theory and Practice" (King et al, 1987). All of these books examined and discussed varying aspects of work related stress. However, these too seldom referred directly to workers in residential settings working with disadvantaged young people.

A book that did deal specifically with workers in residential care was, 'The Residential Solution' by Ann Davis (1981). Davis provides a broad perspective of residential care, arguing that an understanding of the unclear relationship between residential care and the family would enable workers work toward a coherent approach to current practice and future growth. Some points identified relating to stress for residential workers were:

* house parents often experienced stress relating to role conflict, for example they were expected by the organization to be ideal substitute parents and generate 'family-like' relationships with the residents on the one hand and comply with increasing demands and accountability associated with managing an institution on the other.

* residential workers can relieve stress and work pressures by examining the balance between engaging in 'worker-resident' relationships and 'institution-oriented' activities.

* there is the perception that residential workers see themselves as being just another stage in a bureaucratic process. No longer the adult caring for the child's needs, they are "reduced to being part of the machinery which fills out forms or conveys information to senior workers who in turn ensure that procedures are carried out in accordance to rules or policies" (Davis 1981, p.72).

Although Davis deals with work stress for residential workers, this was done "in passing" and related to working with children who are physically handicapped or mentally impaired. However, the book provides insights into the routines that exist in residential settings and how these workers relate to residents that somewhat closely mirrors the work role of groupworkers in this study.

Another book on residential workers, "Tasks of Residential Workers" by Patricia Hansen (1988), examines what workers actually do and how they go about

planning and organizing their work. Hansen studied the
workers in three different institutional settings: a
children's home, a psychiatric hostel and a lodge for
seniors. Workers in the children's cottage saw
themselves as substitute parents, workers in the
psychiatric hostel described themselves as "therapists
or friends", while those in the `senior's' lodge viewed
themselves as "physical caregivers who were not nurses"
(p.149) The issue of worker stress is not referred to
in the study, but reference is made to the importance
of "role identity" and "role ambiguity" for residential
workers.

A book co-edited by Spencer Millham (1980), "Learning
to Care: The Training of Staff for Residential Social
Work with Young People" provides a guide to training
residential workers and discusses the importance of
training when working with young people. The authors go
on to explore the backgrounds of student residential
social workers and examine their responses to the
training experience. Despite providing a framework for
training workers, the book does not deal directly with
the stresses and strains related to working with
children. The nearest the author approaches the topic
of stress is during a discussion on staff turnover.
Millham acknowledges that there are high rates of staff
turnover in response to "the strains of residential
w`rk" (p.42) and then goes on to suggest that workers
may leave this type of work for other reasons than work

pressures. Though this book is dated its framework continues to be relevant to the residential work site.

An exhaustive search through various journals and seeking out specialised articles was conducted. This involved computerised searches at tertiary institutions and the host organization's own library. There were no articles relating precisely to work related stress among residential workers working with troubled youth and as stated earlier, articles that referred to residential workers did so in relation to handicapped children, elderly or psychiatrically ill people. Although the literature seems to reflect all the concerns that confront groupworkers, it also appears that they work in isolation from what may be considered "mainstream" residential workers.

In an article by Hess (1990), "Residential Treatment: Beyond Time and Space", it is maintained that "Residential care should be seen as a continuum of services, commencing with the intake procedure and ending with an after care component upon discharge" (p.41). He goes on to say that successful aftercare aids the versatility of workers and enables a trusting therapeutic relationship to exist beyond the confines of the residential setting. Successful and meaningful relationships enhance the reduction of stress levels among workers in residential settings (Hess, 1990; Kreuger 1990).

Children with severe emotional disturbance are difficult to work with and even more difficult to treat. Frequently they are the end product of years of physical, sexual, and emotional abuse or neglect. A common feature of these children is that they come from dysfunctional families, poorer areas of their communities and have generally experienced many out of home placements (Doyle et al 1989). In a study of four group homes to establish whether any of the children fitted the Post-Traumatic Stress Disorder Criteria (PTSD) flow chart, Doyle found that 22.4% of the population fitted well within the range (p.281). It was also established that before any work could be done with these children who had the potential to be aggressive and violent, the staff in the group homes would require training not only to enable them to better understand the causes and effects of PTSD, but also to minimise associated work related stress and burnout.

According to Raider (1989), workers should be supported by their administration teams and provided with resources and personnel to effectively cope and work with disadvantaged youth. Of concern for residential workers is the notion of not having a benchmark to measure their success often leaving them to establish and interpret their own. This can have consequences for the workers as their own measures may be unrealistic and increase or exacerbate their sense of failure when the young people with whom they work do not respond to

treatment (Raider, 1989). The introduction of excessive rules or regulations by agencies can often be viewed by staff as standards to be achieved and they experience disillusionment, anger and frustration if these are not met (Weinberg et al, 1983; Fimian, 1984).

Agency attitudes and policies that are seen as autocratic by their workers may become rigid, inflexible and isolated from professional and community resources. With few resources, morale and job satisfaction begin to decline, influencing workers' decision-making ability (Doyle et al 1989; Mattingly, 1983).

Intense emotional reactions may be experienced by residential staff working with young people. In these settings young people are more often exposed to residential staff than they are to their family members. This can have the potential to "blur the original culture the child comes from, then beginning to identify with the culture that exists in the hostel/institution" (Arieli et al, 1990, p.58) It is sometimes easy for these workers to relate to the negative behaviour residents exhibit and use judgmental descriptions such as "useless, manipulative, hopeless", etc.

Zeiger (1991) suggests that workers should look beyond these descriptors and acknowledges that these young people have the ability to "stir up conflicts that we don't want to explore" (p.25). Response to this

conflict by residential workers has the potential to uncover their own emotions making them feel vulnerable and uncomfortable. To overcome this, Zeiger proposes that residential staff cultivate certain degrees of 'openness' about their emotional responses to residents. The consequence of not addressing these emotions could be treatment error and increased stress or burnout (p.38).

The provision of quality care and service is an explicit goal in residential settings. To maintain this, organizations need to retain their skilled staff. Issues such as salary levels, experience, promotions, status can often alter or affect the atmosphere of group cohesion in a setting. Maintaining a positive attitude and giving consideration to work related stress influences levels and quality of communication, increases the seeking out of proactive solutions to problems and acts as an aid in the retention of quality workers where they are needed at a face-to-face level with the young people with whom they work (Greenberg et al, 1980; Johnson, 1982; Boyd et al, 1989; Curbow, 1990; McDonnell et al, 1994).

One of the final references obtained for this section of the literature review was found in the organization itself. The "Committee of Inquiry into Residential Child Care" (1976). Although dated and despite superseded thinking, this continues to hold value for residential workers and their roles. The Inquiry emphasizes the need to encourage private settings for

treatment of children and the extensive use of
volunteers to implement and support programmes. Staff
training of residential workers is dealt with by
distinguishing between the professional staff (tertiary
qualified) and other workers (college trained).

Although the Report acknowledges that residential
workers have a difficult job, often working with
children that are very difficult to place in "normal"
homes, it makes no mention about the stress or strain
for the staff related to working with these admittedly
difficult children. Nor is there mention about support
for workers or how they are to cope with unrealistic
quotas of children and staff per hostel. A final
recommendation relating to staff in the document was
"...Increase standards of remuneration and conditions
to attract the best people and upgrade the public image
of residential child care workers." (p.49).

Stress in the Human Service Profession:
Although stress is evident in all occupations, the
sheer size of agencies caring for people today and more
importantly, the impact they have on populations,
justifies the need to focus attention on inherent work
related stress associated with their occupations
(Gillespie, 1987).

The very core of human service work is cradled in the
development of relationships between consumer and
worker, which of themselves can be a source of stress

even for very experienced workers. Human service workers sometimes have to suffer the anxieties of those who they perceive as unwilling to change or cooperate. Differences between user and service provider have the capacity to contribute toward inappropriate behaviour and expectations from them both (Payne et al, 1987).

For residential workers dealing directly with people perceived as disadvantaged, the likelihood of them encountering evidence of child abuse, drug addiction, severe psychiatric disorder, alcoholism, family crises, and serious antisocial behaviour increases dramatically more than it does for those workers in occupations that do not require the same levels of intense interaction (Arieli et al, 1990).

There is also an expectation not only from the general public, organizational administrators and the media, but amongst some of the workers themselves, that hostile, face to face confrontation with people is an integral part of the job. This is true particularly with police and prison officers (Smith, Beck, Cooper, Cox, Ottoway, & Talbot, 1986).

For some human service workers there is a growing awareness that the potential for violence toward them is on the increase. Although very little literature exists on the impact of violence, it would seem that the media nationwide have addressed the topic more fully.

Examples include an attack on a prison officer outside a major prison in Western Australia who was beaten so severely with iron bars by ex-prisoners that he suffered extensive fractures to the skull and was permanently blinded (West Australian Newspaper 1988). Police and ambulance personnel convey to the media how they feel after being involved in fatal high speed pursuits involving juveniles or confronting armed killers (West Australian, Newspapers, 1990).

In other incidents, teachers, social workers, counsellors, and residential workers are increasingly being exposed to threats of violence and verbal abuse from students and clients. Recently, a teacher and a class full of students were witness to a fatal stabbing in a classroom. Incidents such as these occur more often with workers in human service occupations than with workers in occupations where contact with other people is minimal (West Australian Newspapers, 1993; Bagley et al, 1990).

Stress and Burnout:

There is a strong relationship between stress and burnout. Burnout is a term used to describe a state when individuals become "exhausted by making excessive demands on energy, strength, or resources" (Freudenberger, 1977, p.90). Although burnout is related to stress, it is different in important ways from other psychological disorders or work outcomes (Zastrow, 1984; Farber, 1983). Many of the symptoms of

burnout such as feelings of hopelessness, helplessness, apathy and so on, mirror those of reactive depression. One of the major differences between burnout and depression appears to be that burnout occurs in the context of anger and is situation specific rather than being pervasive and manifested across all situations as is depression (Rice, 1987).

Pines (1983), Phelan (1990), argue that burnout differs from clinical depression chiefly because in depression the individual's personal history is the source of the symptoms, whereas in burnout the search for its beginnings is located in the environment. This is true for the groupworkers in this study, some of whom appeared quite "burned out" in their daily work routines. Pines goes on to say that burnout is also different from three related work outcomes common to the human service profession.

Firstly, it does not equate with turnover. In his research with human service professionals, Cherniss (1980) found that burnout may cause some workers to resign, but others may also burnout and remain on the job. High turnover in an agency may be a sign of burnout, but it may also occur because people leave jobs for positive or other reasons rather than to escape from a work situation.

Secondly, as burnout involves change in attitudes toward work and service recipients, it is not the same as temporary fatigue or strain. Burnout is a reaction

to stress. Failure to adapt to stress can result in burnout (Freudenberger, 1977; Maslach, 1982).

Finally, burnout is different from acculturation, the process in which workers' attitudes and behaviour change in response to the influence of work colleagues, because unlike acculturation, burnout occurs as an individual response to work related stress and strain (Cherniss, 1980b).

Summary:

The search for specific information on work related stress for workers in residential settings working with disadvantaged youth drew very few direct works. Despite this, the literature did provide some awareness of how other residential workers dealt with work related stress. However, these related to workers working with either elderly, psychiatrically ill, or physically disabled people or working with young children.

Although the literature did acknowledge that residential workers often worked with a very difficult client group and that many aspects of their work led to stresses and strains, in the main, work related stress was dealt with "in passing". Work stress among residential workers was acknowledged in the literature, but there was little to mirror the stress that exists among the groupworkers in this study as evidenced in the "Committee of Inquiry into Residential Care" (1976).

To aid the study, several theories or models of stress
were given consideration prior to the eventual
selection of the psychosocial model for this study. It
was felt that this model was best suited as it focused
on how workers cognitively appraised stress in their
work place.

There was scant literature on how residential staff
working with the type of young people groupworkers did
coped with stress, what support systems they required
or how burnout relates to these workers. Given the
scarcity of precise information, it was necessary to
review material that seldom referred to residential
workers. However, this at least provided depth and
perspective to the research and aided in finding
relevant literature.

CHAPTER FOUR:

If, under stress, a man goes all to pieces, he will probably be told to pull himself together. It would be more effective to help him identify the pieces and to understand why they have come apart.

<div align="right">

Ruddock, 1972, p.94

</div>

Methodology

Introduction

An issue dealt with in Chapter Three was the selection of a research design that would capture the semantic aspects of groupworker response. Chapter Four will look at the selected model and examine how this has influenced the development of the working definition and the evolution of the questionnaires. The rest of the Chapter will look at how the research proceeded, research bias and the response from groupworkers.

Research design:

The design of this study was that of a descriptive exploratory survey. Information was obtained through the use of questionnaires and interviews in an attempt to establish the predictors, patterns and levels of stress groupworkers were experiencing at the workplace. In a study that examines stress amongst groupworkers, there are bound to be a number of complex variables measuring manifestations of stress and determining the differences between the environment of those who are distressed and those who are not.

Working Definition:

As established earlier in this study, the issues surrounding the topic of stress have been interpreted by a variety of disciplines, creating much disagreement on how the term should be defined. This disagreement not only makes selection of a definition difficult, but makes the development of measurement and generation of theoretical frameworks formidable. As stated in Chapter Three, the preferred theoretical model for this study was the psychosocial model which rather than focusing solely on physiological responses themselves, recognises that people have the ability to evaluate meaning or significance of the nature of a stimuli that provokes the physiological response.

This approach has helped shape the working definition of **stress** for this study which is presented as follows:

> **"work-related factors interacting with workers that alter or distort their psychological or physiological states such that they deviate from their normal functioning".**

Questionnaires:

Several instruments were given consideration prior to the final selection:
* Maslach's Burnout Inventory (1981), developed by Maslach and Jackson, which contains 22 items measuring the frequency and intensity of the three factors of burnout: depersonalization, personal achievement, and emotional exhaustion.

* Hackman and Oldham's (1974), Job Diagnostic Survey (JDS) which is a perceptual instrument measuring how

job characteristics influence the satisfaction and work motivation of workers.

♣ The ten-itemed Felt Effects Scale (FES) developed by Baldock (1984), which was used in a study on stress among staff working at a tertiary institution in Western Australia. These instruments provided much insight into what was required with regard to work related stress.

However, these measures did not seem to quite fit the needs to develop a questionnaire that brought to the surface the semantic responses of residential workers such as those in this study. There was a need to develop a set of questions that required respondents to consider and evaluate identified work stressors and if possible provide reasons why they experienced them as stressful. The psychosocial model seemed not only to be well suited to the study, but also complemented exactly how groupworkers were anticipated to respond to the instrument.

Having decided upon a psychosocial approach to the study and allowed this approach to influence the research pathway, it was felt that any questions raised would need to be piloted. Piloting was seen as an important part of the research process. This process allows for ideas or notions of the study to be tested and amended if necessary. Another reason for piloting allows for observation, note-taking of responses, timing responses establishing whether they are right for the study (Mitchell et al, 1988; Levy et al, 1991).

The pilot group in this study comprised a total of five groupworkers:

- 1 senior groupworker (female)

- 2 male groupworkers   (one permanently employed the other on contract)

- 2 female groupworkers (one permanently employed, the other on contract)

The selected workers were chosen from different hostels and reflected a cross-section of the main group. These workers were approached at their workplace and asked if they would like to participate as members of a pilot group for the main study. All agreed to become involved and it was explained to them that they could withdraw from the pilot study at any time they wished.

The original questionnaires were then individually fielded to them and observations were made on the length of time each worker took to complete them. As each of the questionnaires was completed, feedback was sought from them. The only amendments subsequently made were the condensation of the questionnaires in to fewer pages. The final versions of the questionnaires after being piloted fell into two classifications:

- Locally Constructed Questionnaire

- General Health Questionnaire (GHQ 60)

The Local Questionnaire, a three-part locally constructed instrument, was utilized to obtain data from groupworkers. Section One elicited *demographic* information. Section Two aimed at establishing *predictors* of stress and contained six parts in which groupworkers were requested to complete a series of

statements. Section Three contained a series of open-ended and closed questions aimed at identifying *patterns* of stress within the workplace.

The second questionnaire used was the General Health Questionnaire 60 (GHQ60), the results of which will be discussed following analysis of the Local Questionnaire.

At completion of the questionnaires groupworkers were provided an opportunity to discuss any concerns relating to the study through face to face interviews. These interviews were seen as integral and essential in facilitating the purpose of the research and its eventual utility. For those requiring assistance or clarification during completion of the questionnaire, help was available. Questionnaire return rate for this research was one hundred percent.

Distinct parts of the code numbered questionnaires were printed in different colours for ease of identification and marking. Time spent completing them was recorded and averaged out to 1 hour and 10 minutes. At completion of each questionnaire, the names of the groupworkers were checked off a list.

Local Questionnaire:
The locally constructed questionnaire contained four major areas, which requested groupworkers to answer questions to the best of their ability and comment on

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particular aspects to their answers. Further, there was an expectation that respondents would attempt to rank order certain items. The four areas are presented below:

Demographic variables

These covered items such as age, sex, qualifications, length of service, marital status, resident contact, length of service, and education.

Predictors of Stress

The second part of the local questionnaire contained twenty five numbered statements embedded in six separate sections presented with attached attitude assessment scales, a comments sections, and the rank ordering of certain items. Each of these statements would assist in identifying predictors of stress in the workplace relating to shiftwork, admissions of young people, residents, abuse, teamwork and finally leadership and supervision.

Patterns of Stress

This third part contained a total of five items aimed at identifying patterns of stress in the work place. The first three items related directly to factors affecting the work environment, for example: time of day, days of the week and months of the year. The final two items related to functions within the hostel and included mealtimes and chores.

Face-to-face Interviews

This final part of the local questionnaire provided groupworkers the opportunity to discuss work related stress as meaningful to them. It was hoped that this format would capture the meaning of stress not addressed in the rest of the questionnaires.

General Health Questionnaire: (GHQ60)

The General Health Questionnaire (GHQ 60) was used to measure the levels of stress amongst groupworkers. The full version of the GHQ (60) was originally selected for this study as it was felt at the time that this version would capture more fully stress profiles of participants. The GHQ 60 was also selected as it has long been established as a valid and widely used instrument.

Procedure:

Permission was obtained from the hostel Administration to proceed with the study on the understanding that the host agency be provided with some form of feedback at the conclusion of the research.

A shift roster outlining where groupworkers would be working in each hostel was supplied and arrangements were then made with senior groupworkers from each hostel to obtain details of each worker. All groupworkers were then telephoned and the study briefly outlined to them and asked if they would like to participate. Definite times were made to visit each

worker at their convenience, either at their workplace or in their home. Of the total population, two groupworkers wished to be interviewed at home, the rest were interviewed at the worksite.

A letter (see Appendix A) was given to every groupworker at commencement of every interview. This letter outlined reasons for the research, the level of involvement, the author's home telephone number and a declaration for participants to sign enabling them to withdraw from the study at any time.

In interviewing groupworkers at the workplace, a time that would be quiet or not so busy was selected. This often meant completing questionnaires during a night shift or at weekends. There were three occasions when two groupworkers in the same hostel were able to complete the questionnaires at the same time. At these times they were asked to complete them in different rooms.

The format of the questionnaires was presented to groupworkers so that the GHQ was inserted immediately after Part Two of the local questionnaire. This was in response to comments made by the pilot group who felt that the GHQ60 should be somewhere in the middle, providing relief and variety.

Consideration was given also to the ethical and political issues surrounding fieldwork practice. Two

major iss   in qualitative studies relate to the potential for deception and the impact of the researcher on participants. The issue relating to deception in this study was dealt with via a letter to all participants outlining the major reasons for the research.

With regard to the impact or influence on participants, it was felt by the author that established behaviours and attitudes would not change dramatically in view of the fact that he had worked with many of the workers for sixteen years.

Bias:

There is acknowledgment that a level of bias toward the groupworkers exists in this study. By this, it is meant that although the researcher was aware of the emotional aspects some of the workers were feeling (and his own), there were attempts to deal with this by trying to place personal feelings to one side and remain as objective as possible, even when some workers were visibly upset. A positive side to this is that even though the researcher was known to them, it was felt that these workers would have "opened up" more easily to someone they knew had undergone similar experiences to their own. To this end, this may be seen as an advantage to the study.

Some of the reasons this research topic received the support it did was firstly, that the issue of job related stress was topical at the time and secondly,

participants felt comfortable discussing work related stress with someone they knew and had gone through similar circumstances as themselves. Even though the researcher was known to the group, credibility was still an issue to overcome.

This was achieved in most part by remaining as honest as possible with groupworkers. The issue of gaining a post-graduate degree from the study was openly discussed when required and all were informed that the author would be available to answer queries about the study at any time.

Response from Groupworkers:

Responses from groupworkers during the face to face interview focused on issues relating to sexual abuse, AIDS, annual leave, and teamwork. The issue of physical abuse was raised by male and female staff who felt particularly vulnerable to some of the bigger and older boys in the hostels and as will be seen in chapter five, the workers are an aging population. Sexual abuse was perceived by female staff not only as a physical threat, but also the sexualized manner in which they were stared at by some of the older boys was at times uncomfortable.

It was suggested by several groupworkers that there should have been a section relating to their fear of the possibility of contracting AIDS from young people whose lifestyle often place workers at risk. It was also felt that the period prior to annual leave was a

particularly stressful time and eagerly looked forward
to their annual leave to be as far away as possible
from residents.

Young people were viewed more negatively by
groupworkers during the period just before their
holidays, affecting their manner and attitude toward
them. This was borne out by increased comments and
interest from groupworkers relating to what they will
be doing during their holidays and how glad they will
be to get away. There were other groupworkers who felt
the opposite, feeling they could cope with almost
anything because their holidays were close.

Three final issues raised during the face-to-face
interviews not reflected in the questionnaires were:
team cohesion, gender and age. It was believed that the
more cohesive the team the less scope for
individuality, not only for groupworkers but for young
people as well, sometimes reinforcing and consolidating
existing negative attitudes. In the main, it seemed
that male groupworkers were more concerned about the
issues of gender and age than their female colleagues.
Some of these workers felt that female workers were not
as effective as male workers during periods of physical
confrontation with young people. They and other male
workers also believed that they were "vulnerable"
during physical confrontations with some of the older
and bigger male residents. These were not issues of
major concern to the female workers.

