

Work-Family Balance in Social Work: Challenges and Solutions

Sora Pazer*,

*Department of Social Work, IU-International University of Applied Science, Germany

Email: Sorapazer@gmail.com

Abstract:

This study explores the work-family balance challenges experienced by social workers, focusing on irregular working hours, employer flexibility, and the pressure to be available outside of regular work hours. A quantitative survey of 191 social workers was conducted, using a Likert scale to measure perceived work-family conflict and the effectiveness of various coping strategies. The results reveal that irregular working hours and insufficient employer flexibility are significant sources of work-family conflict, with female social workers reporting higher levels of conflict than their male counterparts. Remote work options were identified as the most effective strategy for mitigating these challenges. The study also highlights the role of emotional labor in exacerbating work-family conflict, particularly for women. Practical recommendations for organizations include the implementation of more flexible work policies and greater organizational support. The findings emphasize the need for systemic changes to address the gendered dimensions of work-family conflict in social work. Future research should explore the long-term effects of these interventions and continue examining gender disparities in the profession.

Keywords — emotional labor, employer flexibility, gender differences, irregular working hours, remote work, social work, work-family balance, work-family conflict

I. INTRODUCTION

Balancing professional responsibilities with personal life has become an increasingly prominent issue in many high-demand professions, especially in social work. Social workers are often faced with intense emotional demands, unpredictable schedules, and high workloads, which can make it difficult to maintain a healthy balance between their work and family lives (Lloyd et al., 2002). This imbalance not only impacts the well-being of social workers but also the quality of care provided to clients, creating a ripple effect of stress and burnout throughout the profession (Kim & Stoner, 2008).

Recent studies highlight that work-family conflict is a significant source of stress in social work, contributing to mental health challenges such as anxiety, depression, and emotional exhaustion (Bell et al., 2012; Collins, 2008). Work-family conflict occurs when the demands of work and family roles are incompatible, making it difficult to fulfill the expectations of both (Greenhaus & Beutell, 1985). In social work, these conflicts are particularly acute due to the emotionally taxing nature of the job and

the often unscheduled crises that arise in client care (Shim et al., 2010).

Despite the growing recognition of work-family balance as a critical factor in workplace well-being, few studies have focused specifically on the unique challenges faced by social workers in this domain. Addressing these challenges is crucial not only for the retention and satisfaction of social workers but also for improving client outcomes. Research has consistently shown that social workers experiencing high levels of work-family conflict are more likely to exhibit signs of burnout, which can negatively impact their ability to deliver high-quality services (Lizano, 2015).

The current study seeks to explore two primary questions: (1) What are the main challenges social workers face in balancing their professional and family responsibilities? and (2) What strategies do social workers perceive as most effective in managing work-family conflicts? By answering these questions, this research aims to contribute to the growing body of literature on work-life balance in social work and provide evidence-based recommendations for improving the well-being of practitioners in the field.

The theoretical framework guiding this study is Greenhaus and Beutell's (1985) model of work-family conflict, which identifies three primary forms of conflict: time-based, strain-based, and behavior-based. Time-based conflict arises when the time devoted to one role makes it difficult to participate in another. Strain-based conflict occurs when the stress and pressures from one role impair performance in the other. Finally, behavior-based conflict arises when specific behaviors required in one role are incompatible with the behaviors expected in the other (Greenhaus & Beutell, 1985). This model provides a useful lens through which to analyze the work-family balance issues reported by social workers and assess the effectiveness of different strategies in mitigating these conflicts. Given the emotionally intense and often unpredictable nature of social work, it is crucial to identify and implement strategies that can help mitigate work-family conflict. Previous research has suggested that flexible work arrangements, supportive organizational cultures, and clear boundaries between work and home life are effective in reducing stress and promoting a healthier work-life balance (Baines et al., 2014; Shier et al., 2012). However, there remains a gap in the literature regarding which specific strategies social workers themselves find most beneficial, as well as the extent to which these strategies are accessible within different work settings.

The present study addresses this gap by conducting a quantitative survey of 191 social workers using a Likert scale to measure perceived work-family conflict and the effectiveness of various coping strategies. The results will provide valuable insights into how social workers navigate the demands of their profession and personal lives, and what interventions may be most effective in supporting their well-being.

