Job Burnout Among Social Workers in Iraqi society: A Social Study

By

Ebtisam Hadi Kadhum[1]

Prof. Dr. Afrah Jasim Mohammed[2]
[1,2]University of Baghdad / College of Arts / Department of Sociology
Ebtisamhad@yahoo.com

Abstract:

There are a number of obstacles in the field of work of social workers that prevent them from performing their full role. Their tasks may sometimes be easy and manageable and at other times they may be difficult and complex, however professional roles are mostly the latter, contribute to the feeling of the inability to provide the work required at the level expected by others. In such cases, the relationship binding specialists to their work is affected negatively and this has devastating effects on the professional process as a whole, including their professional practice. This feeling of helplessness and depletion of energy and effort leads to a state of fatigue and emotional exhaustion that can be defined as job burnout, our study aims to identify the most important obstacles that specialists face which affect their professional practice, represented in "Obstacles specific to the institution" and "The client and the social specialist". To achieve this goal, the study was divided into two sections. The first section included firstly: the general framework of the research and its elements and a definition of the research problem, its importance and objectives. Secondly, the concepts related to the subject of the research were identified, represented by the concepts of job burnout and the social worker. The second section was under the title "Job Burnout of Social Workers in Iraqi Society", and the factors that lead to job burnout were discussed, firstly the role of the social institution, secondly the role of the client and thirdly the role of the social worker.

Keywords— social institution, job burnout, social worker.

Introduction

Society experiences continuous challenges in the work environment. These are reflected in daily life and have an impact on all professions, especially social services, and affect job performance causing psychological pressures, which makes social workers subject to what is called job burnout, requiring them to develop their skills to confront it and reduce its impact.

Job burnout is considered a common modern disease caused by several factors, whether social, occupational or personal. These contribute to the varying levels of job burnout, which requires the social work profession to conduct research related to the topic of job burnout for social workers.

The social worker is the interface of the social service profession and the backbone of the professional intervention process in order to bring about the desired change. Hence, this research focused on the work of the social worker and how he performs his profession and his

theoretical approaches and practical experiences. This is because practical reality and field work impose multiple, recurring and complex situations on the social worker that need to be dealt with accordingly, by studying the situation with its various factors and identifying its different variables in order to professionally intervene and help the clients by reducing their problems and restoring balance to them.

The General Framework of Study

The elements of the research, including the definition of the research problem, its importance and objectives

1. The problem of the study:

Job burnout is a dangerous negative phenomenon that workers in the field of humanitarian services often suffer from, such as teachers, doctors, nurses and social researchers. This is due to the nature of their work which requires them to be compassionate, understanding and sympathetic with others continuously and with careful calculation. This may lead them to feel stress, exhaustion and fatigue, which results in severe feelings of lack of motivation and creativity, deterioration of mental health, lack of personal interests and an avoidance of dealing with others.

The research problem takes shape here through identifying: the job burnout among social workers in Iraqi society; the obstacles that play a part in causing this job burnout and that limit the work of the social worker, and the role of the social institution in reducing this problem.

2. The importance of the study

The importance of the research comes from the importance of the topic that it covers, as it seeks to identify and understand the job burnout that social workers experience and the main problems, they face which affect their professional practice.

Therefore, the theoretical significance of the study is:

- The importance of the research is due to the fact that it deals with the most important element of professional practice: the social worker, considered to be the cornerstone of the professional intervention process.

- Enriching the literature of the subject through what this research will add, especially related to the topic of job burnout, as recently there has been a focus on improving the quality of education and practice of social workers in social work institutions, and this will only come through observing and analysing the problems which hinder professional performance, including job burnout and how to overcome it scientifically.

- Studying the topic of job burnout is necessary as a means of paying attention to mental health in general and the mental health of the social worker in particular.

The practical significance of the study is:

- Through reaching results which can be used to find ways to address this problem and raise awareness of its risks to the social worker, the client and the social institution.