CHAPTER FIVE:

The literature shows clearly that not everyone who is exposed to a stressor or series of stressors will have adverse health effects

<div align="right">(Elliot & Eisdorfer, 1982, p.56)</div>

DATA ANALYSIS: Demographics

Introduction

As it has been seen, a major concern of this study has been to establish whether work-related stress amongst groupworkers exists and what their perceptions of causal factors relating to this stress are. This required visits to the hostels to complete questionnaires from the forty two permanent and temporary groupworkers employed in five community based hostels. For identification purposes, these hostels have been allocated different names (see p.15).

As seen earlier, the use of two instruments were used to secure information from participants. The first constructed locally, contained three sections primarily aimed at establishing demographic features, patterns of stress, and predictors of stress. The second instrument used was a standardized General Health Questionnaire (GHQ 60), used frequently by health professionals to establish levels of stress amongst those in the caring professions. The analysis of the data begins at chapter five and goes through to chapter thirteen. Each topic within the nine chapters will be analysed, discussed, and followed by a summary. Data in Chapter Five commences with age and gender of groupworkers, then

proceeds with marital status, education, length of
service, resident contact and concludes with the ages
and genders of both temporary and permanent
groupworkers.

Analysis of Demographic Data:

Age:

The percentage of participants by age category is shown
below in Figure 5. Seventy four percent are thirty six
years of age or older, with a total average age
representing 35.6 years. Figure 5 also indicates an
aging population as fifty two percent were placed in
the 44-50+ age group. Only two groupworkers scaled
between the ages of 22-25.

Figure 5 Age distribution of Groupworkers N: 42
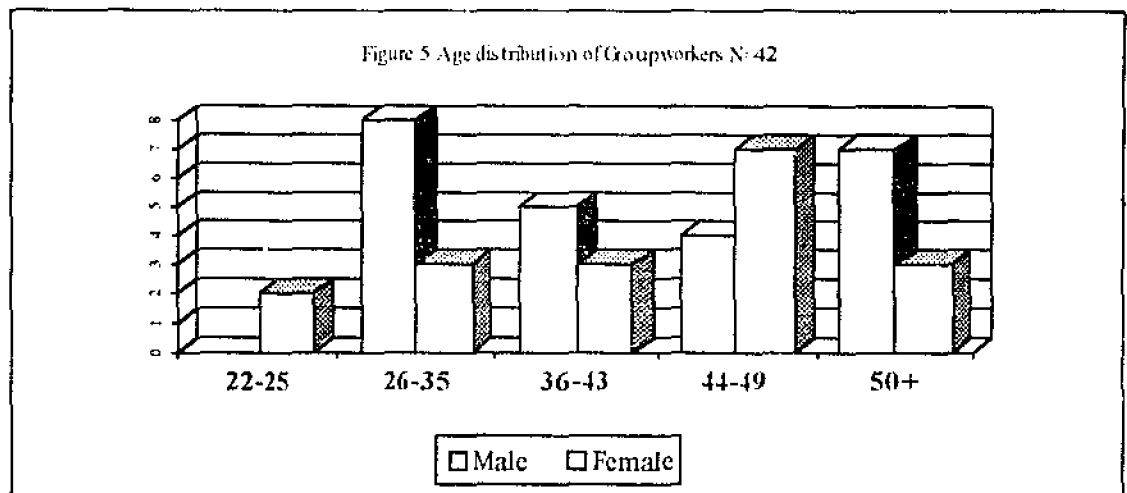
Gender:

The percentage of groupworkers by gender category is
shown in Figure 5a below. There are eighteen female
(43%)and twenty four male (57%) groupworkers within the
hostel system..

Figure 5a Gender of Groupworkers N=42
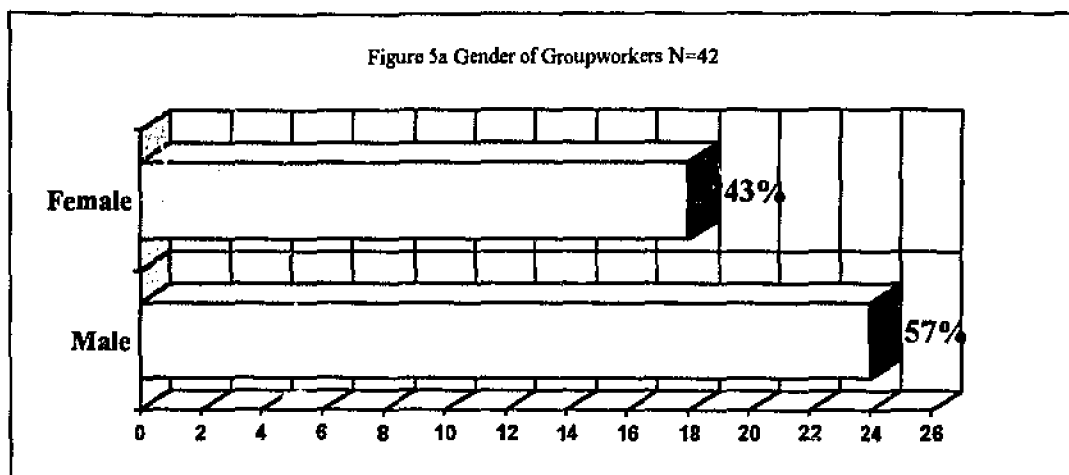
Marital status:

As Figure 5b below shows, a total of thirty three groupworkers (78%) indicated that they were married or had a de facto partner at the time of the research.

Figure 5b Marital Status of Groupworkers N=42
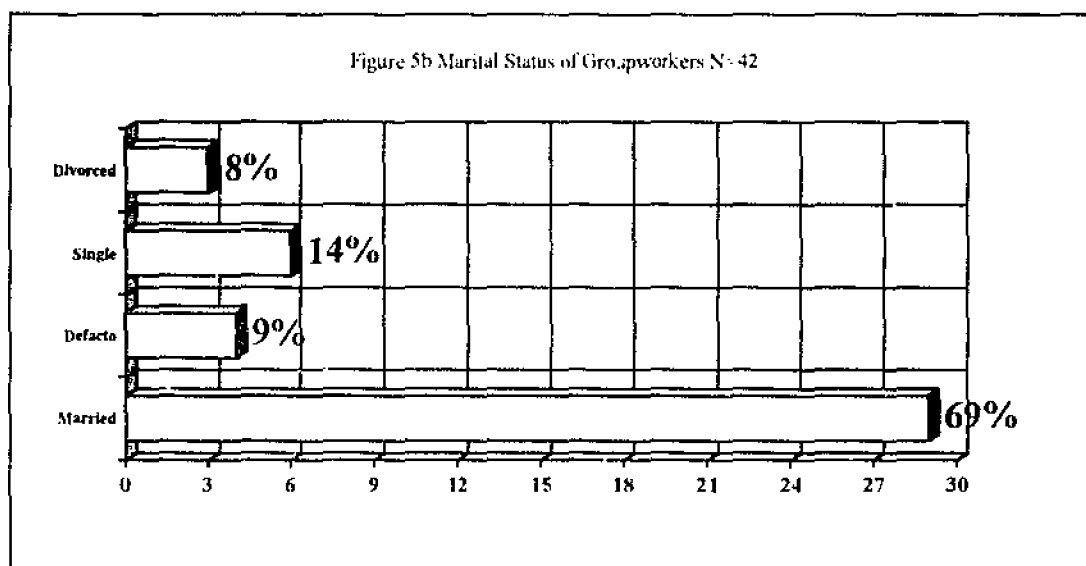
Education:

Groupworker education levels are shown in Figure 5c. The fifty two percent attending technical college represents those groupworkers who have done or are completing courses at a college. Five workers (12%) were studying toward a degree in Social Work.

Figure 5c Education of Groupworkers N=42

Tertiary — 12%

Technical College — 52%

High School — 36%

(x-axis: 0 2 4 6 8 10 12 14 16 18 20 22 24)
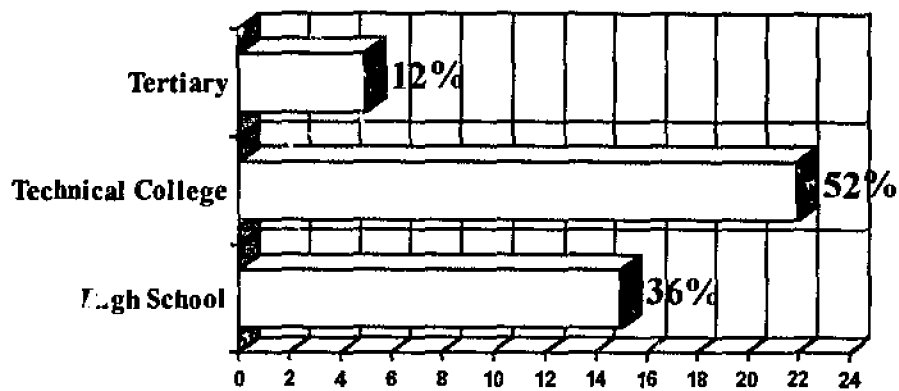
Length of Service:

Twenty two groupworkers have 1-5 years experience in the hostel system, seven have had less than one year, while two have had more than twenty years experience in the organization itself (see figure 5d below).

Figure 5d Length of Groupworker Service N=42

	Less than 1 year	1-5 years	6-10 years	11-15 years	16-20	Over 20 years
Hostels	7	22	7	16	6	0
Organization	3	10	5	6	0	2
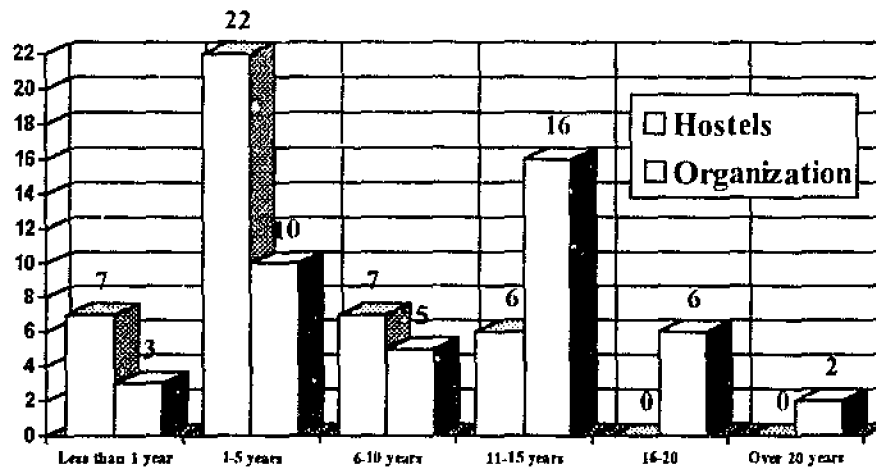
Resident contact:

The large majority of groupworkers (71%) estimated that their amount of contact with residents was between 76-100% of available time. Senior groupworkers considered

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that contact with young people was between 51-75%.
Figure 5e below presents groupworker response to
resident contact.

Figure 5e Amount of Resident Contact N=42

	0	3	6	9	12	15	18	21	24	27	30	33
76-100%											71%	
51-75%			19%									
26-50%	5%											
11-25%	5%											
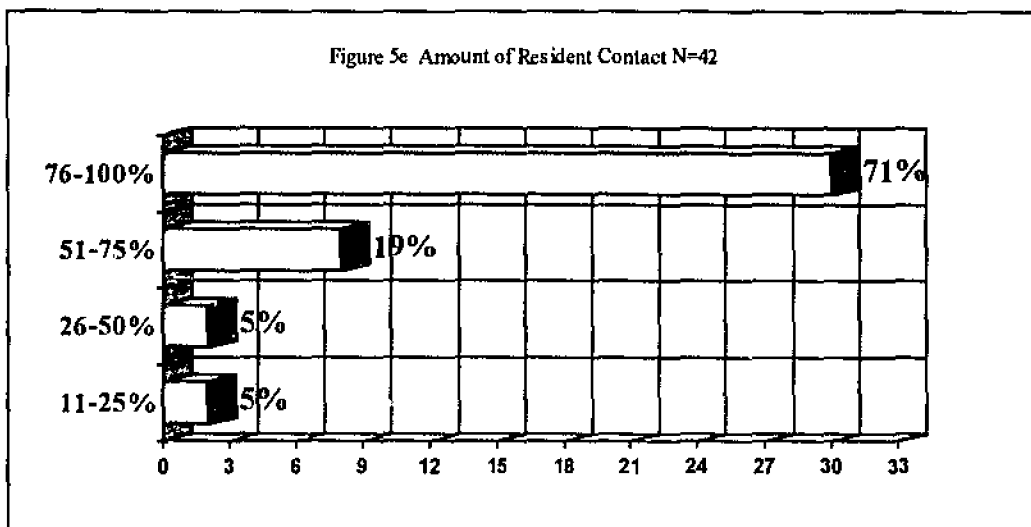
Temporary and Permanent Groupworkers:

Of the forty two groupworkers in the study, nine (21%)
were employed on a temporary basis and awaiting
permanent status. Some temporary groupworkers had been
waiting as long as two or three years to obtain
permanent status. There were some levels of resentment
toward the permanent workers by temporary staff and
these came to the surface during face-to-face
discussions. Identified below are some of the areas of
stress for some of the temporary groupworkers:

* having to maintain high work standards,
* continually being monitored,
* unable to develop long-term plans,
* unable to voice concerns at meetings for fear of
  being labelled a "trouble maker" or a "stirrer",
* employment contracts are such that they prevent them
  developing long term relationships with residents,
* having to take annual leave when not convenient,
* having to do jobs no one else wants,

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- observing permanent groupworkers taking advantage of their status by not completing their share of work tasks or arriving late for work
- being moved from one hostel to another with little or no notice,
- rarely allowed to attend training courses or workshops in order to add to curriculum vitae,
- unable to build or consolidate experiences,
- not having an input into where they go on shift rosters,
- not able to instigate long-term programmes for young people.

Presented below in Figure 5f is a breakdown of the status of groupworkers.

Figure 5f Temporary vs Permanent Status of Male and Female Groupworkers N=42
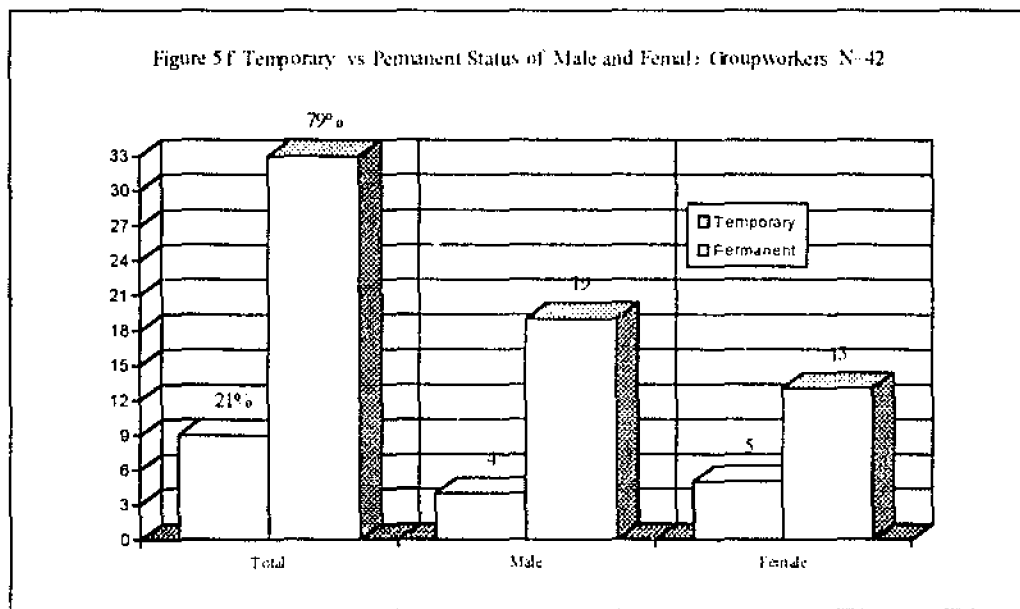
Summary:

Groupworkers are an ageing population. Fifty two percent of the population are aged between forty four and fifty. Only two (4%) of the group scored their age between 22-25 years. Having an ageing population such as is present in this study should be of concern to the organization. There were groupworkers (mostly male) who

were concerned for their wellbeing with certain young
people who were older (17 to 18 years), male and
generally well built. These young people were more
likely to physically challenge the authority of staff
and this was more disconcerting if this behaviour was
conducted in front of other younger children as it was
felt that they would model this behaviour as they got
older.

Gender distribution of groupworkers balanced between
thirty four (57%) male, eighteen (43%)female. No
comments from groupworkers regarding the distribution
of gender in the hostels was recorded or discussed. As
will be seen in a later chapter, there were some issues
relating to gender, but these focused on interaction
between staff and young people rather than actual
gender.

As figure 5b illustrates, nearly seventy percent of
groupworkers are married, with a further nine percent
in de-facto relationships. For the most part, very few
children of groupworkers were living at home. In other
chapters, groupworkers discuss how stress at the
workplace has the potential to disrupt personal
relationships and what measures they have taken to
minimise this.

There was a small pocket of five groupworkers (12%) who
wanted to remove themselves from what they perceived as
stressful work. They indicated that studying for a
degree in social work increa d the chances of them

being redeployed in other sections of the organization. For others, many had learnt trades at a technical college, but had become attracted to working with young people, wanting to impart much of their skills. This response was, in the main, from male participants.

Responses to the length of service section indicated that twenty two groupworkers (52%) had been in the hostel system 1-5 years, a further six (14%) had been working from 11-15 years, and seven (17%) had less than one year hostel experience. As figure 5d illustrates, sixteen groupworkers have had 11-15 years in the organization.

Seventy one percent of groupworkers saw themselves as having 100% contact with residents. Only one senior groupworker scaled having more than 50% contact with young people, the remaining four felt that their contact rate was between 11 and 25%. Two groupworkers stated that they were glad contact with residents was minimal, and would seriously consider seeking employment elsewhere should they have to return to with them on a 100% basis.

The issue of employment status provoked much discussion from groupworkers. There was a high level of resentment from staff temporary employed toward those permanently employed. As can be seen from figure 5f, nearly eighty percent of the group are permanently employed. All of the temporary staff are required to sign contracts on a three monthly basis and more than fifty percent of

these have been employed for more than two years in the hostels. Figure 5f also presents a breakdown of male and female temporary and permanently employed groupworkers in the hostel system.

CHAPTER SIX:

The starting point of learning to manage stress is the recognition to do something about it, The trick then is to make it visible

<div align="right">**Author Unknown.**</div>

DATA ANALYSIS: *Predictors of Stress*

Introduction:

This section of the local questionnaire is presented in six parts starting at Chapter Six through to Chapter Eleven and deals with the predictors of stress for groupworkers. At the end of each chapter, a summary describing responses from groupworkers will be presented.

The psychosocial model of stress emphasizes the relationship between the environment and its characteristics and the nature of the person impacting on it. Its influence was felt in the development of the twenty five statements in the section of the questionnaires that dealt with Predictor Events (Appendix B). For example, "The more young people in the hostel, the more stressful my work seems to become" (Statement 12). Not all workers viewed this as stressful, however, the statement does require the worker to think about the nature of the workplace and the volume of young people resident at any one time and then through a process of cognitive appraisal, assess whether they find this stressful.

Another example from the twenty five statements is "Keeping the same team together in the same hostel has more advantages than disadvantages" (Statement 21).

There was a strong response from groupworkers in agreement with this statement. From an individual response however, each worker must have given some consideration to the balance between the advantages and disadvantages of keeping a team intact in their work environment, then asking where they saw themselves fitting in a team. As stated above, consideration of the relationships between the nature of the work environment and the personal characteristics of individual workers makes adoption of the psychosocial theory for this study seem logical.

There are twenty five numbered statements spread throughout the next six chapters, each of which will be accompanied by a table. These tables will plot and identify how individual groupworkers and hostels scaled each Statement.

The twenty five Statements were constructed using a five point attitude assessment scale, measuring from Strongly disagree to Strongly agree, with the scale Agree located centrally. Figure 6 illustrates the scaling schedule. Groupworkers were also required to rank order questions, scaled from high to low and were finally asked to describe briefly why they chose the responses they had.

Figure 6 Five point assessment scale

Please cross only one box under each statement

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
❑	❑	❑	❑	❑

Table 6 below represents the composition of groupworkers in each of the five hostels. As can be seen, the hostels have nine groupworkers working in them (including a senior groupworker), the exception being Enterprise which has only six groupworkers. The Strand has eight male and one female groupworker, with seven permanent and two temporary staff. The Sentinel is the only hostel not to have temporary staff.

Table 6 Breakdown of groupworkers per hostel

	Strand	Rookery	Harris	Enterprise	Sentinel
SGW	1	1	1	1	1
GWs	8	8	8	5	8
Permanent	7	5	7	5	8
Temporary	2	4	2	1	0
Male	8	4	4	4	4
Female	1	5	5	2	5

Below are the areas covered in the next six sections:

1. **Chapter Six:**   shiftwork

2. **Chapter Seven:**   admissions of young people

3. **Chapter Eight:**   residents

4. **Chapter Nine:**   abuse

5. **Chapter Ten:**   teamwork

6. **Chapter Eleven:**   leadership and supervision

Shiftwork:

Although many groupworkers saw advantages to shiftwork, for some it was perceived as stressful. In this section groupworkers were presented with four Statements, the results of which are presented from 1 to 4 below.

Also presented in Figure 6a is a copy of the roster that groupworkers operate in all of the hostels. The

insertion of this roster enables the reader to more
fully understand what 'quick shifts' mean and 'limited'
time between one shift and the next and perhaps will
give a clearer understanding about the shift roster that
groupworkers work to. If we examine Week three, it can
be seen that Monday and Tuesdays are days off (DOD).
Wednesday is a pm (2.30 to 10.30pm) shift, followed by a
`quick shift' (6.30am to 2.30pm) shift on the Thursday.
Friday is an am shift and so too is Saturday and Sunday.
The difference is that on Saturday and Sunday the am
shifts commence at 6.30am and cease at 6.30pm (12
hours). The roster is such that those working Saturday
and Sunday shift do so with the same partner for as long
as they are on the roster together. For example, workers
on Week Three will work night shift with the person on
Week Six. Finally, in Week Six, the week starts with
another 'quick shift', that is, 6.30am start, 2.30pm
finish, and a 10.30pm start all on the same day. The
senior groupworkers have a separate roster which
requires them to work 7am to 3pm for four days of the
week and a pm shift on a fifth day. They also work every
fourth weekend and these are eight hour shifts.