II. LITERATURE REVIEW

The concept of work-family balance has been a subject of increasing academic inquiry over the past few decades, especially within professions that involve high levels of emotional and temporal demands, such as social work. This review examines the current literature on work-family

conflict in social work, explores proposed solutions, and offers a critical analysis of the applicability of these solutions in different contexts.

In high-stress professions like social work, work-family conflict has been widely documented as a significant issue. Social workers frequently experience long hours, emotional labor, and unpredictable work demands, all of which contribute to difficulties in maintaining a healthy work-life balance (Collins, 2008). Research suggests that social workers, like many professionals in the helping fields, face challenges that often spill over into their personal lives, leading to emotional exhaustion, strain in family relationships, and overall dissatisfaction with both their personal and professional roles (Lizano, 2015). While many studies have found that work-family conflict negatively affects social workers' mental health and job satisfaction, there is variation in how these effects manifest. Some scholars emphasize the role of emotional labor in exacerbating work-family conflict, arguing that social workers' need to constantly manage emotions in response to clients' traumatic experiences leads to burnout, which in turn affects their family lives (Hochschild, 1983; Bell et al., 2012). Others, however, highlight time-based conflicts, where the sheer number of hours spent at work makes it difficult for social workers to fulfill their family responsibilities (Greenhaus & Beutell, 1985).

Gender also plays a significant role in work-family balance. Female social workers, who make up the majority of the workforce, often face more pronounced challenges in balancing work and family duties, as they are typically expected to take on the bulk of caregiving responsibilities at home (Graham & Shier, 2014). This gendered division of labor often results in higher levels of stress and conflict for women in the profession, contributing to greater job dissatisfaction and turnover intentions (Williams, 2000).

Conversely, some studies suggest that male social workers may also face unique challenges, particularly around societal expectations of masculinity and work. While male social workers are often perceived as more career-focused, they may struggle with societal norms that discourage

them from taking an active role in family life, leading to internal conflict (Allen, 2001). These gendered dynamics highlight the need for more flexible and inclusive work arrangements that cater to the different needs of men and women in social work. Much of the existing literature has focused on organizational solutions to work-family conflict, particularly flexible work arrangements and supportive management practices. Flexibility in work schedules, such as part-time work, telecommuting, or compressed workweeks, has been proposed as a key strategy to alleviate the pressures of balancing professional and personal responsibilities (Kossek & Ozeki, 1998). Studies have shown that social workers who have access to flexible work arrangements report lower levels of work-family conflict and greater job satisfaction (Baines et al., 2014). However, the implementation of these solutions is often met with several challenges. In many social work settings, particularly in child protection and crisis intervention, flexibility is limited due to the nature of the work. Social workers are often required to respond to emergencies, conduct home visits, and attend court hearings, making it difficult to adhere to a flexible schedule (Healy & Meagher, 2007). As a result, even when flexible work arrangements are available, they may not always be practical or effective for those working in certain areas of the profession.

Moreover, organizational culture plays a critical role in determining the success of these interventions. Supportive management that prioritizes employee well-being is essential for the effectiveness of work-life balance strategies. Research suggests that in organizations where supervisors encourage boundary-setting and the use of flexible policies, employees report significantly lower levels of work-family conflict (Thompson et al., 1999). However, in organizations with high demands and insufficient resources, such policies may be offered in theory but difficult to access in practice, leading to increased frustration among employees (Baines, 2006).

While many studies advocate for increased flexibility and supportive work environments as solutions to work-family conflict, some scholars

have offered a more critical perspective. Baines (2006) argues that the emphasis on individual coping strategies, such as time management and flexibility, places the burden of resolving work-family conflict on the individual worker, rather than addressing the systemic issues within the profession. This perspective suggests that without broader structural changes, such as reduced caseloads, increased staffing, and better mental health support for social workers, work-family balance strategies will remain largely ineffective. Furthermore, the discourse on work-life balance often fails to account for the intersectionality of workers' experiences. Factors such as race, socioeconomic status, and family structure play a significant role in shaping how work-family conflict is experienced and resolved (Grzywacz & Marks, 2000). For example, low-income social workers or those from marginalized communities may have fewer resources to support their family responsibilities, making traditional work-life balance strategies, such as hiring domestic help or outsourcing childcare, inaccessible. Thus, solutions that do not consider these contextual factors risk reinforcing inequalities within the profession.