- This research aims to benefit the scientific departments of sociology and social work in identifying the main obstacles that social workers face when practicing the profession in order to develop concepts and skills for students and to develop curricula and training courses for professional practice to reduce future job burnout.

3. The aims of the study

- Attempting to provide an information base which describes the issue of job burnout and the professional practice of the social worker.

- Identifying the main obstacles which the social worker faces and that affect his professional practice in the social institution.

Secondly: The concepts related to the topic of the research have been defined, represented by:

1. Job burnout

Job burnout refers to a progressed stage of exposure to psychological pressures caused by work that occur in the work environment as a result of the constant frustrations and lack of a feeling of stability. It is the result of the profession he practises, the work he does, or the general climate of the organization in which he works.

It is a permanent state of physical and emotional exhaustion that involves feelings such as a lack of interest, disappointment, helplessness, feeling overwhelmed, and a feeling of making mistakes. It is associated with excessive and prolonged stress from working under harsh and challenging conditions, such as a chaotic or high-pressure environment. Social workers are prone to this type of fatigue because of the nature of their work. This is evident in jobs where there may be cases such as the specialisation being not suitable to the situation, unmanageable workloads, and a lack of supervision. Symptoms of this include: chronic fatigue, bad mood, doubt and excessive exposure to colds and headaches. (John,2013)

2. Social worker

In the dictionary of social work, a social worker is defined as a graduate of a social work school with a bachelor's or master's degree and who uses his knowledge and skills in providing social services to customers (who may be individuals, families, communities, organisations, or society in general). The social worker helps individuals improve their problem solving abilities and to keep pace with the requirements of life, helps them obtain the resources they require, makes interactions between individuals and their environments easier, evaluates organisations responsible for meeting the needs of people, and influences social policies. (Ahmed,2000)

Obstacles that social workers face which lead to job burnout

Social workers face a set of obstacles that lead to job burnout and negatively affect their professional practice in the Iraqi society, reducing the effectiveness of their work. These issues can be classified as follows:

Obstacles related to the institution:

Organized institutional work has positive effects on the development of societies and the achievement of the social welfare of its members. Therefore, many institutions, organisations and governments have taken upon themselves a great responsibility in terms of developing work and ensuring quality. Based upon that, many social welfare institutions in developed countries have adopted methods which aim to enhance the performance of employees working within the institutions and to continuously evaluate the work being done to achieve and guarantee the quality in the services provided by these institutions with all their requirements.

Despite the fact that the term quality guarantee is usually used in regards to economic matters, it may also be used as a means to to develop and improve work and the professional practice of social service, whose purpose is to meet the needs and solve the problems of societies and achieve social welfare.

However, social workers may face in their professional life a number of stressful situations, which cannot be easily overlooked or accepted. All of this has an impact on the social worker, which is reflected in the quality of the professional practice that they provide.

These situations may be related to obstacles that may be due to the social institution in which the social worker works, as they may face many, which may affect the level and quality of services provided to clients. The institution may rely on the performance of the social worker in order to achieve its goals, therefore the attitudes of the social worker towards working within the institution affect the expectations and desires of the customers or beneficiaries, and the interest in meeting them by the worker.(ahmed,2019)

Institutions work to provide services to their customers, and measure the extent of their success according to the extent of customer satisfaction with the services provided. This is done by attracting the attention and loyalty of many customers, by providing services which meet the multiple and varied needs and desires of customers, which have priority. This does not apply only to the external beneficiaries for the institution, but also includes the internal beneficiaries who are the workers inside the institution, such as social workers, whose performance is depended on by the institution in achieving the required level of quality of services. the work, efficiency and effectiveness of the basic goals are related to the individual as the means and the end at work, then the suffering of the social worker from professional pressures within the institution leads to a feeling of turmoil and tension that negatively affects his ability to work and to achieve, leading to a deterioration in performance average and the provision of services to clients and increases the average of the lack of ability to focus and lack of discipline in general behaviour. (Awad,2005)