Figure 6a. Groupworker shift roster

Week	Mon	Tue	Wed	Thu	Fri	Sat	Sun
1	pm	pm	am	am	pm	DOD	DOD
2	DOD	DOD	pm	pm	n/s	n/s	n/s
3	DOD	DOD	pm	am	am	am	am
4	DOD	DOD	n/s	n/s	n/s	DOD	DOD
5	DOD	am	am	pm	pm	DOD	DOD
6	am/ns	n/s	DOD	DOD	DOD	n/s	n/s
7	n/s	n/s	DOD	DOD	DOD	am	am
8	pm	pm	n/s	n/s	DOD	DOD	DOD

Having examined the construction of the twenty five statements, the five point attitude assessment scale, (details relating to the shortcomings of this scale are dealt with in a later chapter), the composition of groupworkers in each hostel and the layout of the next six chapters, the Statements and their responses will now be presented.

Statement 1: "Some of the stress I experience is due to the limited time between one shift and the next"

Table 6a   Groupworker response to Statement 1

Groupworker Response						Hostel Response				
	SGW	GWs	Perm	Temp	Male Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	4	3	1	3 1	2	0	1	1	0
Slightly disagree	3	8	10	1	7 4	3	2	4	1	1
Agree	0	12	8	4	6 6	1	4	1	3	3
Slightly agree	0	5	4	1	3 2	1	1	2	0	1
Strongly agree	1	8	7	2	5 4	2	2	1	1	3
No response	1	0	1	0	0 1	0	0	0	0	1
Totals		42		42	42	9	9	9	6	9

Statement 1 scaled a variety of responses and as Table 6a illustrates, a majority of groupworkers (GWs) agreed that the limited time between one shift and the next can be stressful. Three of the five senior groupworkers (SGWs) scored slightly disagree and another did not respond to the Statement. Groupworkers in the main agreed with this statement, for example, twenty five scored agree through to strongly agree, with males scoring fourteen and females scoring twelve in the agree to strongly agree categories.

Table 6a also illustrates how individual groupworkers in each hostel responded. The Strand and Harris House disagreed with Statement 1 more than the other hostels scoring five items each.

Statement 2: "Shiftwork impacts adversely on me and my family"

Table 6b Groupworker response to Statement 2

Groupworker Response | | | | | | **Hostel Response** | | | | |

	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	5	3	2	2	3	1	4	0	0	0
Slightly disagree	1	11	11	1	8	4	3	1	1	3	4
Agree	1	12	9	4	8	5	2	0	6	2	3
Slightly agree	0	5	4	1	2	3	0	2	0	1	2
Strongly agree	2	4	5	1	4	2	3	2	1	0	0
No response	1	0	1	0	0	1	0	0	1	0	0
Totals	42		42		42		9	9	9	6	9

Table 6b, illustrates how groupworkers agreed with Statement 2. However, agreement was not overwhelming. For example, by combining the scores of SGWs and GWs together it can be seen that twenty four of them agreed with this statement. Interestingly, the results from this statement are quite well balanced suggesting that the group are almost equally divided in their responses. Harris House scored one 'no response'. Other hostel responses were quite varied.

Statement 3: "I find difficulty sleeping between shifts that are too close to each other"

Table 6c Groupworker response to Statement 3

Groupworker Response | | | | | | **Hostel Response** | | | | |

	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	7	4	3	5	2	3	3	1	0	0
Slightly disagree	0	9	7	2	5	4	1	1	1	3	3
Agree	1	9	9	1	5	5	1	1	3	2	3
Slightly agree	1	5	6	0	1	5	0	2	2	1	1
Strongly agree	2	6	5	3	6	2	4	2	1	0	1
No response	1	1	2	0	2	0	0	0	1	0	1
Totals	42		42		42		9	9	9	6	9

It can be seen from Table 6c that a response rate of 24 (57.1%) from the group agree with Statement 3. Distribution of responses is reasonably well balanced between each of the hostels.

Statement 4: "Shiftwork sometimes makes me feel I'm missing out on a normal family life"

Table 6d Groupworker response to Statement 3

Groupworker Response | | | | | | **Hostel Response** | | | | |

	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	4	3	1	3	1	2	1	1	0	0
Slightly disagree	3	8	10	1	7	4	0	3	3	0	5
Agree	0	12	8	4	6	6	2	2	3	2	3
Slightly agree	0	5	4	1	3	2	2	0	1	2	0
Strongly agree	1	8	7	2	5	4	2	3	1	2	1
No response	1	0	1	0	0	1	1	0	0	0	0
Totals	42		42		42		9	9	9	6	9

Response to Statement 4 shows that the majority of groupworkers recognized and acknowledged that shiftwork often meant foregoing a normal family life. Of the total group, twenty six (61.9%) agreed with this Statement. This Table also illustrates how evenly individuals in each hostel scored Statement 4.

Summary:

The association between work related stress and shift work was not a clear issue at the commencement of this research. The analysis of the results in this section reveal various responses which suggest that shiftwork may not contribute so greatly toward work related stress as first thought by the researcher.

Groupworkers were asked to respond to statements relating to the advantages and the disadvantages of shiftwork. They were further asked to comment on how they dealt with stress related to shiftwork. Many suggested that the advantages to shiftwork far outweighed the disadvantages.

Others still, felt they benefited from having limited time between one shift and the next as it presented them with a "banked-up" number of days off during the week allowing them greater flexibility to conduct business which would otherwise have to be done at the end of the week (see Figure 6a). These comments came mostly from groupworkers whose partners were working, or their

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children had either grown up or left home. There were those who felt that working regular hours during the day would be more stressful than shiftwork.

There were groupworkers who identified some stressful aspects to shiftwork, which included the following: poor sleeping patterns, feeling disoriented after night shifts, increased irritability, constantly feeling tired, never seeming to get away from the job, fear of falling asleep behind the wheel while driving after a night shift and not being able to attend various social functions.

In discussing how groupworkers coped with difficulties associated with shiftwork they gave the following responses: drinking copious amounts of coffee, going for walks, listening to music, reading books to escape work, or just discussing concerns with other colleagues in the hostel.

For some groupworkers, the prospect of returning to work when they were still feeling the effects of the previous shift left them feeling tired and found starting the next shift daunting. Stress levels seemed to increase as tiredness took its toll. Similar to comments in Chapter Twelve from groupworkers, many of them stated that when they felt too stressed, or felt tiredness taking its toll when faced with constant disruptive behaviour from young people, they would just take a day off work.

As outlined above, the majority of groupworkers found shiftwork working to their advantage and were reasonably content with the way shifts were designed. Generally, shiftwork was viewed as providing opportunities to be with family members at times not possible for those working nine to five Monday to Friday.

War, pollution, unemployment, natural disasters, divorce, getting ahead, and illness all make us painfully aware of our daily struggles with adversity.

<div align="right">Monat & Lazarus, 1977, p.1</div>

DATA ANALYSIS: *Admissions*

Introduction:

This chapter concerns itself with the topic of admissions and relates to how groupworkers responded to particular aspects of the admission process of young people to the hostel system. Besides containing four scaled attitudinal statements, groupworkers were asked to comment on what concerned them about admissions, then rank order these concerns. As in chapter six, each of the four statements presented below are accompanied by a table which illustrates how individual groupworkers and individual hostels responded. Comments relating to admissions are presented in the summary of this chapter.

Admissions:

Statement 5:   "I become concerned when there is a rush of new admissions to the hostel"

Table 7   Groupworker response to Statement 5

Groupworker Response						Hostel Response				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	1	1	0	1	0	0	0	0	1	0
Slightly disagree	0	6	5	1	1	5	0	1	1	1	3
Agree	1	11	10	2	9	3	1	5	4	0	2
Slightly agree	0	10	7	3	6	4	4	2	0	2	2
Strongly agree	3	9	9	3	7	5	4	1	3	2	2
No response	1	0	1	0	0	1	0	0	1	0	0
Totals	42		42		42		9	9	9	6	9

Unlike the issues of shiftwork, within which responses were diverse, the issue of admissions brought a much more unified response. As Table 7 shows, thirty four

groupworkers agreed with statement 5. Eight of the nine (88.8%) temporary groupworkers scored agree to strongly agree that they become concerned when there is a rush of new admissions.

Statement 6: "I manage better when admissions are planned"

Table 7a Groupworker response to Statement 6

Groupworker Response						**Hostel Response**				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	3	3	0	2	1	0	1	0	2	0
Slightly disagree	0	6	3	3	3	3	1	1	2	0	2
Agree	1	10	10	1	6	5	3	3	4	1	0
Slightly agree	0	8	7	1	4	4	2	0	2	0	4
Strongly agree	3	10	9	4	9	4	3	4	0	3	3
No response	1	0	1	0	0	1	0	0	1	0	0
Totals	42		42		42		9	9	9	6	9

Although responses obtained from this statement were anticipated, thirty two responses, including senior groupworkers (76.1%) was more than expected. There were two groupworkers from The Enterprise who disagreed strongly with this statement.

Statement 7: "Paperwork adds to the burden of admissions"

Table 7b Groupworker response to Statement 7

Groupworker Response						**Hostel Response**				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	2	2	0	1	1	0	1	1	0	0
Slightly disagree	1	5	5	1	3	3	2	1	0	2	1
Agree	1	8	7	2	5	4	1	2	1	2	3
Slightly agree	0	12	10	2	8	4	2	3	4	1	2
Strongly agree	2	6	7	1	6	2	3	1	1	1	2
No response	1	4	2	3	1	4	1	1	2	0	1
Totals	42		42		42		9	9	9	6	9

Table 7b shows that of the five senior groupworkers, three agreed that paperwork adds to the burden of the admission process. Twenty six of all groupworkers scaled agree to strongly agree on this issue, totalling sixty nine percent. The above Table also illustrates that responses from each hostel generally leans toward agreeing with the Statement.

Statement 8: "When a child is repeatedly admitted to the hostel system, I find myself waiting for previously difficult behaviour to re-emerge"

Table 7c   Groupworker response to Statement 8

Groupworker Response						Hostel Response				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	2	2	0	0	2	0	0	2	0	0
Slightly disagree	1	7	7	1	4	4	0	4	2	1	1
Agree	1	7	6	2	3	5	1	2	1	0	4
Slightly agree	0	7	5	2	4	3	3	2	0	0	2
Strongly agree	2	14	12	4	13	3	5	1	3	5	2
No response	1	0	1	0	0	1	0	0	1	0	0
Totals		42		42		42	9	9	9	6	9

A total of thirty one groupworkers (73.8%) scored agree to strongly agree with Statement 8. Of the temporary staff, eight of the nine groupworkers in this group agreed with this statement.

Groupworkers were asked to rank order issues from one (high) to six (low). This related to the admission of young people to the hostel system containing six items:

- Returning after running away
- Unplanned admissions
- Admissions when busy
- Repeated Admissions of the same child
- Client under substance abuse
- Unwilling to be admitted

As Figure 7 shows, substance abuse by residents ranked highest with 22 responses, whilst residents returning to the hostel after running away ranked lowest with 21 responses.

Figure 7 Rank Ordering of Young People Running Away and Substance Abuse
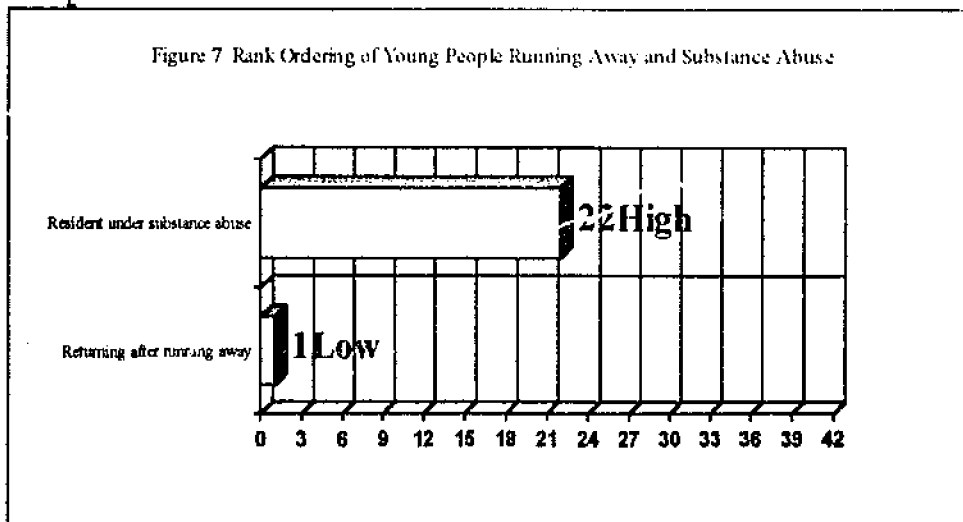
For the most part, groupworkers felt that the issue of substance abuse was serious enough to permanently ban those who continually returned to the hostels under its influence, as they were often violent, difficult to reason with and sometimes placed personal safety of staff and other residents in jeopardy.

Conversely, groupworkers ranked young people returning to the hostel after running away as low. Comments indicated that there was a sense of relief when certain young people ran away as they were so troublesome. During face to face interviews, some groupworkers said that at times they were very tempted to deliberately set situations up that would facilitate the young person leaving for the day earlier than they may have intended. Comments such as these were isolated and certainly in the minority.

Summary:

Groupworkers were asked to respond to four statements, rank order six items and comment on aspects relating to the admission process of young people to the hostel system. Presented below are some of the concerns identified by groupworkers.

* Higher concentrations of young people in the hostel often impairs development of resident/staff relationships

* Too many admissions in a short space of time prevents a proper introduction and orientation to the hostel

* Lack of support from field staff who seem to abandon young people once admitted to a hostel

* Insufficient background information arriving with the new admission

* Mixing welfare children with juvenile offenders in the same hostel

* The need to repeat the same amount of paperwork regardless of how many times the person has been admitted

* The disruption associated with re-admitting known substance abusers

* Poor gate-keeping by administration who repeatedly allow what is seen by the workers as the wrong type of young person to a hostel. For example, young people bordering on intellectually handicapped and requiring specialized handling and the constant re-admission of residents identified as violent and aggressive toward staff and other young people

Groupworkers indicated quite strongly that when admissions are planned, it allows them time to organize, plan, allocate rooms, prepare equipment and make the admission more reassuring and meaningful to the resident. Planned admissions benefit young people as goals, objectives, house rules, chores and other related procedures can be discussed with each new arrival. Table 8a confirms a positive response (76.1%) to the statement of planned admissions.

The lack of information accompanying young people during admissions can also be a source of stress for both staff and child. It would seem by some comments that paperwork related to the admission process has increased despite the introduction of computer technology. Too much paperwork is seen as irritating for the young person being admitted as well, creating barriers at that important first point of contact. The current paperwork

was also seen as being clumsy, complex, repetitive and outdated.

With each re-admission of regular residents, there seem to be fewer goals or objectives for their stay from the field staff. It was felt by some groupworkers that it was unfair to admit young people without some considered course or plan of action that young people understood and could work toward. Just "dumping" them for months on end at a hostel was felt to be not good enough from a supposedly 'professional' group.

CHAPTER EIGHT:

All human service workers need to develop a set of activities as part of their own personal strategy for organizational survival.

DATA ANALYSIS: *Residents*

Introduction:

As discussed in chapter seven, it emerged that groupworker stress levels increased when admissions of young people were not planned, and when they were repeatedly re-admitted to the hostel system. Chapter Eight looks at how the residents themselves impact on groupworkers. There are four scaled Statements and two rank ordering items.

Residents:

This section concerns itself with young people referred to and admitted to the hostel system. Age ranges of residents can vary between ten and eighteen years, predominantly though it is the fourteen to sixteen year olds that are mostly admitted to the hostel system.

Statement 9: "Some children cause me concern when they challenge me in front of others"

Table 8 Groupworker response to Statement 9

Groupworker Response						Hostel Response				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	2	4	5	1	4	2	1	2	0	1	2
Slightly disagree	2	10	10	2	9	3	3	3	3	3	0
Agree	1	9	6	4	3	7	1	1	2	2	4
Slightly agree	0	9	8	1	6	3	3	2	3	0	1
Strongly agree	0	4	3	1	2	2	1	1	1	0	1
No response	0	1	1	0	0	1	0	0	0	0	1
Totals	42		42		42		9	9	9	6	9

Overall the response to Statement 9 was quite divided. For example twelve out of eighteen (66.6%) female groupworkers agreed with this question, whilst fourteen out of twenty three (60.8%) males disagreed. Discussions

with groupworkers on this matter suggest that males are less concerned with being challenged by young people than females. However, this result does not seem to reflect the researcher's experience. More male groupworkers seem to be challenged than females. It may be that male groupworkers were more reluctant to admit to being challenged by young people.

Although staff did not directly discuss being challenged by young people in front of others, they did point out that threats of violence, verbal abuse, disruptive behaviour and seemingly "useless and futile" consequences for aggressive behaviour toward other residents and staff were a major cause for concern.

Table 8 also illustrates how even responses are from the group in each hostel. The exception to this is The Enterprise, where only two groupworkers agreed with this Statement. Staff at this hostel referred to their residents as being more mature than young people in the other hostels.

As Statements 10 and 11 were similar they were analysed together.

Statement 10 & 11:   "I think male groupworkers work better with girls than boys"
"I think female groupworkers work better with boys than girls"

Table 8a   Groupworker response to Statements 10 & 11

Groupworker Response						**Hostel Response**				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	2	20	17	5	12	10	4	3	5	3	7
Slightly disagree	2	6	6	2	6	2	3	3	2	0	0
Agree	0	4	4	0	2	2	2	1	1	0	0
Slightly agree	1	4	4	1	2	3	0	2	0	3	0
Strongly agree	0	0	0	0	0	0	0	0	0	0	0
No response	0	3	2	1	2	1	0	0	1	0	2
Totals		42		42		42	9	9	9	6	9

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Table 8a illustrates quite forcefully that few groupworkers agreed to these two Statements. Thirty of the total group (71.4%) disagreed. Responses from The Enterprise are interesting as they were evenly divided, three strongly disagreeing whilst the others slightly agreed. Similarly, the response from The Sentinel is very interesting in that seven out of the nine groupworkers disagreed with these Statements.

Statement 12: "The more young people there are in the hostel the more stressful my work seems to become"

Table 8b Groupworker response to Statement 12

Groupworker Response						**Hostel Response**				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	4	2	2	2	2	0	0	1	3	0
Slightly disagree	1	5	4	2	3	3	1	2	3	0	0
Agree	1	13	14	0	8	6	3	3	0	3	5
Slightly agree	0	8	8	0	6	2	2	2	2	0	2
Strongly agree	2	6	3	5	4	4	2	2	2	0	2
No response	1	1	2	0	1	1	1	0	1	0	0
Totals		42		42		42	9	9	9	6	9

Unlike Statements 10 and 11, responses to this question were much more finely distributed and as Table 8b illustrates, the bulk of responses are in agreement. Interestingly, The Strand and The Rookery scored almost identical response.

Groupworkers were asked to rank order items from One (high) to Eight (low). These items related to the behaviours of residents that were considered stressful:
* Their lack of consideration
* Running away
* Self-mutilation
* Unhygienic behaviour
* Bullying others
* Their lack of gratitude
* Their untidiness
* Other

The combined response from groupworkers to the

Statement: "Please rank order from 1 to 8, behaviours of

young people that may be stressful for you" is

illustrated in Figure 8. Of those who responded to this

question, twenty six (61.9%) saw bullying other children

as most stressful, whilst running away from the hostel

scored just two responses. Some workers commented that

they were actually relieved when some young people run

away as tension and conflict often subsided when they

left.

Figure 8 Rank Ordering of young people running away and bullying others
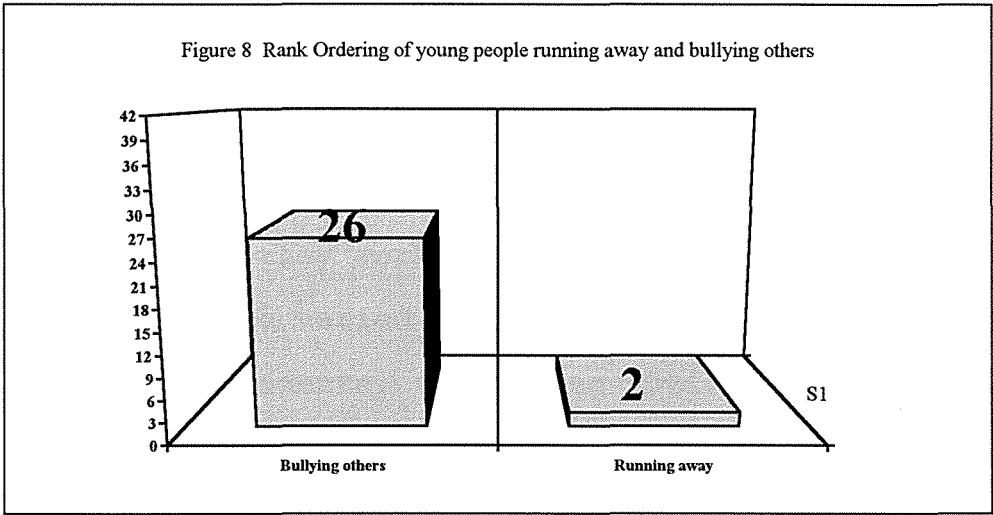
A question presented to groupworkers related to how long

they would like to work with young people. As Figure 8a

shows, they prefer to work with young people for 1-2

months (38%). Working with young people for two weeks or

less scaled 27% of the responses, suggesting that staff

prefer working with residents for a reasonable period.

Comments on this aspect related to staff developing

relationships and becoming a positive role model for the

residents.