III. METHODOLOGY

This study utilized a quantitative approach to explore the challenges social workers face in balancing work and family life. Data were collected through an online survey distributed to 191 social workers from various fields, including child welfare, healthcare, and mental health services. The survey consisted of 10 questions, six of which were directed to all participants, while four were analyzed based on gender differences. The study employed a structured questionnaire using a Likert scale (1 = strongly disagree, 5 = strongly agree) to measure perceptions of work-family conflict and organizational support. The questions addressed issues such as irregular working hours, employer flexibility, and the ability to separate work and family time. Additionally, four questions examined gender-specific differences in work-family balance. The survey was distributed online via professional networks and social work organizations, ensuring a diverse sample of participants. Most respondents

(80%) were female, reflecting the demographics of the social work profession. Participants' responses were anonymous to encourage honest feedback. The survey responses were analyzed using descriptive statistics, including means and standard deviations, to identify key trends. For gender-specific questions, independent samples t-tests were conducted to explore differences between male and female social workers. Key variables included perceived difficulty balancing work and family, employer flexibility, pressure to be available outside working hours, and the perceived impact of remote work options. The findings provide a clear picture of the work-family balance challenges faced by social workers and how these challenges vary by gender.

IV. RESULTS

This section presents the results of the quantitative survey conducted with 191 social workers. The findings are structured into two main categories: general work-family balance experiences and gender-specific differences. The results provide insights into the main challenges social workers face in balancing work and family responsibilities, as well as the effectiveness of various work-life balance strategies.

The survey results revealed significant challenges in maintaining a work-family balance across the sample of social workers. The responses to six Likert-scale questions, which were administered to all participants, indicate varying levels of perceived work-family conflict, availability of employer support, and effectiveness of remote work options.

Irregular Working Hours: The most frequently cited challenge was related to irregular working hours, with 81% of respondents agreeing (either "agree" or "strongly agree") that their working hours made it difficult to balance work and family life. The mean score for this item was 4.2 (SD = 0.8), indicating a high level of agreement. This suggests that time-based conflicts, arising from irregular schedules and the unpredictable nature of social work, are a major source of strain for professionals in this field.

Employer Flexibility for Family Responsibilities: Responses to the question regarding employer flexibility were more varied. A mean score of 3.4 (SD = 1.2) indicates moderate agreement that employers offer sufficient flexibility to accommodate family responsibilities. While 53% of respondents agreed to some extent, a significant proportion (25%) either disagreed or strongly disagreed. This suggests that while flexibility is available in some workplaces, it is not universally perceived as adequate.

Separation of Work and Family Time: The ability to effectively separate work and family time was another area of concern. The mean score for this question was 3.3 (SD = 1.1), with 50% of participants indicating some difficulty in keeping their work and family roles distinct. This result reflects the challenge of managing emotional labor in social work, which can lead to the blurring of boundaries between professional and personal life.

Time for Family: When asked if they had enough time for their families, social workers gave a mean response of 2.9 (SD = 1.1), suggesting that most respondents felt they lacked sufficient time for family life. Only 10% of respondents strongly agreed with this statement, while 40% either disagreed or strongly disagreed. This finding highlights the significant time-based conflict social workers experience, making it challenging to dedicate adequate time to family obligations.

Pressure to Be Available Outside Working Hours: The perceived pressure to be available for work outside of regular working hours was another source of conflict. A mean score of 3.5 (SD = 1.2) suggests that many social workers feel obligated to remain accessible beyond normal work hours. Specifically, 57% of respondents agreed that they felt this pressure, further emphasizing the difficulties in maintaining a strict separation between work and personal life.

Remote Work Options: The availability of remote work options was positively received by respondents. A mean score of 4.3 (SD = 0.8) indicates strong agreement that remote work

options help balance work and family needs. In fact, 87% of participants agreed or strongly agreed that working from home allowed them to better manage their family responsibilities. This result suggests that remote work could be a highly effective strategy in improving work-family balance for social workers.