The work environment is regarded as one of the most important factors affecting the level of satisfaction and motivation of the social worker. The environment and the workplace play a vital role in motivating the worker to perform well or vice versa, as the ability to attract and maintain and motivate high performance has become increasingly important in competitive organisational environments today. Therefore, social service is considered one of the criteria indicating the state's interest in its citizens, the more social service institutions there are in a state, the further the extent of the state's interest. (Hisham,2016)

Among the obstacles that the social worker faces in social institutions is the lack of resources, whether they are human, organisational or financial. This may affect the nature of the services that the social worker can provide to the client and the social institution to

achieve its goals, thus reflecting negatively on the quality of the services provided by social institutions. The poor quality of services provided by the social institution to the worker, whether they are training, educational, health and other services, leads the worker to feel stress and exhaustion, which in turn leads to job burnout, affecting the level of professional practice.

The excessive bureaucracy within the institution where the social worker works is also an obstacle to his professional practice, as professional work may collide with the prevailing bureaucracy in those institutions. The social worker may sometimes be placed in a role that is not suited to his level, or perhaps the work procedures themselves may impose a routine nature on the work of the social worker which may negatively impact his practice of it. (Fawzi,2016)

Another obstacle may be related to the leaders at work, as sometimes the direct head of the social worker in the institution is not a social worker themselves and may not understand the nature of the specialization, work and tasks of the expert.

Also, the failure of some leaders and officials to respond to the worker's efforts being made to provide services to clients may be due to the organisation's management and leaders' ignorance of the many tasks and responsibilities of the social worker. This ignorance may mean that the social worker is not treated appropriately, or there is a lack of provision of the required budget by the management of the institution, which hinders the social worker from performing his professional role. This may increase the misunderstanding between the two sides, especially if the unprofessional leadership imposes its own ideas and opinions on the social worker. Also, its treatment may be more authoritarian than democratic, which may cause the social workers to lose faith and confidence in the institution, leading to job burnout. However, if the direct head of the social worker is one of the oldest social workers and is knowledgeable and has extensive field and scientific experience, then he will be of aid to the social worker, but if his professional experience is inadequate, then he becomes a negative element in the work environment of the social worker.

The work environment of the social worker is influenced by a variety of organisational and individual factors such as workload and overtime within the organisation and their relationships with superiors, colleagues and clients. Other factors include personal roles, duties and expectations, all of which have a direct impact on professional practice. All of these factors could lead to dire consequences affecting the personality and behaviours and attitudes of the social workers and at the organisational level as well caused by occupational stress and overwork. (Alexia,2020)

Also, the social institution's lack of recognition of the profession of social service and the professional roles that social workers provide, whether it is for individuals, groups or local communities, and instead assign them administrative work far from their specialisation and nature of their work plays a major role in causing the feeling of job burnout and poor professional practice.

In addition, the lack of continuous training and development within the institution is a major obstacle that social workers face, and may lead them to gradually become careless as to the required standard of practice and gradually falling into the flow of routine. The social worker must continually work to develop their experience in social service, in theory and in practice. (Fawzi,2016)

The social institution's shortfall in providing training services to the social worker is also a reason behind not reaching its goals and solving the problems that the worker and the client face, which reflects negatively on the quality of services provided to the community.

From this, we find that the most important causes of stress and professional pressures that social workers suffer from at work related to the institution are the: instability and lack of clarity at work, workload and lack of cooperation of institutions, absence of positive change and development, lack of material and moral incentives, usage of unspecified criteria to evaluate the performance of the work being done, lack of recognition by the social institution of the profession of social service and the work that social workers provide, along with other obstacles all of which play a role in creating the feeling of job burnout.
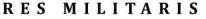
Obstacles related to clients:

The professional relationship between the social worker and the client is not a personal relationship that lasts forever. Rather, it is a relationship whose purpose is directed towards identifying the needs and problems of the clients. It begins when the work with them begins, and ends when the work with them ends, or when the client decides to end this relationship. Therefore, a relationship arises between the social worker and the client who may be individuals, groups or even societies deal called the professional relationship. It is distinguished from other types of relationships, as it consists of a set of stimuli and responses between the social worker and the client determined by a specific framework formed according to the nature of the situation.