Figure 8a Preferred time period for working with young people
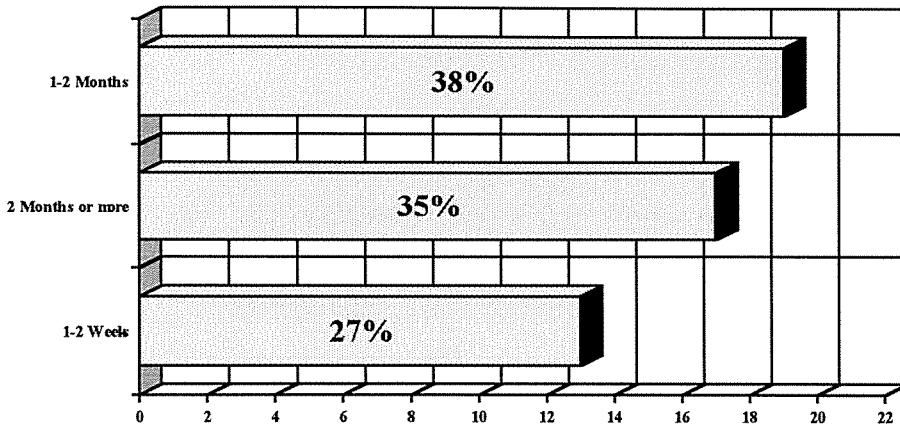
Summary:

Groupworkers were asked to respond to a series of statements relating to particular aspects about the young people they work with in their hostel. In general, responses were varied and ranged from being positive about the residents, to finding their anti-social and destructive behaviour stressful and difficult to cope with. Table 8b illustrated that as numbers of young people increase in a hostel, so too does the stress level of its workers.

Some themes that emerged from the comments section in this chapter relating to how young people were perceived by groupworkers focused on: their misuse of drugs, high substance abuse, aggressive behaviour towards other young people and staff, inability of the system to provide realistic supports for those who remain in

hostels for many months and the lack of consequences for
those who repeatedly abuse staff.

CHAPTER NINE:

Stress at work can produce effects in employees associated with neuroses, coronary heart disease, alimentary conditions such as dyspepsia and ulcers, cancer, asthma, hypertension and backaches

(Beehr, & Bhagat, 1985, p.6)

DATA ANALYSIS: *Abuse*

Introduction:

The issue of abuse from young people resident in the hostels was included in this research as it was felt that the issue was always a topic for discussion amongst groupworkers. This chapter contains three scaled Statements and one asking groupworkers to rank different types of abuse that were stressful for them.

Abuse:

During the development of this research, groupworkers would often comment to me and other workers that sometimes they would like the opportunity to tell young people the effect that abuse from them has on them as workers. Given the intensity and context that a lot of these comments about abuse from young people emerged, it was felt that there ought to be a section reflecting this issue. It was for this reason that the following Statements were inserted.

Statement 13:   "There are times when I feel like shouting back at young people and letting them know how I feel"

Table 9   Groupworker response to Statement 13

Groupworker Response						Hostel Response				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	1	3	4	0	1	3	1	1	0	1	1
Slightly disagree	1	4	5	0	4	1	1	1	0	1	2
Agree	1	16	10	7	10	7	3	3	4	2	5
Slightly agree	0	5	5	0	4	1	3	1	1	0	0
Strongly agree	2	9	9	2	5	6	1	3	4	2	1
No response	0	0	0	0	0	0	0	0	0	0	0
Totals		42		42		42	9	9	9	6	9

Table 9 illustrates how strong the response to Statement 13 is. As can be seen, a total of thirty three groupworkers agreed with this Statement. Temporary workers were more in agreement than their permanent colleagues. The response in Table 9 came as a surprise given the historical significance attached to abuse from young people and the fact that many groupworkers were quite vocal about how they would like to convey their feelings toward young people. It was assumed by the researcher that more groupworkers would have agreed with this statement. Harris House was the only hostel to respond in total agreement with this Statement.

Statement 14: "Verbal abuse from children is particularly stressful"

Table 9a Groupworker response to Statement 14

Groupworker Response						Hostel Response				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	0	0	0	0	0	0	0	0	0	0
Slightly disagree	0	10	10	0	6	4	3	1	1	1	4
Agree	0	12	10	2	6	6	4	1	5	0	2
Slightly agree	2	10	9	1	6	6	0	6	2	2	2
Strongly agree	1	5	4	4	0	2	2	1	1	3	1
No response	0	0	0	0	0	0	0	0	0	0	0
Totals		42		42		42	9	9	9	6	9

Table 9a illustrates how groupworkers responded to Statement 14. Again, a surprising response as it was anticipated that more groupworkers would scale this as stressful. Staff employed on a temporary basis found verbal abuse more stressful and like SGWs, firmly agreed that this is more stressful. It may be that temporary staff have not yet developed skills that effectively deal with abuse as have the more established staff. Female staff were more in agreement with this issue than their male colleagues. A strong response of 'agree' from

The Strand and Harris House scaled verbal abuse as particularly stressful.

Statement 15: "If children become violent I become concerned for my safety"

Table 9b Groupworker response to Statement 15

Groupworker Response						Hostel Response				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	1	0	1	1	0	0	0	1	0	0
Slightly disagree	3	5	6	2	5	3	3	0	1	1	3
Agree	1	14	13	2	7	8	3	3	3	2	4
Slightly agree	1	7	7	1	4	4	1	5	1	0	1
Strongly agree	0	8	5	3	7	1	2	1	1	3	1
No response	0	2	2	0	0	2	0	0	2	0	0
Totals	42			42		42	9	9	9	6	9

This is probably the clearest response thus far from groupworkers to the Statements relating to abuse. As can be seen from Table 9b, there is concern for safety when young people become violent. Female groupworkers were more concerned for their safety than their male colleagues. Senior groupworkers seem less concerned with this issue as they are more mobile and less exposed to issues of safety than groupworkers and not always restricted to the confines of the hostel as are groupworkers.

Groupworkers in each hostel were asked: "What types of abuse from young people in your workplace concern you most?". Three distinct categories emerged, physical abuse, verbal abuse, and emotional abuse. Of those who responded to this question, physical abuse scaled much greater than the other two items.

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Figure 9 Various types of abuse from young people
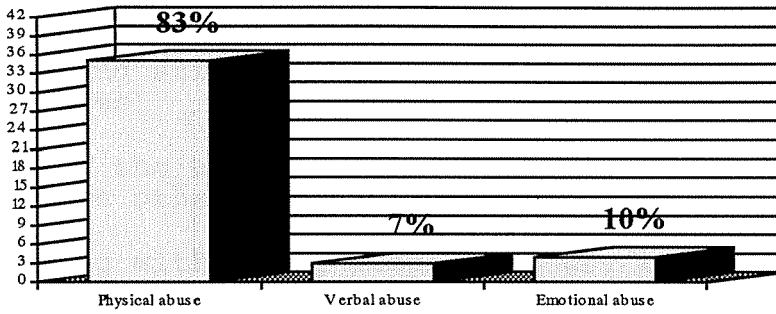
Figure 9, illustrates how physical abuse rated among groupworkers. Thirty five (83%) workers scaled physical abuse as the most stressful category of abuse from young people. Verbal and emotional abuse rated very low as a source of stress, perhaps indicating that groupworkers become accustomed to swearing and often view it as normal behaviour for the young people with whom they work.

Summary:

A major strategy used by groupworkers to deal with abuse was to remind themselves of the backgrounds from which many young people come. The majority of them originate from dysfunctional families, poor economic backgrounds, live in socially depressed areas and have a sole parent.

Other strategies used by groupworkers when dealing with abuse related to: keeping calm and controlled, retaining a sense of humour, ignoring abusive behaviour, depersonalizing behaviour, drinking copious amounts of coffee and smoking plenty of cigarettes.

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Comments from some groupworkers aimed at resolving

issues of abuse included:

* discussing stressful issues with their own family and
  colleagues

* removing the abusive young person from the situation,
  or remove other residents

* reasoning with young people and try to understand what
  is really being said while ignoring aggressive or
  threatening behaviour

* discussing with the young person/s in a constructive
  and supportive manner as close to the incident as
  possible.

CHAPTER TEN:

Defining the boundaries of commitment is a difficult issue for all occupations underpinned by a helping or altruistic ethos. Workers need to be able to find a workable balance between their commitments to work, friends, family and themselves.

(Jones & May, 1993, p.293)

DATA ANALYSIS *Teamwork*
Introduction:

Chapter Ten deals with the issue of teamwork in the hostel system. The issue of teamwork for a small group of workers was an important one and was often discussed by groupworkers particularly during or after crises involving residents. Generally, teamwork was seen as the essential element that binds workers together just as bonding and cementing brickwork together to increase its strength. Teamwork was also seen as important to successful residential childcare.

Teamwork:

The response from groupworkers confirms the importance of teamwork. Quick et al (1992) states that teamwork has the ability to support individuals who feel their workload is excessive or feel stressed. Besides being asked to respond to six scaled Statements, groupworkers were asked to select items that they felt were important to teamwork. Workers were also asked to consider what they felt was important to the concept of teamwork.

Statement 16: "Working in a team containing both male and female groupworkers is helpful"

Table 10 Groupworker response to Statement 16

Groupworker Response						Hostel Response				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	sentinel
Strongly disagree	0	0	0	0	0	0	0	0	0	0	0
Slightly disagree	0	1	1	0	1	0	1	0	0	0	0
Agree	2	15	13	4	12	5	5	4	1	3	4
Slightly agree	0	3	3	0	3	0	1	1	1	0	0
Strongly agree	3	18	16	6	8	13	2	4	7	3	5
No response	0	0	0	0	0	0	0	0	0	0	0
Totals		42		42		42	9	9	9	6	9

As Table 10 shows, an overwhelming majority of groupworkers indicated that they prefer their teams to contain male and female workers. Only one groupworker slightly disagreed with this question. The response from female workers is very firm. For instance, 13 out of 18 (72.2%) strongly agreed with this Statement.

Statement 17 & 18: "It is easier to work in an all male/female team"

Table 10a Groupworker response to Statement 1

Groupworker Response   **Hostel Response**

	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	5	24	21	8	13	16	4	6	7	5	7
Slightly disagree	0	8	8	0	7	1	5	1	2	0	0
Agree	0	4	3	1	3	1	0	2	0	1	1
Slightly agree	0	1	1	0	1	0	0	0	0	0	1
Strongly agree	0	0	0	0	0	0	0	0	0	0	0
No response	0	0	0	0	0	0	0	0	0	0	0
Totals		42		42		42	9	9	9	6	9

Male groupworkers were asked to respond to Statement 17 whilst female workers were asked to respond to Statement 18. As both Statements were similar and resulting responses indicate that the majority of staff disagreed with both these questions, they have been merged into one. As can be seen from Table 10a, thirty seven groupworkers (88%) disagreed with these two statements. This has been the firmest response thus far to any of the statements in the local Questionnaire.

Statement 19: "For me, the support I get from my colleagues gives me strength to keep going no matter how exhausted I may feel"

Table 10b Groupworker response to Statement 19

Groupworker Response   **Hostel Response**

	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	0	0	0	0	0	0	0	0	0	0
Slightly disagree	0	5	5	0	4	1	2	1	2	0	0
Agree	1	9	6	4	6	4	3	2	1	2	2
Slightly agree	0	7	7	0	4	3	3	0	0	0	4
Strongly agree	4	16	15	5	10	10	1	6	6	4	3
No response	0	0	0	0	0	0	0	0	0	0	0
Totals		42		42		42	9	9	9	6	9

Table 10b shows clearly how responses were distributed. All senior groupworkers agree with this statement whilst thirty two groupworkers (76.1%) also agreed. Response rate from female workers almost scored 100%.

Statement 20: "Teamwork is important especially in times of crises"

Table 10c Groupworker response to Statement 20

	Groupworker Response						**Hostel Response**				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	0	1	1	0	1	0	0	0	1	0	0
Slightly disagree	0	1	1	0	1	0	0	0	0	1	0
Agree	0	7	5	2	6	1	2	2	1	1	1
Slightly agree	0	3	3	0	3	0	1	0	2	0	0
Strongly agree	5	25	23	7	13	17	6	7	5	4	8
No response	0	0	0	0	0	0	0	0	0	0	0
Totals		42		42		42	9	9	9	6	9

In Table 10c it can be seen that forty groupworkers agreed with Statement 20, showing that they clearly believe in the support colleagues provide for each other.

It came as a surprise to find one groupworker strongly disagreeing with this Statement and unfortunately, I was unable to obtain a comment from the worker on this to ascertain why this response had been made. As can be seen from Table 10c though, in the main all the hostels agreed with the above statement.

Statement 21: "Keeping the same team together in the same hostel has more advantages than disadvantages"

Table 10d Groupworker response to Statement 21

	Groupworker Response						**Hostel Response**				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	1	2	1	2	2	1	0	0	2	0	1
Slightly disagree	0	2	2	0	2	0	1	0	0	0	1
Agree	1	10	7	4	8	3	3	2	1	2	3
Slightly agree	0	8	8	0	2	6	2	1	3	0	2
Strongly agree	3	15	15	3	10	8	3	6	3	4	2
No response	0	0	0	0	0	0	0	0	0	0	0
Totals		42		42		42	9	9	9	6	9

From Table 10d it can be seen that only a minority of groupworkers disagreed with Statement 21. The need to

keep teams together and develop a structure that contained a rich fabric of mutual support was a common theme from groupworkers.

After completing the above Statements in this section of the questionnaire, groupworkers were asked to select from the following items those that were considered more or less to the importance of teamwork:

- Stable team
- Team identity
- Sharing
- Friendship
- Socializing
- Comradeship

Two distinct categories emerged: having a stable team rated as 71%, whilst Socializing with colleagues was r ..ed least important (29%) to teamwork. Many workers stated that although they enjoyed working witn their colleagues, when they finished work they want to be with family members more than with co-workers. Presented below are the results to this section which represent responses only of those who responded.

Figure 10 Items most and least important to teamwork
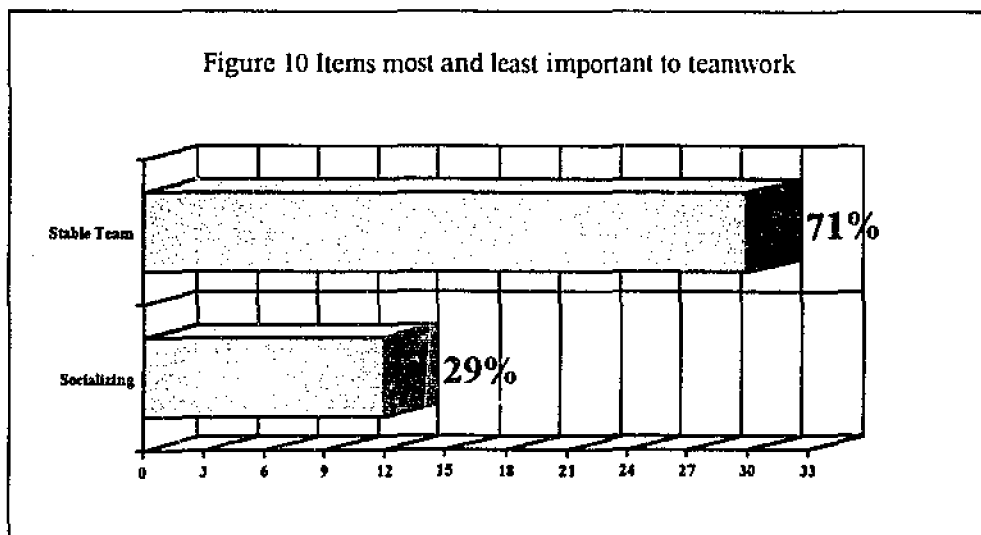
Summary:

During face to face interviews some groupworkers said
that when they finish a shift all they want to do is get
home. This becomes more urgent if the shift has involved
some trauma such as damage to property, attempted
suicide, or physical confrontations involving the
residents. For many, despite a strong support base from
other staff, removing themselves as quickly as possible
from the workplace became a priority.

There were also specific comments from other
groupworkers indicating that workers share mutual
respect and possess deep understanding of issues facing
each other. Some examples that reflect this are
contained in the following comments: "regardless of
gender or age, we come to depend on each other,
especially in times of crises", "combining a sense of
sharing, having a feeling of belonging and an identity,
and always managing to obtain support from each other",
and finally, "to be effective, we need to have respect
for other team members".

Groupworkers acknowledged that male and female roles
both have equal value within the hostel system. It was
commonly accepted that there were times when gender
specific roles are sometimes necessary. An example of
this was given where an out-of-control young person may
need to be physically restrained by male staff. Female
staff were seen as playing vital roles in these
situations by placating and calming down violent young

male residents, often reducing the need for them to be physically restrained.

A major theme to emerge from this chapter has been that groupworkers were almost unanimous in stating that teams should not be all male or all female to operate effectively. There were some male groupworkers who voiced concerns that perhaps in situations where violent young people needed to be restrained, it would be better to have younger male workers who would be able to deal more effectively with them.

Groupworkers ranked having a stable team as most important to the concept of teamwork. It was felt that having a stable team allowed for more flexibility and responsiveness toward situations associated with hostel living. There were comments about consistency, honesty, respect, clear communication and an appropriate sense of mutual support for each other. A frequent comment from groupworkers was that effective teamwork is necessary in what is seen as a "thankless" profession. It was important to groupworkers that bonds of unsaid trust emerge as nobody was seen to be immune from physical danger at the work-place.

A Supervisor's own stress was often contagious and can be picked up by staff in varying ways

<div align="right">Fineman, 1986, p.53</div>

DATA ANALYSIS: *Leadership and Supervision*

Introduction:

In this, the final chapter of the local questionnaire, the issues relating to leadership and supervision are presented for analysis. Support from supervisors has been found to be an effective buffer, ameliorating the impact of stress for workers. The supervisor in the hostels (senior groupworker) is in a unique position to observe all staff in a variety of existing situations and is therefore more readily available to provide individualized support to colleagues when required (Greller et al, 1992). Senior groupworkers have people from Administration as their direct supervisors.

Leadership and Supervision:

Groupworkers were asked to respond to four final Statements reflecting issues surrounding their supervisor. Groupworkers were also asked to select from one to ten qualities they saw in their leader and then comment on these qualities.

Statement 22:   "I feel less stress when my opinions are listened to by my supervisor"

Table 11   Groupworker response to Statement 22

Groupworker Response						Hostel Response				
SOW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree 0	0	0	0	0	0	0	0	0	0	0
Slightly disagree 0	0	0	0	0	0	0	0	0	0	0
Agree 1	14	10	5	12	3	5	4	1	3	2
Slightly agree 0	4	1	3	1	3	1	0	1	1	1
Strongly agree 4	19	22	1	11	12	3	5	7	2	6
No response 0	0	0	0	0	0	0	0	0	0	0
Totals 42		42		42		9	9	9	6	9

It is interesting that although all groupworkers agreed with Statement 22, the contrast of responses between male/female workers suggests that females agree more strongly than males. For example, Table 11 illustrates that out of a total of 18 female workers, two thirds have scored strongly agree with this Statement. Response from male colleagues is much more diverse. Harris House, The Sentinel and The Rookery have shown quite clearly that they feel less stress when their supervisor listens to what they say, whilst the other hostels are not quite as unified in their responses.

Statement 23: "I am satisfied with the quality of feedback I receive from my supervisor"

Table 11a Groupworker response to Statement 23

Groupworker Response

	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	1	4	3	2	5	0	2	1	0	1	1
Slightly disagree	2	10	9	3	7	5	3	2	3	3	1
Agree	0	6	5	1	4	2	1	1	2	1	1
Slightly agree	0	9	7	2	4	5	2	4	1	0	2
Strongly agree	2	7	8	1	4	5	1	1	3	0	4
No response	0	1	1	0	0	1	0	0	0	1	0
Totals	42		42		42		9	9	9	6	9

Statement 23 provoked quite a marked response from senior groupworkers. Whilst two of them strongly agreed about the quality of feedback from their supervisors, two others slightly disagreed and there was a no response from the other. Groupworkers too have responded diversely to this question. As Table 11a shows, temporary staff were more inclined to disagree with this Statement than their permanent colleagues. Only one temporary worker agreed strongly

about being satisfied with the quality of feedback
from their supervisor.

The Enterprise had five different supervisors in as
many months, making it difficult for staff to gauge
quality feedback from their supervisors, hence their
level of disagreement as reflected in Table 11a. The
Sentinel recorded the highest response in agreement
with this Statement and saw their supervisor as a
person who consistently provided high quality
feedback.

Statement 24: "Supervisors who are too busy don't have time to relate to me"

Table 11b Groupworker response to Statement 24

Groupworker Response						**Hostel Response**				
SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree 1	4	4	1	4	1	0	1	2	1	1
Slightly disagree 0	4	3	1	2	2	0	0	0	1	3
Agree 0	11	7	4	8	3	4	3	0	1	3
Slightly agree 1	10	10	1	2	9	1	4	4	0	2
Strongly agree 3	6	7	2	7	2	3	1	3	2	0
No response 0	2	2	0	0	0	1	0	0	1	0
Totals 42		42		42		9	9	9	6	9

Groupworkers acknowledged that their supervisors are
often busy and do not always have the time to relate
to them as they should. Work schedules for senior
groupworkers require them to carry out many
administrative duties, to be completed during the
day, making access to them sometimes difficult.
Senior groupworkers too, acknowledged that their
supervisors are themselves under stress and difficult
to access.

Harris House recorded two groupworkers strongly
disagreeing with this Statement and the almost
fractured response from The Enterprise is not

surprising given the amount of supervisors they have recently experienced (see Table 11b above).

Statement 25:   "If I have problems at work my supervisor will help me"

Table 11c   Groupworker response to Statement 25

Groupworker Response						**Hostel Response**				
	SGW	GWs	Perm	Temp	Male	Female	Strand	Rookery	Harris	Enterprise	Sentinel
Strongly disagree	1	2	1	2	3	0	0	2	0	1	0
Slightly disagree	2	4	5	1	4	2	3	0	1	1	1
Agree	0	11	7	4	7	4	2	2	2	2	3
Slightly agree	0	11	11	0	7	4	2	3	3	1	2
Strongly agree	2	8	8	2	3	7	2	2	3	0	3
No response	0	1	1	0	0	1	0	0	0	1	0
Totals		42		42		42	9	9	9	6	9

Not all groupworkers felt that their supervisor would help them when they were experiencing problems at work. As can be seen from Table 11c, response to Statement 25 varies quite widely. For example, senior groupworkers were just as divided on this issue as were groupworkers. Responses show that female workers scaled 83.3% and suggests that they are more inclined to feel their supervisor will provide help if and when they have a problem. Male groupworkers on the other hand, are much more divided on the issue. In the main though, groupworkers agree that their supervisors will provide help when they are experiencing problems at the workplace.