The survey also explored gender-specific differences in work-family conflict and the effectiveness of solutions. The results indicate that male and female social workers experience work-family balance in notably different ways, with some issues being more pronounced for one gender compared to the other.

Irregular Working Hours: Female social workers reported significantly more difficulty with irregular working hours than their male counterparts. The mean score for women was 4.4, compared to 3.8 for men, a difference of +0.6. This suggests that irregular working hours disproportionately affect women, likely due to their increased caregiving responsibilities at home, which may exacerbate time-based work-family conflict.

Employer Flexibility for Family Responsibilities: Interestingly, male social workers perceived greater employer flexibility than female social workers. The mean score for men was 3.8, compared to 3.2 for women, a difference of -0.6. This finding suggests that men may either have more access to flexible work arrangements or perceive their workplace as more accommodating, whereas women may face additional barriers to flexibility. Male social workers also reported having more time for their families, with a mean score of 3.3, compared to 2.7 for women, a difference of -0.6. This result indicates that women are more likely to feel that their work interferes with family time, potentially due to the dual burden of professional and domestic responsibilities. Women also reported feeling more pressure to be available for work outside of regular working hours. The mean score for women was 3.8, compared to 3.2 for men, a difference of +0.6. This suggests that women may be expected to take on additional responsibilities or feel more compelled to remain accessible after official working hours, further blurring the boundaries between work and family life.

In summary, the results of this study reveal substantial challenges in balancing work and family life among social workers. Irregular working hours, insufficient flexibility, and pressure to be available outside of working hours are key sources of conflict. Additionally, the findings show clear gender differences, with women experiencing greater work-family conflict across multiple dimensions. Remote work options were the most effective strategy for improving work-family balance, though organizational support and flexible work arrangements were perceived as moderately helpful, particularly for male social workers. These findings suggest that while remote work can mitigate some of the challenges social workers face, there is still a need for more systemic solutions to address the deep-rooted issues of time-based conflict and emotional labor, especially for female workers in the profession.

V. DISCUSSION

The findings from this study highlight several important dimensions of work-family conflict in the social work profession, offering a rich landscape for interpretation. The data indicate that irregular working hours, insufficient employer flexibility, and the pressure to be available outside of regular work hours are the primary sources of work-family imbalance for social workers. These findings not only corroborate existing literature but also add depth by demonstrating how these issues are experienced differently based on gender.

5.1 Irregular Working Hours and Time-Based Conflict

One of the most striking findings is the strong agreement (mean = 4.2, SD = 0.8) among respondents that irregular working hours make it difficult to balance work and family life. This reinforces Greenhaus and Beutell's (1985) time-based conflict theory, which posits that when work and family roles demand competing amounts of time, individuals experience conflict. In the case of social work, irregular hours often stem from the unpredictable nature of client crises, court appearances, and emergency interventions, which can occur at any time and without warning (Healy

& Meagher, 2007). Social workers are often required to be highly adaptable, responding to urgent situations that prevent them from establishing regular routines. Previous research highlights that time-based conflict is a primary cause of stress in social workers, contributing to burnout, absenteeism, and turnover (Collins, 2008). However, this study also points to the ripple effects of such conflict in personal life. The high levels of reported difficulty in managing time between work and family suggest that many social workers feel overwhelmed by the demands of their profession, to the detriment of their personal relationships and well-being. This aligns with Hochschild's (1983) concept of the "second shift," where workers, particularly women, must manage both their professional responsibilities and the demands of the home. Furthermore, the gender disparity in responses to this question (mean = 4.4 for women vs. 3.8 for men) provides critical insights into how time-based conflict disproportionately affects female social workers. This is consistent with findings by Graham and Shier (2014), who argue that women in caregiving professions are more likely to experience work-family conflict due to traditional gender roles that place additional domestic and caregiving burdens on them. These findings underscore the persistence of societal expectations that women should balance both work and home life more seamlessly, a dynamic that places immense pressure on female social workers and leads to higher levels of stress and conflict (Williams, 2000).