The professional relationship can be regarded as a state of connection between more than one side with a specific subject. In social service, it represents a state of temporary professional connection between the social worker and the client, who may be an individual, a group, or a society, and it ends when the goals for which it was established are achieved. (Hisham,2016)

Therefore, the relationship between the social worker and the client depends on both sides, and trust is the basis of the relationship between the professional service provider and the client. When service providers and clients gain trust in each other, professional relationships develop. There are four stages of trust, which are important for the development of professional relations between the service provider and the client, which are: pre-relationship stage, exploratory stage, development stage and stable trust stage. The most desirable level is development and stability, where trust is high.(C. MARC,2019)

Social workers usually have some level of authority when working with these clients, but it is not an absolute authority. Rather, it is a professional authority aimed at helping these clients get rid of their behavioural patterns that harm not only themselves but the society as a whole, therefore the professional relationship between the social worker and the client is moderate and controlled.

Although the social worker sees the client in many places, whether this is within the institution, at home, in the hospital or at school, the purpose of each interview is clear and specific. The social worker must control his behaviour and actions in light of professional and ethical values and standards, and to recognise that the relationship is a professional one, whose basis is directed towards the interest of the client and not to his personal interest. During the process of building a professional relationship with the client, the social worker may help the client meet some of his present or immediate needs, and determine each of their

roles in the professional intervention process. The social worker must deal with the client with a great degree of respect throughout the stages of the professional intervention process, and realize that the client has the necessary information that helps achieve the goals of the professional intervention process. (Issam,2009)

Comprehensive knowledge of the background to which the client belongs is one of the most important factors influencing the selection and application of strategies and methods of professional intervention by the social worker, whether the client is an individual or a family. It may be one of the most important problems that the social worker suffers from when dealing with the client. (Nassif,2017)

In our Arab societies, we find that it is difficult to use some methods of professional intervention. This is the case especially when the social worker is dealing with issues regarding family problems of clients of the opposite sex. For example, the social worker (male) cannot listen to a wife discuss emotional problems with her husband as a form of emptying of the emotional tensions she suffers from.

Therefore, the difficulties that social workers face with clients include building trust between them, and gaining the client's belief in the social worker's ability to provide them with assistance and help solve their problems.

There may be fear on the part of the client that the social worker will reveal private secrets regarding actions punishable by law, and therefore he does not trust the social worker and views them as a responsible person in the state who will report them to the specialised authorities.

The specialist also faces problems in dealing with clients related to the large number of beneficiaries or clients in social institutions relative to his personal abilities and capabilities. This may affect the level of services provided to clients and the nature of their professional practice, making them feel exhaustion, psychological tension and a sense of work pressures leading to job burnout. This imbalance between the number of social workers and the increasing number of clients may cause work pressures, difficulty in providing services to clients, and low professional self-esteem.

The social worker may also face problems when dealing with clients who are difficult to handle, for example the client may be very sensitive and fearful, and refusing to leave the cycle of sadness that the social worker is required to help them recover from. (Mohamed,2014)

Some clients may lack some social skills, leading them to avoid engaging in any social relationship with others, for reasons that may be due to previous bad experiences, excessive sensitivity, lack of dialogue skills or verbal defects, or the client's suffering from negative emotions such as shyness, fear, feelings of oppression or guilt, which makes them resist cooperation with any person, including the social worker. (Hisham,2016)

Therefore, there are many clients with whom it is difficult to form professional relationships, as they lack confidence in the process of relation as a whole or are afraid to enter it. This is because many of these clients are isolated, or have suffered from previous failed experiences with many social care institutions or social workers. These clients are the most important.