Groupworkers were asked to rank the following ten items:

- ♣ Friendly
- ♣ Caring
- ♣ Confident
- ♣ Stable
- ♣ Consistent
- ♣ Assurance
- ♣ Integrity
- ♣ Reliability
- ♣ Honesty
- ♣ Humour

Three major categories emerged from these ten items, being Consistent (10), being Honest (9) and Reliable (7). It came as a surprise to find being Friendly scored only one item and no items were scored for Stable.

Figure 11 Ranking of leadership Qualities
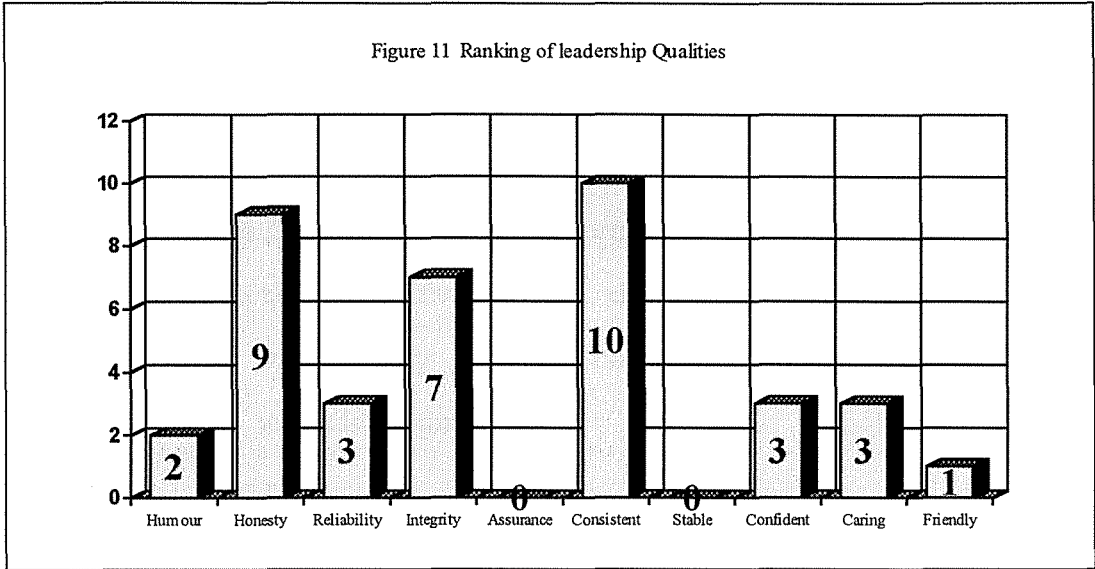
Summary:

Groupworkers experienced satisfaction with their supervisors and their leadership. They ranked being consistent as an important quality, rating being Friendly quite low. One of the major concerns for staff at The Enterprise related to the five changes in leadership in five months. Workers at this hostel commented that they felt the organization itself was unaware, or insensitive to the disruption these continual changes were having on staff and the residents of this hostel.

CHAPTER TWELVE:

Complex organizations are notoriously inefficient distributors of appreciation and recognition

(Pruger, 1973, p.29)

DATA ANALYSIS *Patterns of Stress*

Introduction:

This part of the local questionnaire deals with stress which may be experienced by groupworkers during particular periods of the day and various situations in the workplace. The five areas were devised by the researcher after observing and discussing with groupworkers what they felt were stressful periods during their working day.

There are five parts in this chapter: time of the day, days of the week, months of the year, mealtimes, and routine chores. Participants were required to rank events from most stressful to least stressful, then comment on *why* they had selected the particular variables. Ranking of items provides workers with the opportunity to discriminate between one item and another (Shontz, 1986).

In this study groupworkers were asked to rank stressors from a list. By selecting, or discriminating between stressors and then ranking them, the researcher was able to establish which of the items were ranked most stressful amongst the group.
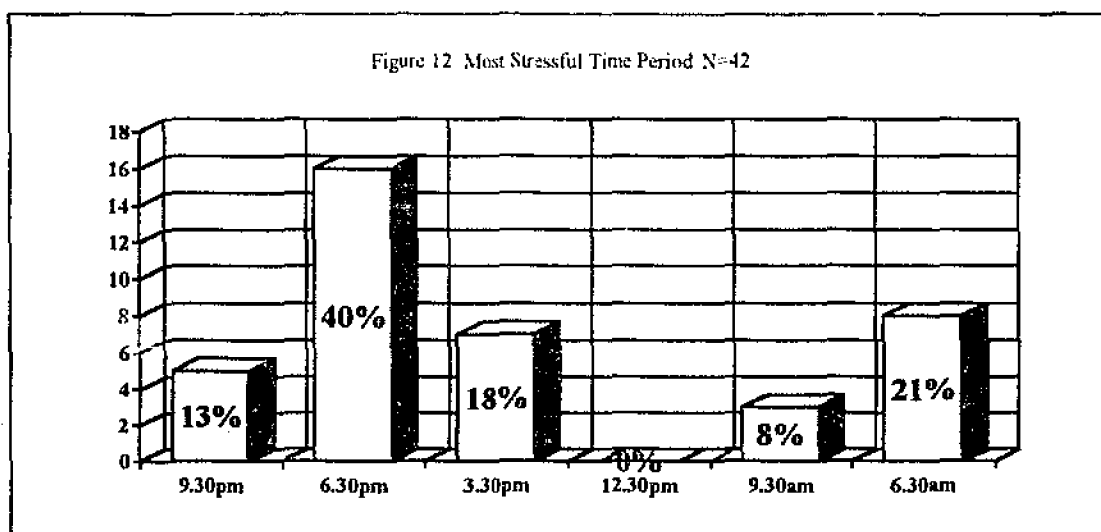
Time:

Groupworkers were asked to rank from 1 to 8 what they perceived as the most stressful period in a twenty four

hour day. The most stressful time period identified was 6.30pm, as Figure 12 shows, it scored 40% of the responses. Written comments provided several reasons why this was so, focusing on the following:

* most young people are present at 6.30pm which coincides with increased disputes or disruptive behaviour emerging from them

* poor behaviour at this time often extended beyond resident/resident conflict and usually entered the domain of staff/resident conflict

* seriously disruptive behaviour during this time period sometimes requires physical intervention by staff to defuse inter-resident conflict. Dependent on the personalities of the group at the time, there have been situations in which normally placid young people are encouraged to engage in destructive behaviour by other young people who are more aware of the system's boundaries and consequences

Staff become very concerned for their own well-being during this time period as it often becomes difficult to get residents to settle after tea.

Figure 12 Most Stressful Time Period N=42

9.30pm	6.30pm	3.30pm	12.30pm	9.30am	6.30am
13%	40%	18%	0%	8%	21%

Examining Figure 12, it can be seen that the time period 6.30am was also seen as stressful. A reason for this related to the difficulty in getting young people to get out of bed and preparing them for activities for the day, often leading to confrontation between staff

and residents. There is also the trickle-down effect that workers feel in the mornings as it is sometimes almost impossible to wake these young people up after they have been using drugs or sniffing petrol. When they do wake up they often do not recall what has occurred the previous evening. Another reason why this time period was stressful is the cleaning regime that exists in the hostel system. This is particularly so on a Saturday morning as there was an expectation that each hostel have a 'big clean' on this day. This was described by one worker as an "unnecessary test of wills between groupworkers and kids".

The time period 12.30 to 3.30am has not been included in Figure 12 as it was correctly anticipated that these times would not be significant. Nearly all groupworkers reported that night shifts provided time to unwind, prepare activity material, catch up with reports and other relevant paperwork.

Days of the Week:

This section asked groupworkers to rank order those days of the week perceived most stressful to least stressful. They were also asked to respond to open-ended items aimed at establishing why they ranked the choices they did. The resulting data made it known that Saturday and Sunday were scaled the most stressful days of the week. The scores for Saturday (24%) and Sunday (22%) rated by groupworkers were close so it was

decided to combine them to make one item (see Figure 12a).

A major reason why these two days scored most stressful for groupworkers was that work shifts on these days are twelve hours long, there is no administrative backup, often there was increased conflict between residents, young people returning to the hostel affected by drugs or other substances was also more likely on these two days, and residents remaining at the hostel for most of the day in these affected states. On Saturday and Sunday, the same two workers are rostered to work together for twelve hour shifts. Shift rosters in hostels are scheduled so that they all operate the same hours at the same time (see Figure 6a). Figure 12a shows Monday (17%) and Friday (14%) being scaled as next most stressful. Interestingly, Tuesday, Wednesday, and Thursday scored a combined score of 6%.

Figure 12a Most Stressful Days of the Week. N=42
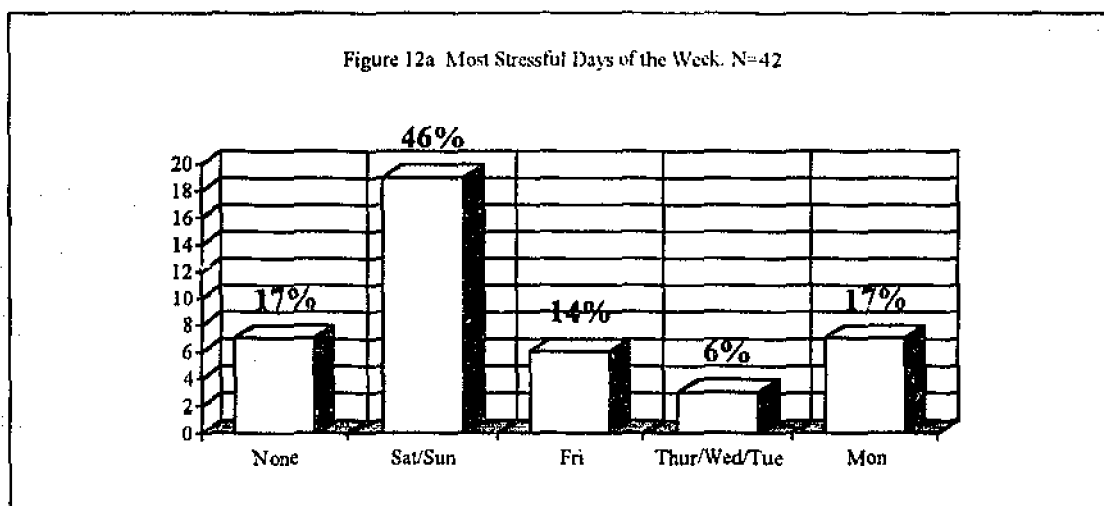
Senior groupworkers (SGWs) perceived Monday to Friday as more stressful. Reasons for this are reflected

through some of their comments: "paperwork mounts up during the weekend and requires attention on days during the week", "reports that have accumulated have to be read, checked, evaluated and commented on", "staff rosters have to be changed and weekend incidents assessed and recorded." Other comments related to having to interact with particular groupworkers, young people, related agencies, attend a lot of meetings, deal with phone calls/facsimile messages and liaise with visitors and other affiliated agents.

Not all groupworkers viewed working weekends as beings stressful. Some stated that weekends provided opportunities to take young people on excursions, outings, camping, and so on. On these occasions staff felt they could relax more with residents. Working weekends also provided an opportunity to become acquainted with young people on their terms during activities conducive to having fun and instilling appropriate socializing skills. There were comments both for and against weekends being stressful which appeared to be similar across all hostels.

Months of the Year:
To establish more fully the patterns of stress amongst groupworkers, they were asked to indicate which month of the year they found stressful. Twenty two staff (52%) scored December and January as most stressful. Others commented on how spring and autumn months (June and July) catered for all types of outings, and as

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Figure 121b illustrates, some staff (10%) perceived all months as stressful.

Figure 12b Most Stressful Months of the Year N=42

52%
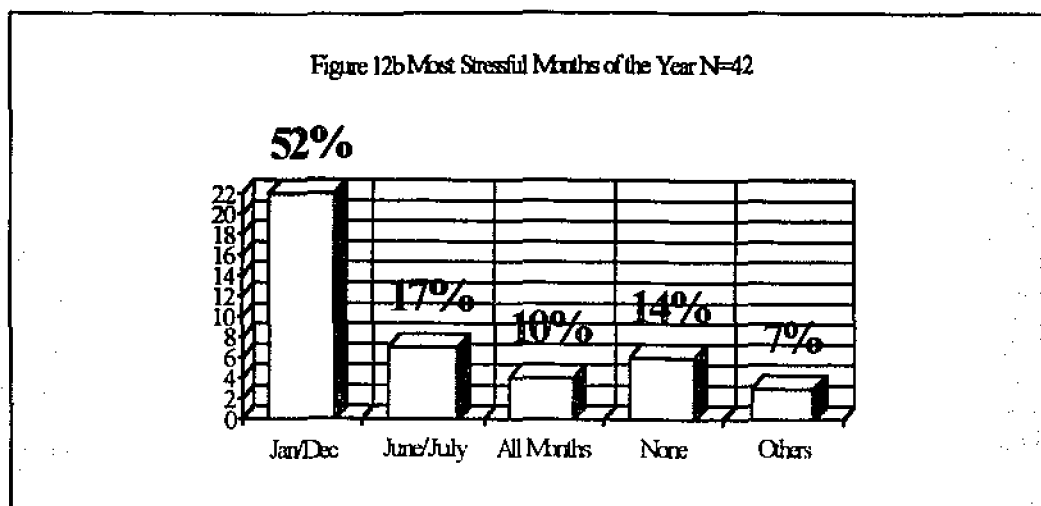
Mealtimes:

Groupworkers were asked to select from the following meal times: breakfast, lunch, dinner, or supper and identify which of these was perceived as most stressful Thirty five of the forty two staff (83%) scored dinner (generally held between 6-7pm) as being the most stressful meal period. As can be seen in Figure 12c, other meals such as breakfast and supper scaled 7% and 5% respectively, whilst lunch attracted a nil response.

Figure 12c Most Stressful Meals N=42
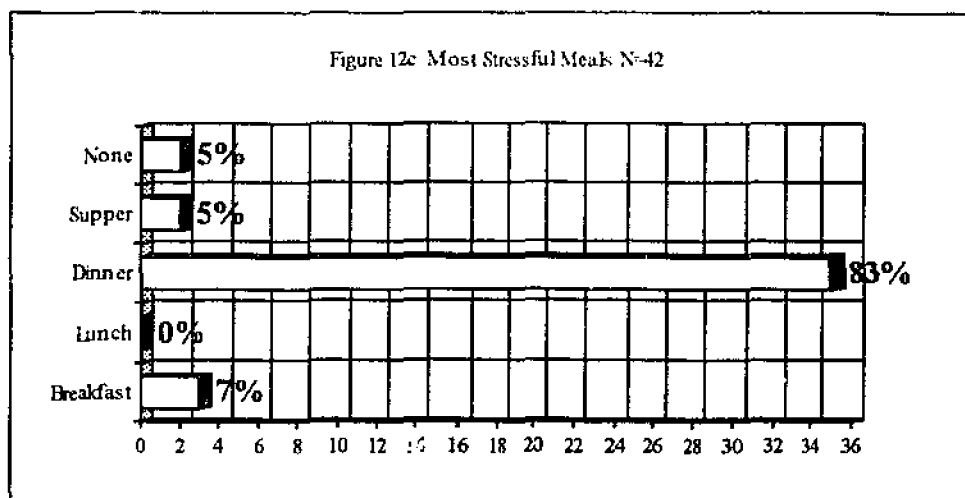
Hostel chores:

The last section in this part of the Local

Questionnaire related to chores conducted in and around

the hostels. Chores from hostel to hostel appeared to

be more evenly scored than any other variable in the

whole of this chapter. For example, Figure 12d shows

that making beds (21%), washing dishes (21%) and

cleaning toilets (25%) scored closely together. Not all

groupworkers viewed hostel chores as stressful. Indeed,
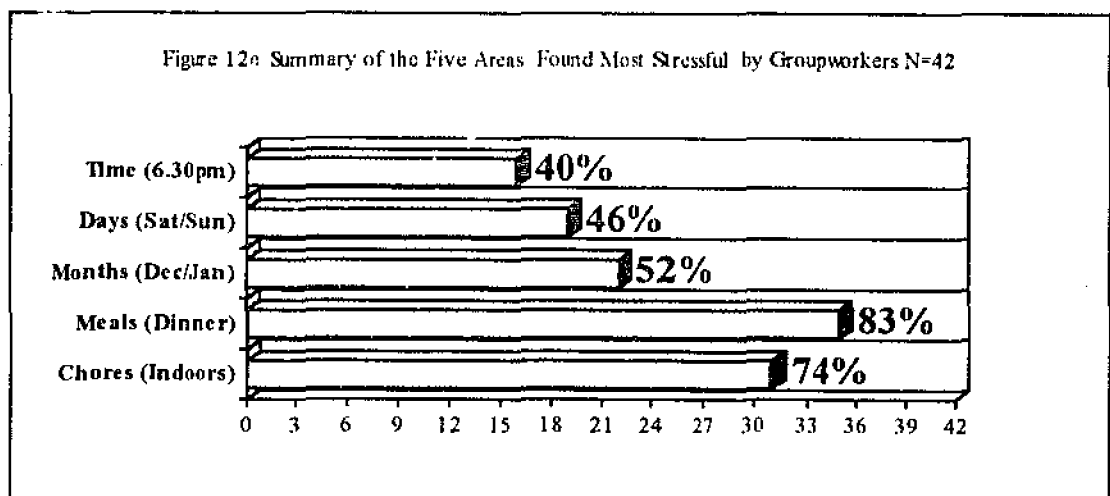
12% felt that chores presented valuable opportunities

to instill domestic skills and hygiene education into

the residents. These staff found that helping young

people make beds, and assisting them with personal

laundry often allowed them to engage in conversations

and behaviour that encouraged mutually beneficial

views. This was particularly noticeable in The

Sentinel, which as mentioned elsewhere, had only

recently opened. Conversely, 10% of groupworkers felt

that *all* chores were stressful, relating this

particularly to those chores such as washing dishes

after meal times, or cleaning out bathrooms every

morning.

Figure 12d Most Stressful Chores N=42

Chore	Value
None	12% / 10%
Cleaning Pool	2% / 2%
Cleaning toilets	25% / 21%
Sweeping	2% / 5%
Making beds	21%
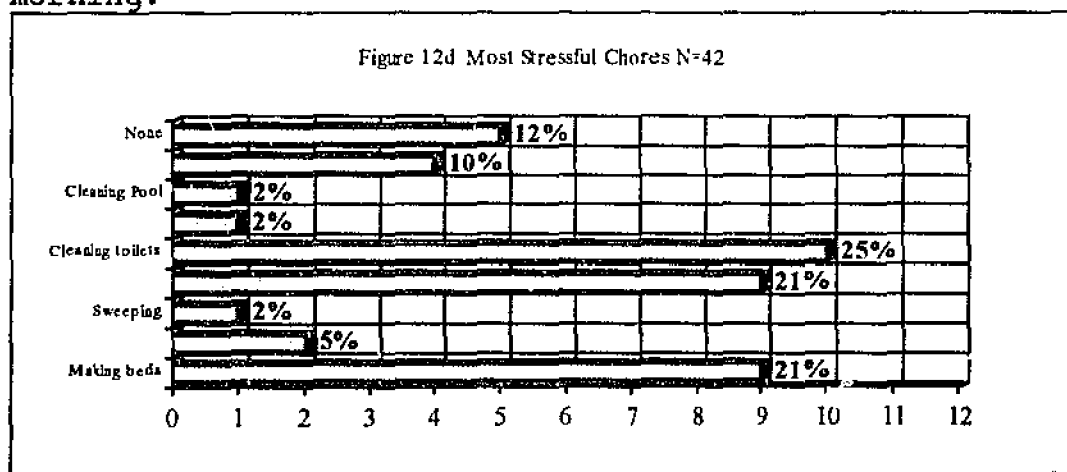
The above five areas were generated as a result of the researcher hearing concerns that were similar being raised regularly by groupworkers over a period of two years or more. Having looked at five specific areas in which groupworkers were asked to scale responses, each of these areas are now presented below in Figure 12e. It can be seen that the most stressful time of the day for groupworkers was 6.30pm. Saturday and Sunday scored most stressful days of the week, December and January rated highly stressful months. Thirty five out of forty two staff (83%) rated the evening meal as most stressful. Finally, the section on chores identified making beds, washing dishes, and cleaning bathrooms as stressful. It is interesting to note that they are all indoor activities.

Figure 12e Summary of the Five Areas Found Most Stressful by Groupworkers N=42

Time (6.30pm)	40%
Days (Sat/Sun)	46%
Months (Dec/Jan)	52%
Meals (Dinner)	83%
Chores (Indoors)	74%

0 3 6 9 12 15 18 21 24 27 30 33 36 39 42

Summary:

Prior to introducing the summary, it is necessary to point out that as the study developed there were issues that emerged that could have been dealt with more fully had they been inserted into the Local Questionnaire.

For example, although the above five variables are important in identifying stressful areas within the hostel system, they do not fully capture the issue that causes concern for the workers such as violence, aggression, attempted suicides, smashing property, drug and solvent abuse by young people. These are important variables not only to the workers but also to the enhancement of this study and should in retrospect profitably have been incorporated into this section.

In the following paragraphs, each of the five areas that were covered will be examined more fully and provide information about why groupworkers responded as they did.

Time of the Day:
As stated earlier, groupworkers scaled 6.30pm as the most stressful period of the day (40%). They also scaled 6.30am as second most stressful (21%) and 3.30pm as third most stressful (18%), (see Figure 12). Reasons for this centre on the fact that a greater number of young people are more likely to be at the hostel during these times and their behaviour often becomes difficult to manage by the staff.