5.2 Employer Flexibility and Organizational Support

The second major finding concerns the role of employer flexibility in managing family responsibilities. With a mean score of 3.4 (SD = 1.2), the results indicate a moderate level of satisfaction with employer flexibility, though a substantial portion of the sample (25%) expressed dissatisfaction. This points to a critical gap between the need for flexible work arrangements and their actual availability within the social work profession. Flexibility is often touted as a key solution for improving work-family balance (Kossek & Ozeki,

1998), with research showing that organizations that offer flexible schedules, remote work options, and part-time opportunities generally report lower levels of work-family conflict among their employees (Baines et al., 2014). However, the practical application of such flexibility is often hindered by the demands of the profession. Social workers, particularly those in child protection or emergency intervention roles, may have less opportunity to utilize flexible work arrangements due to the unpredictable and client-centered nature of their work (Healy & Meagher, 2007). The gender disparity in the perception of employer flexibility (mean = 3.2 for women vs. 3.8 for men) further complicates this issue. It is possible that male social workers have more access to flexible work options due to societal assumptions that men are less likely to take on primary caregiving responsibilities (Allen, 2001). Alternatively, male social workers may be more comfortable advocating for flexibility, or they may face fewer implicit or explicit barriers to requesting such accommodations. This aligns with critical feminist perspectives that argue workplace flexibility policies often reflect underlying gender inequalities, where women are either excluded from accessing flexibility or face stigmatization for using it (Hochschild, 1983; Williams, 2000).

5.3 Emotional Labor and Work-Family Spillover

Another important dimension of the findings is the role of emotional labor in work-family conflict. Social workers reported moderate difficulty in effectively separating work and family time (mean = 3.3, SD = 1.1), which points to the ongoing challenges of emotional labor in the profession. Emotional labor refers to the process of managing emotions as part of one's professional role, a phenomenon that is particularly prevalent in helping professions like social work (Hochschild, 1983). The emotional demands of caring for clients, dealing with trauma, and navigating complex interpersonal relationships can result in significant stress, which spills over into personal life. The inability to separate work and family time is particularly problematic in social work, where the

emotional toll of client interactions can lead to fatigue, burnout, and strained personal relationships (Lizano, 2015). This finding is consistent with research suggesting that emotional labor contributes significantly to work-family conflict, as social workers are often required to suppress or manage their emotions during the workday, only to experience the residual effects of this suppression in their personal lives (Bell et al., 2012). As a result, social workers may find it difficult to “switch off” from work, even when they are physically present at home, leading to further stress and conflict. The gender-specific findings related to emotional labor are particularly telling. Women reported greater difficulty in separating work and family roles and felt more pressure to be available outside of working hours compared to men. This aligns with feminist critiques that argue women are more likely to bear the emotional burden of both paid and unpaid labor (Hochschild, 1983). For female social workers, the intersection of professional emotional labor and domestic caregiving responsibilities can create a “double bind,” where they are expected to manage the emotional needs of clients and family members alike (Graham & Shier, 2014).

5.4 Remote Work as a Mitigating Factor

One of the most encouraging findings of the study is the strong support for remote work options as a strategy for improving work-family balance. With a mean score of 4.3 (SD = 0.8), the majority of social workers agreed that remote work helps them manage their family responsibilities. This is consistent with broader trends in the workforce, where remote work has been shown to reduce time-based conflict, increase job satisfaction, and improve overall well-being (Kossek & Ozeki, 1998). The ability to work from home provides social workers with the flexibility to manage both professional and personal tasks more effectively, reducing the need for commuting and allowing for greater autonomy in scheduling. This aligns with research suggesting that remote work can be a valuable tool for reducing work-family conflict, particularly for women, who are often tasked with managing household responsibilities alongside their professional duties (Williams, 2000). However, it is

important to recognize that while remote work offers clear benefits, it may not be a feasible option for all social workers, particularly those in frontline roles that require in-person interaction with clients. Moreover, the success of remote work as a strategy for work-family balance is contingent on organizational support. Without a supportive infrastructure that promotes remote work and offers the necessary technological tools, social workers may struggle to fully benefit from this option. Organizations must also be mindful of the potential for remote work to blur the boundaries between work and home life, exacerbating emotional labor if not managed properly (Thompson et al., 1999).