Clients who are difficult to relate to may be mentally or psychologically ill, disabled, afraid of forming personal relationships or annoyed by authority. Therefore, traditional methods of engagement may not be suitable for dealing with them. Here, the social worker must be creative and able to use unconventional strategies and methods, provided that they do not go against the principles and ethics of the profession. First impressions are regarded as extremely important for this type of clients as they make quick judgments and interpret situations based upon their previous painful experiences with institutions or with social workers. In order to achieve a connection with these clients, the social worker must be warm-hearted, considerate of their feelings and beware of ignoring or not appreciating them, and appearing to the client as the person who can be relied upon, as he is the most experienced and knowledgeable person for the client, and to be loving and friendly, but at the same time decisive. (Muhammad,2016)

It is important when building relationships with clients who are difficult to relate to to repeat the communication process. Therefore, multiple face-to-face interviews and frequent calls via the phone or mobile phone may help with the continuation and maintenance of this communication process. In addition to this, when the client suffers from a crisis or emergency situation, the social worker should take the initiative to be by their side as soon as they becomes aware of the occurrence of the event. Usually, human relations deepen and strengthen in situations of crisis and adversity.

When dealing with this type of clients, the social worker must be cautious and tactful in every statement they say so that no misunderstanding develops among those clients who are oversensitive. The social worker who works in the crime field should avoid mentioning phrases related to the need for the firm punishment of crimes or society's low view of the perpetrators of these crimes. This is to avoid the client understanding that the social worker is directing what is being said at them and resists dealing with the social worker as a result of so, making it difficult to form a relationship after that. Therefore, the social worker must be careful at the beginning of contacting the client to avoid these phrases so that he can obtain the client's trust and belief in his ability to help. (Muhammad,2016)

When dealing with these clients, the social worker should not place multiple demands or increasing expectations on them, but rather should move with them slowly or step by step so as not to lose confidence in themselves and lose the ability to cooperate with the worker.

The social worker performs his responsibilities in the field of social work, and his task may be simple and easy, or it may be difficult and complex, but professional roles are not always the former, as they deal with a wide range of members of society, and with humans who are extremely complex, volatile and changing beings. What makes the matter more complicated is that the management of the institution itself or the officials and clients are unaware of the nature and importance of the role of the social worker.

It is important that the relationship of the social worker with the client be a professional relationship, based on interaction, cooperation and compliance with a set of mutually agreed rules.

The social worker should have an accurate knowledge of the individual's role, an understanding of contextual factors, professional relationship management with clients, effective time and stress management, and a balance between professional and personal life, but there are obstacles (lack of resources, administrative tasks / roles not clearly defined,

difficulty maintaining confidentiality, etc.) that make the task of the social worker more difficult and subject to job burnout.

Therefore, the relationship of the specialist with the client may be considered a decisive factor in the emergence of job burnout among social workers. In the profession of social work, clients are dealt with directly, which increases psychological pressure, which may lead to emotional stress due to the large number of clients that are dealt with, the types of problems, the level of communication, the shortage of social workers, the negative reactions from clients and the long periods of time of dealing with clients. In other words, clients may be the reason why social workers suffer from job burnout and the increase in professional pressures resulting from the provision of professional assistance.

Obstacles related to the social worker themselves:

Social work is a profession that requires a variety of skills and qualities, whether they are innate or acquired. Success in this field requires social workers to continuously develop these skills throughout their career, so they are a prerequisite for all social workers who work in social institutions.

Social workers play an important role in maintaining and enhancing the social wellbeing of the community and of clients. They are required to use a variety of social interventions in the context of development and prevention, also related to recovery and social therapy in order to meet the social expectations of the community as well as the profession itself. Also, social workers must have adequate aptitude, skill and training in their professional practice which enables them to effectively solve social problems and restore the social functioning of their clients.

However, the social worker may encounter some difficulties when using professional skills in practicing social work in social institutions, which include: (Nassif,2017)

lack of clarity of the purpose of using the skills:

The lack of clarity about the purpose of using these skills is one of the main difficulties that the social worker faces when using them. They may understand that the purpose of using these skills is essentially to fulfil the requirements of the professional practice of social work and to confirm to its appropriate appearance only.