It would seem that great difficulty is encountered in getting young people out of bed in the mornings. This becomes of particular concern if they have to attend school, work, or have appointments. The lifestyle of some of the residents are often at odds with the structures and routines in each hostel.

It was acknowledged by some groupworkers that the hostel routine itself was often a source for alienation and conflict between young people and staff. For example, in each of the hostels there is an expectation that young people complete chores before breakfast. For some, this sets the mood for the rest of the day, in which it becomes a "battle of wits" between staff and residents to complete set tasks.

Increasingly, young people are returning to the hostels under the influence of some deleterious drug or have been sniffing petrol or glue. When they return they are usually hungry and impatient and they can be aggressive and threatening. A comment from one groupworker was that if one young person returns in an "affected" state they can deal with this. However, it becomes increasingly difficult to almost impossible to manage two, three, or four young people in this state. Associated problems such as vomiting, suicide attempts, arguments, fighting, stealing, destructive behaviour, abuse and threatening toward staff multiply not two or three times, but many-fold.

Some workers commented that they would allow young people who did return to the hostel affected by a deleterious substances to "sleep it off" in their room so as to minimize their interaction with other residents. Other staff saw benefit to having young people assisting with evening meal preparation as it lent itself to discussions relating to eventual

independent living, budgeting techniques and setting up their own home.

Very few groupworkers felt that working night shift was stressful, scoring a nil response for this period. The next lowest scoring period was 9.30am, and explained by "....most young people having gone from the hostel by this time", thereby allowing staff to catch up with paperwork and other jobs.

Days of the Week:

The most stressful days of the week scaled by groupworkers were Saturday and Sunday combined. Major reasons for this appears that workers were required to undertake twelve hour shifts on these days, there were more young people about the hostel for longer periods, there was more likelihood of drugs, glue-sniffing and severely disruptive behaviour to occur on these two days, with less support staff to contact.

As Figure 12a illustrates, Tuesday, Wednesday, and Thursday, scaled 6% combined. Comments from groupworkers on why these days were not perceived as stressful related to them knowing that young people were not present during the day and that they could attend to many other duties such as shopping, programme development, or repairs around the hostel.

Senior groupworkers scaled Monday as their most stressful day. They would often arrive to work on

Monday and pore over events that had occurred during Saturday or Sunday. They also needed to respond to telephone calls, report to administration, read reports and attend meetings.

Not all groupworkers felt that days of the week were stressful, some stating that none of the days were stressful. They felt that there was no need to distinguish one day from another. Others felt they had a job to do and whatever day of the week it was, played little part in that.

Months of the year:

In Australia the summer months are December and January and these were scaled most stressful by groupworkers. The most common reason for this was that most young people experience rejection by their family during the Christmas period. This reflected in increased destructive behaviour toward property, staff and other young people when they returned to the hostel after "home leave".

Other reasons for scaling December and January most stressful focused on the long school holidays, leaving young people with long periods during the day in the hostel. For some groupworkers, it was difficult to remain positive about young people during these periods as residents became bored or disruptive. Limited financial resources inhibited linking residents into

long term constructive activities during the summer
holidays.

Comments from groupworkers indicating why some months
were seen as more stressful than others are presented
below:

* June and July (winter months in Australia) often meant that more
  young people would be remaining in the hostel throughout the day
  during inclement weather limiting scope of outings

* Christmas presents unique problems with many young people feeling
  "left out" of family involvement, often emphasizing feelings of
  homelessness and of being unwanted

* young people on school holidays often become bored and aimless

* behaviour from some residents becomes more antisocial and aggressive
  toward staff after spending summer holidays with their natural families

* repeat admissions seasonally increase during December and January.
  Incidents involving substance abuse correlate strongly with long,
  warm, light evenings.

Mealtimes:

Reasons for dinner being most stressful focused on:

* all young people are usually gathered together during dinner, many are
  hungry, impatient and become demanding

* personal altercations, abusive language and arguments occur between
  young people, which can quickly shift toward staff

* meal preparation continually interrupted or hindered by conflicts
  between residents

* poor table manners, sometimes involving throwing food around the
  dining area or at each other and staff. Lack of appreciation from young
  people for the work involved in preparing meals.

Other mealtimes, breakfast, lunch and supper were not
considered stressful by groupworkers, who stated that
for the most part they enjoy preparing breakfast and
light meals for young people which included setting the

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table and preparing the cereals and toast. The lunch period scaled least stressful by groupworkers, scoring a nil response. The major reason for this is that most young people are away from the hostel at lunch time. For those who remain, there is an expectation that they will prepare a light lunch and then clean up after themselves.

Hostel Chores:

Groupworker response to hostel chores was quite diverse. For instance, 25% scaled making young people clean toilets as stressful and fraught with potential for increased conflict. Getting young people to make their beds in the morning (21%) was also seen as stressful by staff (see figure 12d). It was grudgingly felt by some that many chores were designed to satisfy the needs of some senior groupworkers rather than meeting the needs and expectations of young people.

One of the interesting features to the chores section is that groupworkers have identified activities that need to be conducted within the hostel as most stressful. For example, making beds, cleaning toilets and washing dishes are all activities conducted indoors. Those activities undertaken outside the hostel such as gardening (2%), sweeping (2%), and cleaning the swimming pool (2%), all scaled low in terms of being stressful.

Some groupworkers believed that all chores in the hostel were stressful. They felt that it would be easier to employ people to come into the hostels and clean them properly, freeing staff to relate to residents more meaningfully. Many others felt that the amount of conflict surrounding the issue of completing chores was not worth the stress attached to it.

CHAPTER THIRTEEN:

The great concern for health and well-being is associated with considerable efforts to remove stress or treat its consequences

(Cooper et al, 1992, p.348)

DATA ANALYSIS: *Levels of Stress*

General Health Questionnaire

Introduction:

The previous eight chapters deal with issues arising from the locally constructed questionnaire. These covered the demographic features of groupworkers in Chapter Five, the Predictors of stress in Chapters Six to Eleven, and the Patterns of stress in Chapter Twelve. Having examined the result of the locally constructed questionnaire, the study now directs attention toward the levels of stress among groupworkers. In order to do this, a second instrument was required and the General Health Questionnaire was selected for this purpose.

There are several versions of the General Health Questionnaire (GHQ) which include GHQ-12, GHQ-30, GHQ-28, and the GHQ-60. At the commencement of this study it was felt that the broader range of questions contained in the GHQ-60 would capture more fully levels of stress amongst groupworkers. The decision to use the GHQ-60 was also influenced by the size of the target group. Being a small group it was also felt that the process of collecting, marking and calculating responses from the largest of the GHQ formats would not present many difficulties.

The GHQ is a self-administering screening test designed to discover inabilities that prevent people conducting routine functions and detecting the emergence of new, or any distressful ailments. It is a well established and widely applied instrument used by psychiatrists, counsellors, doctors, psychologists, and other health professionals. As well as providing measures of general psychological distress and social dysfunction, the GHQ requires participants to reflect upon the previous few weeks and answer a series of questions.

Other authoritative studies in which the GHQ has been used to aid psychiatric diagnosis, have ascertained that high GHQ scores correspond to growing probabilities of severe states of psychological distress and social dysfunction. A benefit seen in using the GHQ was that comparable data was available from Australian studies (Finlay-Jones & Burvill, 1977; Henderson, Duncan-Jones, Byrne, Scott, & Adcock, 1979; Muir, 1986; Goldberg, 1991). It is submitted that the GHQ has high reliability as an introductory diagnostic measure for identifying origins of psychiatric indispositions.

An advantage for this research in using the GHQ-60 has been not only establishing levels of stress amongst participants, but also to compare results from the locally constructed questionnaire with such an established and valid instrument.

Scoring Methods:

Goldberg & Williams (1991) in their manual, suggest two scoring methods using a four point response scale. The first method is the Likert score, in which responses from participants have varying weights from 0 to 3 assigned to them. The second scoring method, GHQ score, has different weighting values and scores remain the same irrespective whether participants prefer columns 1 and 4, or columns 2 and 3. Both of these scoring methods are scaled to ascertain whether participants feel 'less than usual' through to 'much more than usual'.

The GHQ scoring method eliminates 'middle and end-user errors', reduces bias associated with bi modal response scales, minimizes any 'overall agreement set' and counting of responses takes only seconds to complete (Goldberg & Williams, 1991, p.11). The GHQ scoring method was selected for this study. Presented in Table 13 are examples of both scoring methods.

Table 13. Examples of scoring the GHQ

Have you been feeling sad and gloomy?	Column 1 Less than usual	Column 2 No more than usual	Column 3 Rather more than usual	Column 4 Much more than usual
Likert Score	0	1	2	3
GHQ Score	0	0	1	1

Other Studies:

As explained earlier in this chapter, there have been other studies using various forms of the GHQ and their findings are presented here in order to place the findings of this study in a broader perspective. Not

all of the following studies used the GHQ-60, some
utilized the GHQ-30.

In an Australian study (Tennant, 1977), ninety two
percent of one hundred and twenty respondents were
correctly classified as 'cases' or 'non-cases' using
the GHQ-30 score of five as a cut-off point. For
individuals classified as cases, there is a distinct
probability that they suffer levels of tension, anxiety
and depression sufficiently high as to have an adverse
effect upon their physical and mental wellbeing. A
score of ten or more corresponds to a ninety five
percent probability of severe emotional illness
(Tennant, 1977).

In another study using data on a random sample of Perth
residents in Western Australia, results from the use of
the GHQ-60 indicated a tendency for scores to be lower
in older males with superior economic status. Females
in similar circumstances on the other hand, scored
higher on the GHQ (Finlay-Jones et al. 1977).

In a paper presented by Jongeling (1990), the GHQ-30
and other measures were utilized to assess stress
amongst nurses undertaking tertiary studies in a
Western Australian hospital. Those with responses that
fell beyond the threshold of five or more in their
total score across all items became known as 'cases'.
If they scored less than five they became 'non-cases'.
Results indicated that nurses undertaking tertiary
studies seemed to experience levels of stress similar

to that of teachers in Western Australian schools as illustrated in the Table 13a (Jongeling, 1990).

Jongeling avoided using clinical terminology by describing stress thresholds in the GHQ-30 as "low" (GHQ score 0-4), "medium" (GHQ score 5-9), or "high" (GHQ score 10-30). Presented below is a comparison of GHQ scores taken from this paper. It can be seen that nurses experienced very similar stress levels to that of teachers in Western Australian schools. Nearly forty percent of nurses and teachers endure moderate to severe psychological distress (Jongeling, 1990, p.6).

Table 13a GHQ Score among Teachers, Nurses and Groupworkers

GHQ Score		Nurses	Teachers	Groupworkers
Low	(GHQ 5)	62%	60%	59.3%
Medium	(GHQ 5-9)	16%	21%	5%
High	(GHQ 9)	22%	19%	35.7%

Groupworker Scores:

Results from the GHQ-60 in this study indicate that there are a number of groupworkers experiencing severe stress in the workplace comparable to nurses or teachers as described above. In Table 13b it can be seen that four of the five senior groupworkers (SGWs) are experiencing very high degrees of stress. For example, the SGW in The Strand scored 24 items, this represents 13 items above the 11 items what would be considered a 'case' in the GHQ scoring. Likewise, the SGWs in Harris House scored 34, Enterprise 27, and The Sentinel 18. These figures total 104 items in the GHQ 60. To be a 'Case' in the GHQ 60 an individual needs to

score 11 items. These SGWs have scored well in excess
of 11.

The reason why there was a low GHQ score by the senior
groupworker in the Rookery may be that the person had
only just commenced in the position as an 'acting' SGW.
It is interesting to speculate whether this person
would have scored as highly as the other SGWs had the
person been in the position for a considerable time
prior to this research.

Table 13b Groupworker scores to the GHQ

|	Strand	Rookery	Harris	Enterprise	Sentinel	Total
Senior Groupworkers	24	1	34	27	18	104
Groupworkers	93	64	56	25	22	260
Permanent Groupworkers	63	45	32	24	11	175
Temporary Groupworkers	30	19	24	1	11	85
Male Groupworkers	67	45	23	1	11	147
Female Groupworkers	26	19	33	24	11	113

It is important to keep in mind when reading the above
results in Table 13b, that the 'Total' at the end of
each row represents only the total scores for each of
the categories listed on the left of the Table. This
total hopefully provides the reader with a comparison
of how groupworkers scored in the GHQ according to
their status or gender. The scores under each of the
hostels in the above Table provide further comparable
information. For example, groupworkers in The Sentinel
scored a total of 22 items between them in the GHQ,
temporary groupworkers in Harris House scored a total
of 24 items between them and the contrast between male
and female workers in the Rookery presents an
interesting comparison. Male groupworkers scored a

total of 45 items between them while their female colleagues scored 19.

Having examined how groupworkers scored in the GHQ, let us now turn to look at how each of them scored at an individual level. Accompanying Table 13c is Figure 13 within which the individual scores of groupworkers who scored eleven or more GHQ items in each hostel are recorded. As can be seen, The Strand had a total of five groupworkers who scored more than eleven items, identifying them as cases. Only one groupworkers scored eleven or more items in The Enterprise and The Sentinel.

Table 13c Individual GHQ scores of groupworkers

GHQ Score	The Strand	The Rookery	Harris House	Enterprise	The Sentinel
0 0 1 1	0 0 1 1	0 0 1 1	0 0 1 1	0 0 1 1	0 0 1 1
	0 0 20 4	0 0 1 0	0 0 31 3	0 0 27 0	0 0 12 6
	0 0 11 2	0 0 11 2	0 0 0 0	0 0 4 0	0 0 0 0
	0 0 0 0	0 0 0 0	0 0 0 0	0 0 7 3	0 0 0 0
	0 0 12 0	0 0 13 0	0 0 12 0	0 0 10 0	0 0 10 0
	0 0 0 0	0 0 1 0	0 0 19 1	0 0 0 0	0 0 0 0
	0 0 15 11	0 0 14 1	0 0 13 1	0 0 1 0	0 0 0 0
	0 0 27 2	0 0 0 0	0 0 6 1		0 0 7 1
	0 0 0 0	0 0 5 0	0 0 9 1		0 0 1 0
	0 0 4 0	0 0 17 0	0 0 2 0		0 0 0 0

Figure 13 Comparison of GHQ 'cases' in each hostel
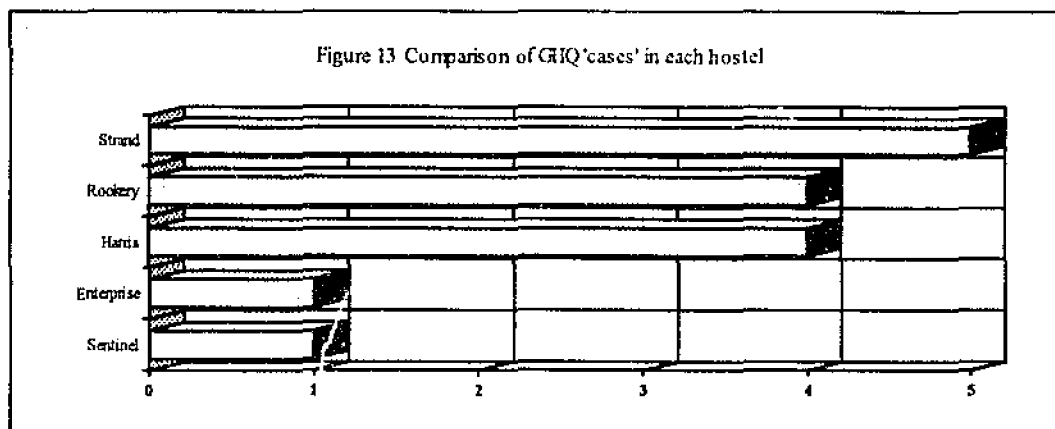
The underlined numbers at the top of each column represent the GHQ scoring method used in this study.

Each of the columns beneath the underlined rows represent individual workers. As can be seen there are nine rows in the column under The Strand and six under The Enterprise.

Senior groupworkers are represented as the first column under each of the underlined rows. The senior groupworker in Harris House for example scored zeroes in the first two columns, then 31 and 3 in the next two, giving a total of 34 items. Those workers who scored no items are represented by four zeros. As can be seen from Table 13c, The Enterprise and The Sentinel are the only two hostels to produce only one worker each to score eleven or more items in each column. There are a total of fifteen workers with scores of eleven or more identified as cases. This represents 35.7% of the total population of groupworkers in the hostel system. Comparing this result with the Nurses and Teachers in Jongeling's (1990) study, (see Table 13a) it can be seen that groupworkers have scored well in excess of these other workers.

Summary:

Of major concern are the scores of the senior groupworkers of which four out of the five scored well in excess of the eleven items needed to be a 'case'. The organization should be concerned with this aspect of the results as it is the senior groupworkers that newer and lesser experienced groupworkers refer to for guidance and direction. Given the constant change of

senior groupworkers at The Enterprise, it is remarkable that not one worker has scored 11 or more GHQ items. Only the senior groupworker is identified as a case.

CHAPTER FOURTEEN:

(Smith et al, 1986, p.77)

Discussion:

Introduction:

The first part of this chapter analyzes the instruments that were used in the study and suggests ways these could have been improved. The chapter then continues with a discussion of the findings of the study, followed by their implications for the organization and closes with suggested strategies for reducing identified stressors. The concluding section will briefly examine the perceived direction in which the host agency is heading, and the implications this may have for groupworkers.

It will be recalled that this study came about in an attempt to explore some of the broad issues relating to stress in the workplace for groupworkers. A fundamental Statement was whether stress for this group exists as a problem and if it did, to what extent. A second important Statement related to the degree to which the concerns of these groupworkers, would be similar to workers in other human service occupations. A major consideration was whether something could be learned from this study that would be of benefit to the workers, young people and the organization. It was hoped that this study would prove to be a practical and influential tool influencing the direction of the organization.

The findings have cast some light on these Statements. As noted in chapters five to thirteen, work related stress is of substantial concern for a number of groupworkers. Those workers identified as 'cases' in the General Health Questionnaire 60 (GHQ-60) far exceeded the score ranges generally associated with workers in the human services. Not all workers in this study were stressed due to factors at the workplace, but a significant proportion of them reported negative feelings about various aspects of their jobs.

Findings:

Elsewhere in this study the history of stress research relating to workers in the human services was presented and although interest in the phenomena has increased, the actual stress levels for those working face-to-face with disadvantaged young people does not seem to have commensurately decreased. Comments from some groupworkers indicate that significant levels of stress exist in the hostel system, whilst others appear to have adapted and adjusted quite well to such employment.

Themes:

On analyzing the results of this study, it was possible to recognize particular themes that suggested work related stress did exist in sizeable proportions within the group. These themes included age, abuse, shiftwork, admissions, paperwork, the status of groupworkers, field staff, socializing, managerialism, substance abuse and teamwork and are presented below. These themes will be

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followed by suggestions as to how to address identified stressors.

Age:

Surprisingly, the literature on work-related stress does not address fully the issue of age as it does other related variables such as personality, career orientation, role ambiguity, coping, previous experiences, or interests outside the workplace. Fitzgerald (1992, p.119) argues that for the most part, demographic variables have thus far proved "to be poor predictors of work disability, age is a notable exception". Age is viewed as a characteristic of special significance in the study of life events, because it provides indications of how events experienced by people change as they move through various stages of their life (Jones and May, 1993).

Of the older groupworkers in the system, many expressed concern about the type of young person they will be working with as they approach retirement. They believe that the organization should offer alternative employment to them when they reach a certain age. Some workers were hesitant to remain in what they perceived as an increasingly dangerous work environment.

The prospect of not being able to remove themselves from a long-term stressor such as abuse, may be too much for some groupworkers. Several male members of the group were concerned about their increasing physical

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limitation with age and that they might no longer be able to physically restrain residents in the event of disruptive or self-destructive behaviour.

It is interesting that a number of staff were thinking in this manner and it may be that the organization ought to look at current work practice on the physical restraint of young people. An alternative focus for the organization would be to look at restructuring hostel programmes so as to minimize the need to engage in such physical restraint. As already established in the demographic section of the data analysis, groupworkers are an ageing group, fifty two percent being over the age of forty four years.

Abuse:

The issue of abuse from young people in the hostel was perceived as a source of stress for many groupworkers. Abuse was identified not only as verbal and physical toward staff, but damage and destruction of hostel property. The majority of groupworkers indicated that verbal abuse was least stressful as most young people use offensive language most of the time in and out of the hostel. It was also acknowledged that verbal abuse from young people was rarely aimed personally at staff.

Despite some residents being viewed as hopeless, antagonistic, disruptive, antisocial, aggressive and threatening by groupworkers, in the main, there was genuine concern for their well-being. This is evidenced

by the amount of time staff devoted to young people experiencing distress. Some groupworkers visit young people in hospital, transport them home, or take them on outings with their own family in their own time. These tasks often being carried out without staff seeking reimbursement for expenses incurred, or time off in lieu.

There was a strong indication from groupworkers that physical abuse was easily identifiable as a major source of stress. Particularly challenging were those young people (male or female) who were older, powerfully-built and aware of the limited consequences of attacks on staff. Thirty one groupworkers (73.8%) agreed with Statement fifteen which asked whether they become concerned when young people become violent. In situations such as these, it is rare for outside assistance, such as the police, to be called for during violent incidents. Groupworkers, in the main, believe that they have the skills to manage these situations as and when they arise.

Of further concern to groupworkers was the concentration of known disruptive or aggressive residents living together in the same hostel. It was thought that stress levels increased dramatically when two or more aggressive residents were admitted to their hostel, multiplying many-fold associated problems. Female groupworkers felt more vulnerable to physical and sexual abuse from this type of resident and feared for their

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personal safety. Commensurate with this are comments from several male groupworkers who have discussed the issue of early retirement from the organization to remove themselves from what they perceive as an increasingly dangerous workplace.

Conflict and confrontation with abusive young people requiring physical intervention, is a clear source of stress for many groupworkers. Anxiety levels are also heightened by the lack of opportunities to relax or remove themselves from young people who become abusive. There is evidence to support this view from work done by Monat, Averill, & Lazarus (1972). They suggest that an important factor in the production of psychological stress is the period of anticipation prior to confrontation with potentially harmful events. The types of coping processes that occur during the anticipation period are a function of the nature of the threat. Cognitive coping strategies such as intrapsychic avoidance (concentrating on something non-related) are believed to be effective in reducing stress reactions when anticipating a harmful event (Monat & Lazarus, 1977; Hamberger & Lohr, 1984; Mirowsky & Ross, 1989).