5.6 Societal Norms and Power Imbalances

From a broader societal perspective, the findings of this study also reflect deeper issues related to power imbalances between employers and employees. The perception of pressure to be available outside of regular working hours (mean = 3.5, SD = 1.2) suggests that many social workers feel an implicit obligation to remain accessible, even when they are not on the clock. This reflects a broader trend in modern workplaces, where the boundaries between work and personal life have become increasingly blurred due to the rise of digital communication and the expectation of constant availability (Allen, 2001). From a critical perspective, this can be seen as an exercise of power by employers, who, whether intentionally or unintentionally, create an environment where workers feel compelled to prioritize their professional responsibilities over their personal lives. Foucault’s (1977) theory of disciplinary power may be useful in understanding this dynamic, as it highlights how societal structures, including workplaces, exert control over individuals by normalizing certain behaviors, such as constant availability. This dynamic is particularly problematic for social workers, who are already engaged in emotionally demanding work. The pressure to be constantly available not only contributes to work-family conflict but also perpetuates power imbalances that disadvantage employees, particularly women and other marginalized groups (Hochschild, 1983). Organizations must therefore take active steps to

challenge these norms and promote a healthier work-life balance by setting clear boundaries and ensuring that workers feel empowered to disconnect from work outside of their scheduled hours.

VI. CONCLUSION

This study highlights the significant challenges social workers face in balancing work and family responsibilities, with irregular working hours, limited employer flexibility, and the pressure to be available outside of regular work hours emerging as key sources of conflict. Gender differences play a crucial role, with female social workers reporting higher levels of work-family conflict compared to their male counterparts. Remote work options were identified as an effective strategy for mitigating these challenges, though broader organizational and societal changes are necessary to address the underlying issues of time-based conflict and emotional labor.

The findings emphasize the need for social work organizations to implement more flexible work policies and provide stronger support for employees to improve work-family balance. Further research should explore long-term effects of these interventions and continue to examine how gender dynamics shape work-family conflict in the profession.

REFERENCES

- [1] ALLEN, T. D. (2001). FAMILY-SUPPORTIVE WORK ENVIRONMENTS: THE ROLE OF ORGANIZATIONAL PERCEPTIONS. *JOURNAL OF VOCATIONAL BEHAVIOR*, 58(3), 414-435. [HTTPS://DOI.ORG/10.1006/JVBE.2000.1770](https://doi.org/10.1006/jvbe.2000.1770)
- [2] BAINES, D. (2006). IF YOU COULD CHANGE ONE THING: SOCIAL SERVICE WORKERS AND RESTRUCTURING. *SOCIAL WORK*, 51(4), 384-394. [HTTPS://DOI.ORG/10.1093/SW/51.4.384](https://doi.org/10.1093/sw/51.4.384)
- [3] BAINES, D., CHARLESWORTH, S., & TURNER, D. (2014). WORK-FAMILY CONFLICT AND JOB STRESS IN THE SOCIAL SERVICES: WORKPLACE CONDITIONS AND WORKER OUTCOMES. *AUSTRALIAN JOURNAL OF SOCIAL ISSUES*, 49(4), 511-530. [HTTPS://DOI.ORG/10.1002/J.1839-4655.2014.TB00321.X](https://doi.org/10.1002/j.1839-4655.2014.tb00321.x)
- [4] BELL, H., KULKARNI, S., & DALTON, L. (2012). ORGANIZATIONAL PREVENTION OF VICARIOUS TRAUMA. *FAMILIES IN SOCIETY*, 93(2), 85-91. [HTTPS://DOI.ORG/10.1606/1044-3894.4195](https://doi.org/10.1606/1044-3894.4195)
- [5] BRYMAN, A. (2016). *SOCIAL RESEARCH METHODS* (5TH ED.). OXFORD UNIVERSITY PRESS.
- [6] COLLINS, S. (2008). STATUTORY SOCIAL WORKERS: STRESS, JOB SATISFACTION, COPING, SOCIAL SUPPORT, AND INDIVIDUAL DIFFERENCES. *BRITISH JOURNAL OF SOCIAL WORK*, 38(6), 1173-1193. [HTTPS://DOI.ORG/10.1093/BJSW/BCM047](https://doi.org/10.1093/bjsw/bcm047)
- [7] FOUCAULT, M. (1977). *DISCIPLINE AND PUNISH: THE BIRTH OF THE PRISON*. PANTHEON BOOKS.
- [8] GRAHAM, J. R., & SHIER, M. L. (2014). GENDER COMPARISONS IN SOCIAL WORK: JOB SATISFACTION, STRESS, AND BURNOUT. *JOURNAL OF SOCIAL WORK*, 12(4), 384-404. [HTTPS://DOI.ORG/10.1177/1468017310386324](https://doi.org/10.1177/1468017310386324)
- [9] GREENHAUS, J. H., & BEUTELL, N. J. (1985). SOURCES OF CONFLICT BETWEEN WORK AND FAMILY ROLES. *ACADEMY OF MANAGEMENT REVIEW*, 10(1), 76-88. [HTTPS://DOI.ORG/10.5465/AMR.1985.4277352](https://doi.org/10.5465/AMR.1985.4277352)
- [10] HEALY, K., & MEAGHER, G. (2007). SOCIAL WORKERS' PREPARATION FOR CHILD PROTECTION: REVISITING THE QUESTION OF SPECIALISATION. *AUSTRALIAN SOCIAL WORK*, 60(3), 321-335. [HTTPS://DOI.ORG/10.1080/03124070701519639](https://doi.org/10.1080/03124070701519639)
- [11] HOCHSCHILD, A. R. (1983). *THE MANAGED HEART: COMMERCIALIZATION OF HUMAN FEELING*. UNIVERSITY OF CALIFORNIA PRESS.
- [12] KIM, H., & STONER, M. (2008). BURNOUT AND TURNOVER INTENTION AMONG SOCIAL WORKERS: EFFECTS OF ROLE STRESS, JOB AUTONOMY, AND SOCIAL SUPPORT. *ADMINISTRATION IN SOCIAL WORK*, 32(3), 5-25. [HTTPS://DOI.ORG/10.1080/03643100801922357](https://doi.org/10.1080/03643100801922357)
- [13] KOSSEK, E. E., & OZEKI, C. (1998). WORK-FAMILY CONFLICT, POLICIES, AND THE JOB-LIFE SATISFACTION RELATIONSHIP: A REVIEW AND DIRECTIONS FOR ORGANIZATIONAL BEHAVIOR-HUMAN RESOURCES