The lack of capabilities necessary to acquire skills:

The level of skills is closely related to the personal preparations of the social worker, who may not have these preparations due to personal, family, environmental or other reasons. This means that making sure of the availability of these preparations is necessary, as is researching how to help social workers acquire them. Among the most important preparations that a social worker must have in order to achieve their goals in social work practice through using professional skills are the following:

1- Health and physical capabilities.
2- Psychological capabilities.
3- Mental and intellectual capabilities.
4- Social capabilities.
5- Cultural capabilities.
6- Technical capabilities.

7- Innovative and creative capabilities.
8- Capabilities related to interaction and participation with others.
9- Capabilities regarding how to balance emotions.
10- Problem solving capabilities.

These skills may require some or all of the previous capabilities depending on the goals that the social worker seeks to achieve. There are some other skills that require the availability of some capabilities but not others.

There is a clear interaction between these capabilities, for example, there is a link between the psychological and social aspects when dealing with special cases. Furthermore, there is an interaction between the mental and intellectual capabilities and the problem solving capabilities.

Those capabilities develop to become clear and specific strengths in the personality of the social worker, and this is done with time and continuous training. Eventually, they become clear organisational skills that contribute to achieving the goals of professional practice in the social institution.

The institutions' lack of interest in using skills during professional practice:

Some social institutions have specific work and goals that they seek to achieve without taking into consideration the importance of the skills that must be present in the social worker whose work contributes towards achieving those goals.

This difficulty is due to the following reasons:

• Institutions' interest in administrative aspects and their implementation in a routine fashion, neglecting the professional and technical aspects of working with groups or individuals.

• Institutions' association with traditional programs and services that were not advanced during the different stages and did not keep pace with the changes facing societies. It is necessary to make sure that the skills that are important in the content of practice are available and to direct them according to all kinds of changing requirements facing societies.

• This difficulty is due to the institution's neglect of the continuous training that should take place after the social worker practices their work in that institution, which can provide skills to the social worker and relevant opportunities to practice and develop them later.

• Institutions do not benefit from professional evaluation that takes place in the institution and its results. This includes the social worker, whose expertise and skills require reviewing, and in turn studying the extent to which they acquire the skills necessary for social work, or develop and strengthen them in accordance with the nature of practice and the specifications of the work. (Nassif,2017)

• During the supervisory process, institutions are concerned with achievements related to administrative aspects that affect the continuity of the institution, such as the budget and expenses related to programs and services, and revenues that can be made as a result of fees for services or consultations provided.

Thus, the supervisory process may lose its importance in guiding practitioners towards acquiring the skills necessary for practice. This happens when the sole interest of the

institution is to follow up on administrative requirements without paying attention to the use of professional skills during practice.

Nevertheless, the social worker must have the skills that enable him to solve the problems of his clients with the aim of development and change.

However, if a problem appears at work and the social worker is not able to solve it, feelings of helplessness or professional inadequacy become inevitable and may lead to a general negative attitude towards the client and a loss of desire to cooperate or provide assistance to them. These feelings especially impact those professionals who enjoy their work, as they usually lead to feelings of failure, which affects the level of ambition in their profession. In all cases, these feelings lead to a sense of stress and professional pressure. (David,1994)

The matter may become worse when the social worker themselves faces a particular difficulty, such as the lack of educational qualifications and professional capability, or was not as good as required to achieve the goals of the social institution.
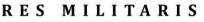
One of the most important obstacles related to the social worker in the social institution is the poor practical and theoretical training, which affects the nature of his professional practice within the social institution. The lack of interest of some training departments in providing their students with professional practice skills in social work is one of the problems related to the use of those skills within social institutions.