Meals:

A further important theme to emerge relates to the evening meal in the hostels. Eighty three percent of groupworkers scored this as the most stressful event that occurs on a regular basis. The response for this Statement far outweighs any other throughout the whole

Questionnaire. As though in support of this, groupworkers scored forty percent in another Statement indicating that 6.30pm was viewed as most stressful and twenty one percent that washing dishes a most stressful time. These both relate to the period when dinner takes place.

In response to identified concerns about the evening meal, the host agency could consider the following recommendations aimed at reducing stress associated with this event. Purchasing meals from a catering agency and delivering them on a daily basis to each of the hostels would reduce the need to prepare evening meals. Another strategy would be to employ a cook specifically for this period, leaving staff free to remain with the residents. A further recommendation could be to stagger shift rosters to ensure that more staff were in the hostel at this time. The organization could usefully enter into negotiations with trade unions, and/or occupational health committees who would be able to contribute their ideas toward the reduction of this particular stressor.

Shiftwork:

As discussed in the Data Analysis section, shiftwork was not perceived by groupworkers as a major contributory factor in work-related stress. However, there were a small number who stated that working shifts very close to each other gave them the impression that they were never away from the job and this aspect was particularly

stressful. In the main however, groupworkers were satisfied with the way shifts operate.

Admissions:

The topic of admissions provoked several interesting responses from groupworkers and focused on unexpected admissions, repeat admissions, hostels being used as a 'dumping ground' by field staff and the lack of provision of social and medical histories of young people. Another issue to arise from the admissions sections was the associated paperwork. This aspect will be dealt with in the following section under the heading *Paperwork.*

There were aspects to the admission process for young people that proved to be very stressful for some groupworkers. It was pointed out that all too often the administration would ring the hostel at short notice and inform them to expect an admission. This did not provide workers with the opportunity to prepare for an admission process.

It was believed that admissions should be conducted in a manner that allowed the rules of the hostel to be conveyed to young people during the introductory period. It was important for staff to prepare paperwork and bedrooms and to have the opportunity to inform other staff and residents of an imminent admission. Going through this process allowed staff to present the hostel to the new resident in a professional and unhurried

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manner. It was thought that stress levels for residents and staff were reduced through planned admissions.

Admissions of young people occurred mostly on a Friday afternoon, staff often having to adjust weekend activities already organized prior to an admission. Generally however, this was not seen as a problem unless the new admission was known and had a history of violent or disruptive behaviour.

The issue of repeated admissions of the same young people was identified as a firm source of stress for staff. Groupworkrs resented the fact that these were being admitted time and time again to the hostel system without serious attempts by field staff to clearly identify their needs or inform hostel staff of social work plans.

Many of these repeat admissions come in time to view the hostels in a negative way and engage in disruptive, abusive and destructive behaviour. So stressful had these young people become, that situations such as outings or activities were sometimes engineered so as to exclude the more disruptive and aggressive residents from participation.

Groupworkers believed that providing a social and medical history with each new admission would enhance the admission process and reduce concerns about some health aspects of particular young people. The lifestyle of many young people now being admitted to the hostels was also a cause for concern for staff. This focused

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particularly on their use of drugs, personal hygiene and seemingly casual attitudes toward sex. Some staff were afraid they are at risk of contracting diseases from young people.

It was not only young people's lifestyle that was of concern, but also the aggressive nature exhibited when under the influence of drugs or sniffing petroleum-based substances. By providing previous or known history of young people to hostel staff, groupworkers would be enabled to at least prepare themselves and others to be aware of their special needs. There were some workers who felt that 'sensitive' information about some young people was deliberately kept from them so as not to cause alarm.

Field staff are mainly qualified social workers or have degrees in other related areas and are employed by the same organization as groupworkers. A statutory requirement for field workers is to obtain alternative accommodation for homeless young people under the age of eighteen years. Very often, this is difficult and consequently young people in this age group are frequently referred to the hostels as a last resort. Lifestyles of these young people also make suitable foster carers difficult to find, compounding even further the problem of placement.

As both field staff and groupworkers work for the same organization, a further recommendation would be that reciprocal consultation between them that makes clear

details of each others' work practices. An aim to reduce the level of stress for groupworkers in this area would be for the field staff to provide much more comprehensive information on each admission. Further, field staff and groupworkers ought to relate to each other more positively either socially or formally. Field officers were sometimes seen by groupworkers as having superior attitudes and often discounting groupworker experiences in effective intervention for residents.

Paperwork:

Another theme to emerge from this section of the study related to paperwork. This was evident not only in relation to admissions, but also in recording behaviour, completing various forms, writing reports and making log entries.

While many staff accepted that there was a need to ensure accountability and quality of service, it was pointed out that the amount of paperwork actually prevented and detracted from relating with young people. For instance, all hostels were required to monitor and record every resident's behaviour by the completion of each shift. An argument put forward was that should there be critical incidents requiring a high percentage of staff involvement, completion of forms and recording behaviour would be the least urgent task that staff would want to do, or have time to complete.

For some groupworkers, recording traumatic incidents was in itself a stressful experience. There were those who found that the language of some of the forms made it difficult to write reports in the format required. Others still, were aware of the implications of writing reports whilst still stressed. It was felt that staff might write about an incident that could reflect badly on them when read by the administration team.

Apart from the daily recording and monitoring of young people in the hostels, groupworkers were also required to complete log entries, record incoming and outgoing telephone calls, attend to messages sent on the facsimile machine, prepare and write case conferences on individual residents and to participate in the design of programmes and activities.

Attendance to a lot of these tasks was not perceived as stressful by groupworkers when there were few residents in the hostel. However, when the hostels where full, as they were during the time of this study, then the need to complete paperwork on time was perceived as an extra stressor. A statement by some staff suggested that the paperwork seemed more designed to monitor the staff than to reflect occurrences in the hostel. It was felt by many that the paperwork process was cumbersome, repetitive and out of date.

There should be an awareness by the organization that many groupworkers find it difficult to construct comprehensive reports after they have been exposed to

traumatic situations involving residents. A
recommendation in this area would be for the
organization to look into the need for the amount of
paperwork generated, establishing how much repetition
there is and how it might be reduced.

Employment Status:

Nine of the forty two participants were employed on a
temporary contract basis representing 21% of the total
population. The issue of being permanently employed as
against temporary employment emerged as a source of
stress for those employed on a contract basis. Some
staff had been waiting two years or more to obtain
permanent status. An undercurrent of resentment toward
some of the permanent staff was evident and this
surfaced during face-to-face discussions. Identified
below are some related areas of stress.

To most of the temporary staff, it seemed that being
'permanent' exempted some groupworkers from
participating in their work role as efficiently or as
conscientiously as they should. Some permanent staff
would take many days off sick from work, arrive late for
shift, not have to participate in programmes they felt
they did not like, manoeuvre a lot of the work to
others, direct meetings to suit themselves, dictate how
outings or activities should be conducted and generally
abuse the 'network' to avoid particular tasks.

To some contract workers, it seemed as though the
organization was either unaware or unconcerned about

their stresses and strains. There were very few
promotions into permanent positions during the period of
the study. Several suggested that if there were other
jobs available they would leave the organization.
However many chose to many remain in the job because
they enjoyed working with young people. It was stated by
these workers that the administration should be more
aware of the low work standards of some permanent staff.
A perceived need was for management to prevent blatant
abuse of less experienced temporary staff by permanent
workers.

However, it was not only abuse by permanent staff that
was stressful for this group, there were other issues
that related directly to the workplace. For example,
there was a fear on the part of the temporary
groupworkers of getting 'too close' to the young people
they worked with in case their monthly contract was not
renewed.

The feeling of being devalued by certain permanent staff
seemed to be always present. There was difficulty trying
to develop networks or liaise with other agencies as
groupworkers could be moved from one hostel to another
at very short notice. Temporary staff also felt that
they had to continually maintain an unrealistic level of
optimism and be seen to be enthusiastic and non-
complaining at all times. A final source of resentment
causing stress for most contract workers was the
organization itself. They felt they were not able to

plan their lives more than a month at a time and were
afraid to commit themselves to purchase or secure
property or vehicles.

Socializing:

A theme to emerge from this study, which came as a
surprise to the researcher, was the response to the
Statement "list items you feel are most important to
teamwork" (see Chapter 10) Groupworkers ranked
Socializing' as least important to teamwork (29%).
Having a `Stable Team' obtained a 71% response rate.
Groupworkers at The Enterprise believed stability in the
team to be a most important issue. As discussed
elsewhere, this hostel had experienced many changes of
senior groupworkers.

Substance Abuse:

Throughout the data analysis chapters, there are
continual references by groupworkers to the issue of
substance abuse. Young people go to great lengths to
obtain solvents, paint stripper, glue, petrol, thinners
and aero-sprays or deodorants, in order to sniff them,
thus getting a `high' on the substance. This has emerged
as a real source of concern and is very stressful for
the majority of staff.

When young people return to the hostels affected by a
substance, they invariably become difficult to manage.
They appear to lose their sense of reality, are
physically unbalanced, have the potential to become

overly aggressive and are a danger to themselves when crossing busy streets. Moreover, fumes emanating from them are sometimes unpleasant and overwhelming.

Usually, residents affected by deleterious substances return to the hostels late at night or are returned by the police. Depending on the young person, staff can expect that either they go straight to bed and sleep it off or they reflect on their past. Going straight to bed is an ideal response as it does not affect other residents and stress levels for staff remain acceptable.

However, should the young person be in a reflective mood and start to think of his/her past, this can often be the catalyst for a whole range of suppressed behaviours to emerge. Some residents in this state have attempted suicide, smashed up property, gone through the hostel waking other young people and encouraging them to join in disruptive behaviour.

The situations described above are manageable by staff most of the time, as it is usually the younger residents aged thirteen to fifteen, who engage in 'sniffing'. Stress for staff is increased if two or more affected young people are returned to the hostel (usually late at night), because they encourage each other to misbehave. Staff become very concerned for their own well-being in these situations since it is sometimes difficult to get these young people to bed and settle down for the night. There is also the trickle-down effect on to staff the following morning for it is almost impossible to wake

these young people up and when they do wake up they
remember very little of what had transpired the previous
evening.

Many groupworkers commented on the impact that substance
abuse has on them, the residents and the hostels. There
was a sense of despair, hopelessness and helplessness
when this topic was discussed. Staff felt they had no
control in these types of situations. They were fearful
that eventually a worker would be harmed by residents
affected by a substance. Stress levels were not so high
when young people returned affected by a substance
during the day, for there was always the availability of
other staff to assist. It is only during the night
shift, when staff levels are low, that they become
concerned.

A further stress for groupworkers is witnessing the
deterioration, physically, socially and mentally of
young people who sniff solvents. To witness the amount
of self-imposed abuse by young people is often so
distressing to some staff that it has a lasting impact
on them. Groupworkers keep an informal library of books,
newspaper articles, videos and pamphlets relating to
substance abuse. This material is used to provoke
discussions with those young people who wish to acquaint
themselves with it.

Teamwork:
Groupworkers perceived the concept of teamwork as an
important component to their job and it appears that it

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is essential to have an understanding of fellow team workers. Reviewing the six scaled Statements in Chapter Eleven, it can be seen that a teamwork ethic were strongly supported. The strength of responses was a surprise for it was initially felt they would be more divided.

An example of the strength of responses is evident when groupworkers are asked whether they think "Teamwork is important in times of crises". Only one worker disagreed with this Statement, providing a response rate of 95.2%. Another issue groupworkers felt strongly about was the rotating of staff from one hostel to another. Eighty eight percent scaled keeping the same teams together in the same hostel. To support these responses, groupworkers ranked 'identifying with a team' as a high priority, whilst socializing as a group scored low in this category.

Staff get to know other workers' strengths and weaknesses and can be supportive in particular areas. An example of this was provided by one groupworker who stated that there were some workers in his hostel that enjoyed going camping, bush-walking and many other outside activities, whilst there were those who worked better inside the hostel providing indoor skills that related to eventual independent living for young people. The blend of these skills was seen as impor ant to the variety of skills amongst the group. Having the same staff in the same hostel for extended periods and

working with residents and their family members was seen as beneficial for all.

The need for the organization to give consideration to the issue of teamwork is important because it was an area in the study which drew strong responses from groupworkers. There is a need for awareness of some of the comments from groupworkers relating to the advantages to having stable teams in each hostel.

Managerialism:

Many groupworkers posed Statements reflecting concerns about the organization's administration team. It was felt that a distance between them had grown to the point where many felt unsure about their future, or the future direction of the organization. Another concern was the inaccessibility of the administration team, and how there now seemed to be a strict, almost business-like approach when dealing with them. Some groupworkers said that the administration seemed to have lost its sensitivity and had become impersonal.

Concerns about the growing separation between staff and the administration were reflected through the tone of numerous memos, written Instructions, reports and an increased emphasis on recording information. New terminology had begun to appear in memos and Instructions, such as: "strategic planning", "proactive action", "efficiency and auditing reviews", "programme budgeting", "performance indicators", "targeting", "risk

management" and "computerized business management systems".

This 'language' gave groupworkers the impression that the administration were uncaring, or unaware of increased pressures being exerted on them through increased intake of young people, reduced resources and the manner in which information was directed toward them, that is, top down. These issues reflect the current trends of large organizations to develop 'corporate management' strategies.

The next section on managerialism is tentatively a response to the many concerns put to me by groupworkers during the research. Examples include: "Where are we headed?", "what will happen to us and the kids (residents)?", "As a group, I don't seem to be able to see what the future holds for us anymore, everything just seems to be coming apart", and "admin don't tell us what is happening anymore".

Corporate Management strategies gained popularity in the early 1980s. They were accompanied with a claim that a "...new and comprehensive decision-making framework based on total-system efficiency would be put in place" (Considine, 1990,p.166).

The literature on human service organizations suggests that much of the current management structures are built on theories developed more than fifty years ago, mainly

in the context of industrial management. These theories still continue to be an important influence on managerial thinking, behaviour and on the operation of contemporary human service organizations (Painter 1988; Davis, 1988; Jones & May, 1993).

Managerialism tends to view management as a generic, purely instrumental activity, embodying a set of principles that can be applied to the public human services equally well as to the private business sector. It has been seen earlier that a consequence of managerialism has been the addition of many new terms to the lexicon of organizations (Quick, Murphy, & Hurrell, 1992)

Revised versions of scientific management have become fashionable in public administration, including administration of the human services. Workers in these organizational contexts find that their tasks and roles are shaped to a not inconsiderable degree by demands for performance measurement, programme budgeting, corporate planning, programme evaluation, outcome standards, effectiveness reviews, systems management, outcome standards, efficiency audits, management information systems and management by objectives.

These techniques are known as the new 'scientific management' reflecting historical concerns by rationalizing organizational structures and processes to achieve efficiency and effectiveness. Commitment to techniques such as these has been to meet the "new

managerialism" (Paterson, 1988; Considine, 1990; Jones & May, 1993).

Productivity relates to the amount of service provided and incorporates notions such as client count, service episodes, service events and elapsed time. Resource acquisition obtains resources that benefit the client group. The further area is efficiency and is seen as a ratio between resources acquired and outcomes, with financial expenditure as the most common measure of efficiency. Finally, job satisfaction refers to the morale of an agency's staff (Jones et al, 1993).

Management structures in large human service organizations have become increasingly complex and so too have communities within our society. A parallel between organizations and communities is that both have continued to grow and become more complex over the last decade or so. From an organizational perspective, this has given rise to the bureaucratization of service systems and it would seem unfortunate that the very term 'bureaucracy' has taken on a number of mostly negative connotations (Rossi & Freeman, 1989). An example of how the language of managerialism has crept into almost everyday use can be seen from comments made in the organizational's reviews on the hostels (see p.14)

Managerialism tends to view responsibility for effectiveness and efficiency as top-down. Because assessment of effectiveness and efficiency is a political process, workers need to address such

Statements and promote active involvement of those likely to be excluded from the crucial organizational processes (Jones et al, 1993).

Perhaps the most challenging issue for human service workers such as groupworkers is the need to deal with demands from critics for greater efficiency and effectiveness. Increasingly, workers in human service agencies are being told to 'do more with less'. This is not helped when prevailing views amongst politicians and policy makers in Australia state that expenditure on human services is essentially a drain on the economy and should accordingly be restrained and reduced.

At the same time, major structural changes in social institutions such as the labour market, the family, demographic shifts, increasing social dependency, continuing urbanization, changing technologies, rising political consciousness among disadvantaged minorities, more professionalization and rising expectations, are generating increasing demands on these services. In this context, human service workers are being told that they and the organization they work in, must become more efficient and must demonstrate that the services they provide really work (Jones et al, 1993).

To conclude this Chapter, I would strongly endorse the view of Jones et al who succinctly sum up my own views. In transcending managerialism, Jones et al, propose that human service workers need a broader perspective to effectively deal with concerns related to social justice

and responsiveness to needs of consumers. They argue for five principles: effectiveness, efficiency, equity, excellence and expansion. They also suggest that workers absorb some of the language of managerialism and not merely resist the concepts of efficiency and effectiveness proposed by managerialists. Instead, workers should be endeavouring to ensure that services are effective and efficient, so long as this is not at the expense of consumers and front-line workers.

CHAPTER FIFTEEN:

The caring professions generally are highly labour intensive and are unique in that their clients are also to some extent their products

Future Research:

Introduction:

The findings from this research project reinforce the growing awareness that work-related stress is not a simple uni-dimensional problem with easily identifiable causes and solutions. Rather, they show that this is a complex issue tied to the interactive nature of the individual, organizational and social factors.

Future research:

It is suggested that the findings here are sufficiently encouraging to pursue a longitudinal study with this group and others in similar human service occupations. Some of the themes that have emerged are surprising to the writer. Initially, it was felt that issues such as role ambiguity, shiftwork or job satisfaction would be the major themes to emerge. However, this was not the case. Stress has proved to be a significant issue amongst this group. It has been seen that particular themes such as abuse from residents, excessive paperwork, certain periods during the day, contract employment, repeat admissions of the same children without long-term planning, substance abuse and the fear and uncertainty about the direction of the organization are the crucial and most important sources of stress for groupworkers.

There has a , been light shed on some of the ideas
held by the researcher prior to the study. As noted,
job related stress is indeed evident amongst
groupworkers. However, it would be an exaggeration to
suggest that the majority experience intense levels of
job-related stress. Nonetheless, a significant
proportion of these workers have reported that they are
experiencing stress in their workplace and they express
negative feelings about some aspects of their job.

Future research may need to explore why it is that
these demands occur in this setting and their
derivation. A start toward this could be to study the
historical development of the personalities and
significant events within and outside the organization,
which over time, have created the conditions associated
with the identified work related stress in this
research.

In these concluding sections of the study, the writer
returns to the limitations of the scoring methods used
in the Local Questionnaire. Groupworkers were asked to
scale their responses to twenty five Statements from
'strongly agree' to 'strongly disagree' with 'agree'
fixed as a central item. During the process of
analyzing the data, it became worryingly clear that had
the central scale `agree' been amended to 'unsure' or
'don't know', the themes that emerged and the results
of this study might have been very different to those
presented here. The discovery of the impact that the

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central point 'agree' has had on weighting the results has been a major concern for the researcher. Groupworkers may have unwittingly agreed to items they may not have been necessarily sure about. One final matter on this topic is that 'slightly agree' could be seen as less than agree, again unfortunately distorting the findings of the research. Should there be a follow-up study of this research, it would be imperative that such weightings be given more serious consideration.

An additional area of concern to the researcher related to the confusion that may have been caused by the insertion of 'living alone' in the section `Marital Status' of the demographic section of the Local Questionnaire (see Appendix B). There may be groupworkers who took `living alone' to mean being separated from their partner since this was placed under the Marital Status section, thereby possibly further affecting the results of this research.

The following observations are aimed to aid the host organization develop short term and long term objectives directed not only at minimizing work-related stress among groupworkers, but also to acknowledge the balance between them working on the one hand with a very difficult client group, and on the other, an encroaching political authority that impacts on the effective operation of their work.

This study has confirmed convincingly what was already suspected about some aspects to groupworking. Firstly, groupworkers work with young people that the rest of society are at a loss to nurture and contain. They are the ones that nobody else wants. These are the young people who have very often experienced massive levels of rejection not only from their families, but also from large sections of society.

Secondly, there is an organizational, political and societal expectation that groupworkers or workers like them, will 'turn around' a lot of the antisocial behaviour these young people display whilst in their care. Given that the young people referred to the hostel system usually have well established behaviour patterns and attitudes that are obnoxious to some members of society and given the organizational and political context that groupworkers have to work within, it is suggested that society should acknowledge that these workers must be provided with the optimum more resources and support in what is undoubtedly a most difficult and often thankless area of work.

Thirdly, it should be incumbent on the organization to seek out solutions toward identified concerns found in this study. Those over which the organization has some control are, 'exploitation' by permanent staff of temporary contract staff, minimal 'visible' support from the administration team, consideration to the redeployment of older groupworkers, linking workers in

to staff care facilities such as counselling or coping skills courses, and the clearer recognition of the meaning of the term `abuse' to this group.

The author acknowledges that there are issues beyond the control of the organization, for example, funding, violence, State and National politics, community expectations, etc. However, it is believed there is a need to look at what can and cannot be done to minimise stress levels for these workers. Consider the concerns of those workers who feel they are "getting past it". There is a feeling of being trapped with a client group they cannot get away from. Employment opportunities for these older workers are scarce in the current nationwide employment situation. Management has a moral responsibility to care for older workers who have given many years of dedicated service.

It is contended that issues identified by temporary contract staff in this research study, particularly those pertaining to job security and abuse of status by some permanent workers are ones in which the organization could effectively intervene. For example, the instigation of supervision of work performance measures that take into account levels of involvement in the work place, times absent from important meetings, arriving late for work and a host of other related measures. These could ensure that all workers are operating at an optimum level that does not disadvantage others.