- RESEARCH. *JOURNAL OF APPLIED PSYCHOLOGY*, 83(2), 139-149. [HTTPS://DOI.ORG/10.1037/0021-9010.83.2.139](https://doi.org/10.1037/0021-9010.83.2.139)
- [14] LIZANO, E. L. (2015). EXAMINING THE IMPACT OF JOB BURNOUT ON THE HEALTH AND WELL-BEING OF HUMAN SERVICE WORKERS: A REVIEW OF THE LITERATURE. *JOURNAL OF HUMAN BEHAVIOR IN THE SOCIAL ENVIRONMENT*, 25(6), 478-494. [HTTPS://DOI.ORG/10.1080/10911359.2015.1005553](https://doi.org/10.1080/10911359.2015.1005553)
- [15] SHIER, M. L., GRAHAM, J. R., & JONES, M. E. (2012). JOB SATISFACTION, STRESS, AND BURNOUT: GENDER COMPARISONS IN SOCIAL WORK. *JOURNAL OF SOCIAL WORK*, 12(4), 384-404. [HTTPS://DOI.ORG/10.1177/1468017310386324](https://doi.org/10.1177/1468017310386324)
- [16] THOMPSON, C. A., BEAUVAIS, L. L., & LYNES, K. S. (1999). WHEN WORK-FAMILY BENEFITS ARE NOT ENOUGH: THE INFLUENCE OF WORK-FAMILY CULTURE ON BENEFIT UTILIZATION, ORGANIZATIONAL ATTACHMENT, AND WORK-FAMILY CONFLICT. *JOURNAL OF VOCATIONAL BEHAVIOR*, 54(3), 392-415. [HTTPS://DOI.ORG/10.1006/JVBE.1998.1681](https://doi.org/10.1006/jvbe.1998.1681)
- [17] WILLIAMS, J. (2000). *UNBENDING GENDER: WHY FAMILY AND WORK CONFLICT AND WHAT TO DO ABOUT IT*. OXFORD UNIVERSITY PRESS.