In addition, the lack of practice values and skills, low levels of support and supervision, and lack of motivational opportunities at work for social workers may negatively affect their continuation in practicing the profession. Also, it may lead them to consider transferring to other jobs, which can be regarded as one of the major consequences of administrative changes, as there are certain factors that lead some individuals to remain in their work and others to leave. The social worker's personality traits contribute greatly to determining the quality and expectations of the work and ability to remain in this job. The role of personal qualities in making the decision to leave work may lead to psychological stress due to constant thinking and physical stress, including a sense of decreased productivity and loss of personal identity.

The social worker must understand and work within different domains to be able to provide assistance and develop positive helping relationships and help clients take actions that will improve their quality of life. In doing so, the social worker bears a serious responsibility.

However, the social worker may harm the client if he is not able to form a good professional relationship with them, which affects the nature of the interaction between the two parties and the failure to reach a solution to the problem. This may lead the worker to feel low professional productivity and an inability to provide professional practice at the required level. Moreover, working with some difficult cases in social institutions requires a high level of energy and emotional stability and becomes a tragedy when dealing with such cases becomes a daily recurring work. This, in addition to facing unexpected difficulties in many cases from clients, leads to job burnout, the dangers of which include: physical and emotional exhaustion, dulling of personality, and a decrease in the sense of personal achievement in the social worker. It is a gradual process of loss and the lack of desire to work, which leads to job burnout.

One of the difficulties that the social worker is exposed to is the stress of professional practice, where he is expected to care about the individual, the group and the society because of the lack of specialisation in a specific area. This causes the social worker to feel tired and tense, which may lead to an unwillingness to work, thus he does not provide a good level of services to the institution or to the client and this weak professional performance may cause the feeling of job burnout.

There are three factors that play an influential role in the social worker's performance in the social institution, either negatively or positively, depending on the degree of response and the presence of the appropriate conditions. These factors are as follows: (David,1994)

· **Social worker:** The social worker is considered the most difficult factor to change, because improving performance (or not being able to do so) depends on what the social worker possesses of knowledge, skills, interests, values, opinions and motives. According to this, in order to improve the social worker's performance, there should be a focus on what they as an individual desire, as humans perform in an excellent and consistent manner when they truly desire something. Therefore, there should be a link between improving performance and the personal goals of a person, such as incentives.

· **Job:** The elements that help improve the professional performance of the social worker are: the requirements and challenges of the job, the opportunities it presents, the feedback element included, the changes in the composition of the job tasks assigned, determining the importance or necessity of each job task, identifying appropriate tasks and capabilities of the social worker, and exchanging jobs to remove boredom by assigning specialised tasks.

· **Situation:** The organisational environment of the institution and the functions it performs, including: the work environment, supervision, provision of resources, administrative activities, and the organisational framework together provide opportunities for the organisation that may lead to improving professional performance. To achieve this, there should be planning and coordination in the way of work, lines of communication and responsibilities, and a mutual cooperation with other departments and with customers in the way work is performed and that this is done clearly.

When the expectations of the worker contradict what he actually does, he becomes unconvinced of what he is doing, and in turn his efforts decrease and less work is completed. The interference of roles also leads to conflict and contradiction, and this happens in the event of the social worker being forced to perform more than one role involving tasks that cannot be performed by one person. In both cases, there is an uncertainty surrounding the expectations of the work, the most common role conflicts are:

1- The conflict between the values of the social worker and the values of the organisation.

2- The conflict between the demands of work and the personal life of the social worker.

3- The conflict between employee capabilities and organisational expectations.

Role conflict has been associated with job burnout, frustration, low trust and respect, low trust in the organisation, low morale and a high degree of fatigue.

Thus, these conflicts may make it difficult to maintain good work performance for the social worker, and at the level of human relations with the work team at the social institution, affecting the psychological health and well-being of the social worker. Therefore, the social

worker's suffering from professional pressure leads to a feeling of turmoil and tension that negatively affects his ability to work and achieve, leading to a deterioration in performance standards and the provision of services to clients, and an increase in the inability to focus and violations of codes of conduct.

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