Levels of resentment from contract workers toward some of the permanent workers was intense enough to divide workers - probably affecting the quality of service to residents, and generating a level of disillusionment about organizational expectations. The need for the hostel Administration to pursue and deal with the concerns that temporary contract workers identified, may prevent or minimize further divisions among this group.

A further area requiring long term consideration by the organization would be the financial cost of maintaining constructive and meaningful programmes for young people in the hostel system. Despite the majority of residents being referred from socially depressed areas and cost factors restricting or limiting resources, there is still a need to ask a pivotal question, "given the sometimes shocking background of these young people, do they deserve anything less than the best?"

I believe, as do many other groupworkers, that socially disadvantaged youth should have as a minimum, access to comparable quality programmes that are offered and available to other and more fortunate young people in our community.

One of the ironies of working with these young people is that, although they are destructive, more often than not to themselves and although it is acknowledged that they represent a group that few others in society want,

the proportion of funding directed toward constructive programmes for them, such as quality camps or outings, is low. It is as if there is an understanding that these young people urgently need these programmes, but the costs to maintain them are too prohibitive. Perhaps this too could be looked at. As we saw in Chapter Two, the expense of maintaining a young person in the education unit cost $122,000, whilst the hostel system cost the organization $87,000 per year for each resident. Perhaps a review, or a committee, could prepare a submission to look at the cost benefits, rather than the cost efficiency, of providing quality programmes to these young people and giving consideration to better ways of spending this amount of money.

Of concern has been groupworker perception of the attitudes of the organization towards them. As already discussed earlier in this study, there is a fear held by these workers that the management have a level of ambivalence toward them, that they are not sensitive to their needs and that their concerns are not listened to or effectively dealt with. They also are reluctant to place such faith in the organization as they had done in the past.

To some degree this is not directly the fault of the organization itself. There have been increased political demands for greater accountability from all members of the organization. Accountability has not

only covered the area of compiling and completing reports and answering for time, but it also relates to financial liability. It has been this area that has affected the growth of meaningful programme development for young people, which centrally bears on the quality of service delivery at the work place. Demands for increased accountability do not seem to be congruent with the demands and stresses that this type of work presents for its workers.

Finally, it is believed that the results of this study represent an albeit small but valuable addition toward the broader understanding of stress amongst a category of hard working human service workers. The very nature of their work is replicated to some degree throughout the wider human services, making it possible for the results obtained in this research to have relevance in the domains of other human service occupations that deal with a seemingly growing disadvantaged, troubled and demanding class of young people.

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Appendix A

Dear Colleague

Job related stress as experienced by groupworkers has been a neglected topic in human service research. To help correct this, I will be conducting interviews with staff from residential hostels within the Hostel System of our organization. These interviews are expected to take no more than one hour of your time and will take place between January 1992 and March 1992.

I am requesting your participation in this research so that more information can be acquired about the extent of stress and its causes in groupworkers. The Department has granted me approval to conduct this research, and your participation is strictly voluntary. Please be assured that all information that would permit identification of individuals will be held in the strictest confidence. The result will be used only when combined with those of many other participants. A summary report of the findings will be sent to your office after completion of the research. In this way, if you are interested, you may review the results. I am conducting this research as part of my Master of Social Science (Human Services), at Edith Cowan University, Perth, western Australia.

The project is titled:

Predictors, Patterns and Levels of Stress amongst Groupworkers in Community Support Units for Adolescents

Any questions concerning this study can be directed to ALAN LEE, Telephone 359 1013

I..have read the information above and any questions I have asked have been answered to my satisfaction. I agree to participate in this research, realising that I may withdraw at any time. I also agree that research data gathered for this research may be published provided my name is not used.

_____   _____
Participant   Date:

_____   _____
Researcher   Date:

Thank you for your consideration and assistance

ALAN LEE
December 1992

Appendix B

PART ONE

DEMOGRAPHIC DATA

This part of the questionnaire requires some personal details. Please answer as fully as possibleand place a cross in the appropriate box of each section.

SEX:

Male	☐	Female	☐

AGE: **MARITAL STATUS:**

18-21	☐	Single	☐
22-25	☐	Married	☐
26-35	☐	Divorced	☐
36-43	☐	Defacto	☐
44-49	☐	Living alone	☐
50 +	☐		

LENGTH OF SERVICE (HOSTELS)   **LENGTH OF SERVICE (ORGANIZATION)**

Less than 1 year	☐	Less than 1 year	☐
1-5 years	☐	1-5 years	☐
6-10 years	☐	6-10 years	☐
11-15 years	☐	11-15 years	☐
16-20 years	☐	16-20 years	☐
Over 20 years	☐	Over 20 years	☐

MAIN WORK TASK: **% of RESIDENT CONTACT**

Groupworker	☐	Under 10%	☐
Senior Groupworker	☐	11-25%	☐
		26-50%	☐
		51-75%	☐
		76-100%	☐

EDUCATION COMPLETED: **PERMANENT GROUPWORKER:**

Primary school	☐	☐
High school	☐	
Technical college	☐	**TEMPORARY GROUPWORKER:**
University	☐	☐

PART TWO

PATTERNS

Part Two deals with stress which may be experienced by you at particular times of the day within the hostel that you work in. It is important to answer each question as fully as you can.

TIME OF THE DAY:

Please rank from 1 to 8 the times that you find most stressful.

| Low 1 |

| High 8 |

6.30am ☐

9.30am ☐

12.30pm ☐

3.30pm ☐

6.30pm ☐

9.30pm ☐

12.30am ☐

3.30am ☐

COMMENT:
Why was the time of the day you ranked number 1 perceived as most stressful?

_____

_____

_____

_____

Why is the time of day ranked number 8 least stressful for you?

_____

_____

_____

_____

DAYS OF THE WEEK:

Certain days of the week at work can often be perceived as more stressful than others. Please rank from 1 to 7 those days of the week which are most stressful for you.

| 1 | Most stressful |
| 7 | Least stressful |

Groupworkers		Senior Groupworkers	
Monday	☐	Monday	☐
Tuesday	☐	Tuesday	☐
Wednesday	☐	Wednesday	☐
Thursday	☐	Thursday	☐
Friday	☐	Friday	☐
Saturday	☐	Saturday	☐
Sunday	☐	Sunday	☐

COMMENTS:
Why is the day you have ranked number 1 perceived as most stressful?

_____

_____

_____

_____

Why is the day of the week ranked number 7 perceived as least stressful?

_____

_____

_____

_____

MONTHS OF THE YEAR

Certain months of the year at work may be perceived as more stressful than others. In the boxes provided please rank in order of priority the months perceived as more stressful for you.

January ☐

February ☐

March ☐

April ☐

May ☐

June ☐

July ☐

August ☐

September ☐

October ☐

November ☐

December ☐

COMMENTS:
Why is the month you have ranked number 1 most stressful for you?

_____

_____

_____

_____

Why is the month you have ranked number 12 least stressful for you?

_____

_____

_____

_____

MEALS:

Please rank from 1 to 4 the meal-time you think may possibly be most stressful for you?

| 1 | **Most Stressful**

| 4 | **Least Stressful**

Breakfast   ☐

Lunch   ☐

Dinner   ☐

Supper   ☐

COMMENTS:

Why is the meal-time you have ranked number 1 the most stressful for you?

_____

_____

_____

_____

Why is the meal-time you have ranked number 4 the least stressful for you?

_____

_____

_____

_____

HOSTEL CHORES

This section of Part Two deals with the issue of routine chores that are performed around the hostels. These chores themselves may not be stressful, but getting young people to complete them may be. Please rank from 1 to 7 the chore you find most difficult to get young people to complete.

| 1 | **Most Stressful** |

| 7 | **Least Stressful** |

Bedmaking ☐

Laundering ☐

Dishwashing ☐

Cleaning Toilets ☐

Gardening ☐

Cleaning pool ☐

Other ☐

COMMENTS:
Why is the chore you have ranked as number 1 most stressful for you?

_____

_____

_____

_____

Why is the chore you have ranked number 8 least stressful for you?

_____

_____

_____

PART THREE

PREDICTOR EVENTS

This section deals with perceived stress experienced because of events associated with your workplace. Please respond to every statement to the best of your ability.

SHIFTWORK:

Although there are many advantages to shiftwork, there may be some aspects that cause you stress. Please indicate below what some of the advantages and disadvantages to shiftwork are for you.

_____

_____

What sort of things do you do to manage the stressful aspects to shiftwork?

_____

_____

Please cross only one box under each of the statements below.

1   Some of the stress I experience is due to the limited time between one shift and the next

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

2   Shiftwork impacts adversely on me and my family

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

3   I find difficulty sleeping between shifts that are too close to each other

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

4   Shiftwork sometimes makes me feel I'm missing out on a normal family life

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

ADMISSIONS TO THE HOSTELS OF YOUNG PEOPLE:

Please cross only one box under each statement

5   I become concerned when there is a rush of new admissions to the hostel

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

6   I manage better when admissions are planned

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

7   Paperwork adds to the burden of admissions

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

8   When a young person is repeatedly admitted to the hostel, I find myself waiting for previously difficult behaviour to emerge

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

COMMENTS: What are some of your concerns about admissions?

_____

_____

_____

Please rank from 1 to 6 issues about admissions that cause you most concern

1   High   **6**   Low

☐ Returning after running away   ☐ Repeated admissions

☐ Unplanned admissions   ☐ Whilst under substance abuse

☐ Admissions when busy   ☐ Unwilling to be admitted

RESIDENTS:

Please cross only one box under each statement

9 Some young people cause me concern when they challenge me in front of others

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

10 I think male groupworkers work better with girls than boys

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

11 I think female groupworkers work better with boys than girls

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

12 The more young people in the hostel, the more stressful my work seems to become

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

COMMENTS: What aspects of young people you work with causes most stress?

_____

_____

_____

Please rank from 1 to 8 behaviours of young people that may be stressful for you

| 1 | **High**

| 8 | **Low**

☐ Their lack of consideration   ☐ Bullying others

☐ Running away   ☐ Their lack of gratitude

☐ Self-mutilation   ☐ Their untidiness

☐ Their unhygienic behaviour   ☐ Other...

Do you prefer to work with young people who remain in the hostel for:

☐ 1 to 2 weeks   ☐ 1 to 2 months   ☐ 2 months or more

ABUSE:

Please cross only one box under each statement

13 There are times when I feel like shouting back at young people and letting them know how I feel

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

14 Verbal abuse from young people is particularly stressful

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

15 If young people become violent, I become concerned for my own safety

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

COMMENTS:

What type of abuse from young people in your workplace concerns you most?

_____

_____

_____

Please discuss what sort of things you do to help you manage abuse from young people

_____

_____

_____

_____

TEAMWORK:

Please place a cross in only one box under each statement

16   Working in a team containing both male and female groupworkers is helpful

Strongly disagree	**Slightly disagree**	**Agree**	**Slightly agree**	**Strongly agree**
☐	☐	☐	☐	☐

17   It is easier to work in an all male team   *MALE GWs ONLY TO ANSWER*

Strongly disagree	**Slightly disagree**	**Agree**	**Slightly agree**	**Strongly agree**
☐	☐	☐	☐	☐

18   It is easier to work in an all female team   *FEMALE GWs ONLY TO ANSWER*

Strongly disagree	**Slightly disagree**	**Agree**	**Slightly agree**	**Strongly agree**
☐	☐	☐	☐	☐

19   For me, the support I get from my colleagues gives me strength to keep going no matter how exhausted I feel

Strongly disagree	**Slightly disagree**	**Agree**	**Slightly agree**	**Strongly agree**
☐	☐	☐	☐	☐

20   Teamwork is important especially in times of crises

Strongly disagree	**Slightly disagree**	**Agree**	**Slightly agree**	**Strongly agree**
☐	☐	☐	☐	☐

21   Keeping the same team together in the same hostel has more advantages than disadvantages

Strongly disagree	**Slightly disagree**	**Agree**	**Slightly agree**	**Strongly agree**
☐	☐	☐	☐	☐

Please rank from 1 to 7 those items you feel are important to teamwork

|1| **High**

|6| **Low**

☐ Stable team   ☐ Sharing   ☐ Comradeship

☐ Team identity   ☐ Friendship   ☐ Socializing

LEADERSHIP AND SUPERVISION

In the following questions, the term supervisor for groupworkers means senior groupworker, for the senior groupworkers the term means the next direct line manager

Please cross only one box under each statement

22 I feel less stress when my opinions are listened to by my supervisor

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

23 I am satisfied with the quality of feedback I receive from my supervisor

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

24 Supervisors who are too busy don't have time to relate to me

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

25 If I have a problem at work my supervisor will help me

Strongly disagree	Slightly disagree	Agree	Slightly agree	Strongly agree
☐	☐	☐	☐	☐

Please rank from 1 to 10 those qualities important to leadership

1 High   **10 Low**

☐ Humour   ☐ Honesty   ☐ Reliability

☐ Assurance   ☐ Integrity   ☐ Consistent

☐ Stable   ☐ Confident   ☐ Caring   ☐ Friendly

What Qualities do you see as important in your supervisor

_____

_____

Thank you for your co-operation in completing these questionnaires

GENERAL HEALTH QUESTIONNAIRE

GHQ-60

Please read this carefully:

We should like to know if you have had any medical complaints, and how your health has been in general, *over the past few weeks*. Please answer ALL the questions on the following pages simply by underlining the answer which you think most nearly applies to you. Remember that we want to know about present and recent complaints, not those that you had in the past.

It is important that you try to answer ALL the questions.

Thank you very much for your co-operation.

HAVE YOU RECENTLY:

1 — been feeling perfectly well and in good health?	Better than usual	Same as usual	Worse than usual	Much worse than usual
2 — been feeling in need of a good tonic?	Not at all	No more than usual	Rather more than usual	Much more than usual
3 — been feeling run down and out of sorts?	Not at all	No more than usual	Rather more than usual	Much more than usual
4 — felt that you are ill?	Not at all	No more than usual	Rather more than usual	Much more than usual
5 — been getting any pains in your head?	Not at all	No more than usual	Rather more than usual	Much more than usual
6 — been getting a feeling of tightness or pressure in your head?	Not at all	No more than usual	Rather more than usual	Much more than usual
7 — been able to concentrate on whatever you're doing?	Better than usual	Same as usual	Less than usual	Much less than usual
8 — been afraid that you were going to collapse in a public place?	Not at all	No more than usual	Rather more than usual	Much more than usual
9 — been having hot or cold spells?	Not at all	No more than usual	Rather more than usual	Much more than usual
10 — been perspiring (sweating) a lot?	Not at all	No more than usual	Rather more than usual	Much more than usual
11 — found yourself waking early and unable to get back to sleep?	Not at all	No more than usual	Rather more than usual	Much more than usual
12 — been getting up feeling your sleep hasn't refreshed you?	Not at all	No more than usual	Rather more than usual	Much more than usual
13 — been feeling too tired and exhausted even to eat?	Not at all	No more than usual	Rather more than usual	Much more than usual

HAVE YOU RECENTLY:

14 — lost much sleep over worry?	Not at all	No more than usual	Rather more than usual	Much more than usual
15 — been feeling mentally alert and wide awake?	Better than usual	Same as usual	Less alert than usual	Much less alert
16 — been feeling full of energy?	Better than usual	Same as usual	Less energy than usual	Much less energetic
17 — had difficulty in getting off to sleep?	Not at all	No more than usual	Rather more than usual	Much more than usual
18 — had difficulty in staying asleep once you are off?	Not at all	No more than usual	Rather more than usual	Much more than usual
19 — been having frightening or unpleasant dreams?	Not at all	No more than usual	Rather more than usual	Much more than usual
20 — been having restless, disturbed nights?	Not at all	No more than usual	Rather more than usual	Much more than usual
21 — been managing to keep yourself busy and occupied?	More so than usual	Same as usual	Rather less than usual	Much less than usual
22 — been taking longer over the things you do?	Quicker than usual	Same as usual	Longer than usual	Much longer than usual
23 — tended to lose interest in your ordinary activities?	Not at all	No more than usual	Rather more than usual	Much more than usual
24 — been losing interest in your personal appearance?	Not at all	No more than usual	Rather more than usual	Much more than usual
25 — been taking less trouble with your clothes?	More trouble than usual	About same as usual	Less trouble than usual	Much less trouble
26 — been getting out of the house as much as usual?	More than usual	Same as usual	Less than usual	Much less than usual
27 — been managing as well as most people would in your shoes?	Better than most	About the same	Rather less well	Much less well
28 — felt on the whole you were doing things well?	Better than usual	About the same	Less well than usual	Much less well
29 — been late getting to work, or getting started on your housework?	Not at all	No later than usual	Rather later than usual	Much later than usual
30 — been satisfied with the way you've carried out your task?	More satisfied	About same as usual	Less satisfied than usual	Much less satisfied
31 — been able to feel warmth and affection for those near to you?	Better than usual	About same as usual	Less well than usual	Much less well
32 — been finding it easy to get on with other people?	Better than usual	About same as usual	Less well than usual	Much less well
33 — spent much time chatting with people?	More time than usual	About same as usual	Less than usual	Much less than usual

34 — kept feeling afraid to say anything to people in case you made a fool of yourself?	Not at all	No more than usual	Rather more than usual	Much more than usual
35 — felt that you are playing a useful part in things?	More so than usual	Same as usual	Less useful than usual	Much less useful
36 — felt capable of making decisions about things?	More so than usual	Same as usual	Less so than usual	Much less capable
37 — felt you're just not able to make a start on anything?	Not at all	No more than usual	Rather more than usual	Much more than usual
38 — felt yourself dreading everything that you have to do?	Not at all	No more than usual	Rather more than usual	Much more than usual
39 — felt constantly under strain?	Not at all	No more than usual	Rather more than usual	Much more than usual
40 — felt you couldn't overcome your difficulties?	Not at all	No more than usual	Rather more than usual	Much more than usual
41 — been finding life a struggle all the time?	Not at all	No more than usual	Rather more than usual	Much more than usual
42 — been able to enjoy your normal day-to-day activities?	More so than usual	Same as usual	Less so than usual	Much less than usual
43 — been taking things hard?	Not at all	No more than usual	Rather more than usual	Much more than usual
44 — been getting edgy and bad-tempered?	Not at all	No more than usual	Rather more than usual	Much more than usual
45 — been getting scared or panicky for no good reason?	Not at all	No more than usual	Rather more than usual	Much more than usual
46 — been able to face up to your problems?	More so than usual	Same as usual	Less able than usual	Much less able
47 — found everything getting on top of you?	Not at all	No more than usual	Rather more than usual	Much more than usual
48 — had the feeling that people were looking at you?	Not at all	No more than usual	Rather more than usual	Much more than usual
49 — been feeling unhappy and depressed?	Not at all	No more than usual	Rather more than usual	Much more than usual
50 — been losing confidence in yourself?	Not at all	No more than usual	Rather more than usual	Much more than usual
51 — been thinking of yourself as a worthless person?	Not at all	No more than usual	Rather more than usual	Much more than usual
52 — felt that life is entirely hopeless?	Not at all	No more than usual	Rather more than usual	Much more than usual
53 — been feeling hopeful about your own future?	More so than usual	About same as usual	Less so than usual	Much less hopeful

HAVE YOU RECENTLY:

54 — been feeling reasonably happy, all things considered?	More so than usual	About same as usual	Less so than usual	Much less than usual
55 — been feeling nervous and strung-up all the time?	Not at all	No more than usual	Rather more than usual	Much more than usual
56 — felt that life isn't worth living?	Not at all	No more than usual	Rather more than usual	Much more than usual
57 — thought of the possibility that you might make away with yourself?	Definitely not	I don't think so	Has crossed my mind	Definitely have
58 — found at times you couldn't do anything because your nerves were too bad?	Not at all	No more than usual	Rather more than usual	Much more than usual
59 — found yourself wishing you were dead and away from it all?	Not at all	No more than usual	Rather more than usual	Much more than usual
60 — found that the idea of taking your own life kept coming into your mind?	Definitely not	I don't think so	Has crossed my mind	Definitely has

Appendix C

Previous Relevant Research:

The following Appendix provides a brief summary of some research that seemed relevant to this study.

Neufeld (1989), suggested that although there is an abundance of research and literature on the topic of work related stress and how people cope, it is unfortunate that that the various disciplines do not pass on results of their research to each other, thereby minimizing opportunities to share more fully an understanding of the phenomena of stress. Presented below are some studies that bring together some of the more common components to work related stress.

Zastrow (1984), observed that work and work environment were at the core to worker stress. In particular, it was work that was perceived as monotonous and restricted control to effect change. For workers to cope with these stressors, the type of support provided dictated their degree of coping.

Gowler & Legge (1975), looked at how managers and administrators cope with the excesses relating to the stress syndrome. They examined styles in leadership, organizational culture,

motivation and `hidden contracts' and how these
impinge on each other in the work place.

Janis (1982), I. R. Janis edited a series of
papers relating to the topic of attitudes toward
stress and how people make choices during the
process of stressful situations. There was
examination of how individuals react to
sustained levels of stress similar to that
imposed on service personnel during World War II
and natural disasters.

Monat & Lazarus (1977), concentrated on how
people cope with stress. While admitting that
the definition of stress is in itself limiting,
they believe that a `broad' approach is more
instructive to the reader. They examine the
concepts of stress and the nature of how
individuals cope. There is an acknowledgment
that understandings relating to stress and
coping are only now beginning to emerge.

Fineman(1985), distinguished work stress and
intervention amongst social workers in Great
Britain. Fineman is an organisation psychologist
and in this research he examines the effects of
institutionalization
from an office and organizational perspective. It
seemed that the very people who work with a
disadvantaged client group, decline to seek out
assistance for themselves when confronted with

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similar problems that some of their clients
experience.

Endroczzi (1991), traces how people adapt to
stress. He begins by examining the mechanisms of
adaptation commencing with social Darwinism
through to the advancement of modern technology.
The long term effects of stress on animals from a
physiological and psychological aspect and how
these relate to people are discussed at length.

Riley & Zaccaro (1987), look at the impact of
occupational stress and organizational
effectiveness. In particular, the authors seek out
to establish the connection organizational
effectiveness and person-environment fit through a
series of papers that discuss theories, systems,
programmes, and interventions. There is concern
that should optimal levels of stress not be
recognized and responded to properly, the
potential for organizations to operate effectively
decreases.