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Exploring burnout and work engagement in the United States refugee resettlement policy-practice domain: A qualitatively driven mixed-method study.

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EXPLORING BURNOUT AND WORK ENGAGEMENT IN THE UNITED STATES

REFUGEE RESETTLEMENT POLICY-PRACTICE DOMAIN: A QUALITATIVELY

DRIVEN MIXED-METHOD STUDY

By

Eva X. Nyerges

MSW, University of Kentucky, 2015

A Dissertation

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A Dissertation Approved on

November 13, 2023

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DEDICATION

I dedicate this dissertation to my parents

A. Endre Nyerges

Lee X. Blonder

AND

To my brother,

Lucas A. Nyerges

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I would like to express my gratitude to the people who have played a significant role in my academic journey:

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ABSTRACT

EXPLORING BURNOUT AND WORK ENGAGEMENT IN THE UNITED STATES

REFUGEE RESETTLEMENT POLICY-PRACTICE DOMAIN: A QUALITATIVELY

DRIVEN MIXED-METHOD STUDY

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Refugee resettlement workers are crucial actors within refugee resettlement, supporting newcomers' acculturation into a new society. Little is known about the comprehensive range of organizational characteristics that impact workers' experiences of burnout and work engagement. This qualitatively driven mixed-method study using Constructivist Grounded Theory analytic techniques aimed to develop a holistic understanding of the organizational elements influencing burnout and work engagement among refugee resettlement workers. Further, the study aimed to illuminate the mechanisms by which job demands and resources influence burnout and work engagement. In-depth qualitative interviews with 22 refugee resettlement workers operating in a southeastern state of the United States were conducted.

The analysis revealed a nuanced set of job demands and resources that significantly shaped workers' burnout and work engagement experiences. Notable job demands included (1) challenges in client interactions, (2) issues with staff capacity, (3)

lack of leadership, (4) policy issues, and (5) an excessive workload. Alternatively, impactful job resources comprised (1) peer support, (2) positive client interactions, (3) supportive leadership, (4) autonomy, and (5) accessing training and professional development opportunities. Job demands impact burnout through energy loss, negative and distant attitudes, reduced professional self-efficacy, and disengagement. Conversely, resources bolstered work engagement through perseverance, role identification, positive attitudes, absorption, personal accomplishment, and extra-role behaviors.

Practice recommendations include recognizing the signs and symptoms of burnout among workers, developing individually tailored plans to address burnout and work engagement, and structural efforts to strengthen workers' client interaction skills. Some examples of structural efforts include transforming leadership models to incorporate more supportive approaches and integrating policy advocacy within the scope of resettlement work. By addressing these attributes, refugee resettlement agencies can promote workers' resilience and dedication in the workforce.

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Introduction

Various health and social service providers in the helping professions experience

burnout. Burnout results from "chronic workplace stress" and is characterized by (a)

feelings of energy depletion or exhaustion, (b) increased mental distance, negativism, or

cynicism related to one's job, and (c) reduced professional self-efficacy (World Health

Organization, 2019). Workers experiencing burnout have been described as exhausted

and disconnected (Bakker et al., 2014). Evidence suggests that burnout strongly predicts

employees' intentions to leave and actual turnover in human service agencies (Abbate,

2017; Edmonds, 2019). Consequently, burnout can negatively affect both individuals

experiencing the syndrome and the organizations in which they work. For instance, high

burnout and turnover rates are associated with reduced staff morale, institutional

knowledge losses, and rehiring costs. In addition to deleterious organizational effects,

burnout and turnover are associated with adverse client outcomes, including decreased

engagement in and quality of client care and increased safety incidents (Johnson et al.,

2018; West et al., 2018).

Work engagement is often positioned as the antipode of burnout: it is a positive affective state evidenced by employees' vigor while working as well as their dedication to, and absorption in the work (Bakker et al., 2008). Of course, such engagement is desired in many workforces, but given the proximity of helping professionals to clients experiencing social and psychological distress, engaged workers are essential if the missions of relief organizations are to be carried out effectively and ethically.

The Refugee Resettlement Context

Social workers work in various human service agency contexts, including refugee resettlement agencies. Refugee resettlement agencies in the United States sponsor and assist refugees approved for admission under the United States Refugee Admissions Program (USRAP). A refugee is a person who is "unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion" (United Nations, 1951, p. 2). Since 1980, the United States has resettled more than three million refugees, with approximately 600,000 admitted between 2010 and 2020 (Migration Policy Institute, n.d.). The role of a refugee resettlement agency is to meet the needs of newly arrived refugees assigned to it by its voluntary agencies, or VOLAGs. Refugee resettlement agencies provide immediate support with securing housing, food, clothing, and other basic needs. Additionally, the agency assists with enrolling refugees in employment services, applying for Social Security and other government-issued identity cards, registering youth for school, and connecting families with necessary cultural and language educational services (U.S. Department of State, 2020). The USRAP also charges resettlement agencies with ensuring refugees achieve economic self-

sufficiency through employment as soon as possible after arrival. In addition to short-term assistance, refugee resettlement agencies also provide long-term support through cash and medical assistance, language services and educational referrals, employment, and social services, including mental health services.

Refugee resettlement workers (RRWs), which could include social workers, provide case management services to refugees who are newcomers. For refugees and refugee families resettled in areas in which they have no known family or friends, the primary source of initial and sustained support is often the agency, specifically the resettlement worker. (Such refugees are termed "free" cases; i.e., they have no ties to anyone in the region.) Refugee resettlement workers are tasked with carrying out the federal government's goals of expediting the financial independence of the newcomer to reduce the strain on the social safety net. Often, early employment is found in industrial positions deemed less desirable by American-born residents, such as in factories and slaughterhouses. Refugee resettlement workers must also lend strong support as newcomers struggle to overcome severe obstacles to social integration, including physical and mental health issues incurred before and during migration. Refugees' experiences of forced migration due to war, violence, sexual assault, torture, forced labor, or the death of loved ones put them at increased risk of developing mental health issues, such as post-traumatic stress disorder (PTSD), depression, anxiety, poor well-being, and other comorbidities (George, 2012; Sangalang et al., 2019; Tinghög et al., 2017).

Resettlement workers play an essential role in triaging the mental health needs of newcomers, connecting them to available services, advocating for culturally appropriate services, and determining a course of action for securing economic self-sufficiency,

whether through alternative employment or disability services. Consequently, an emotionally resilient and engaged RRW workforce is crucial to the success of the U.S. refugee resettlement program. The strength of the refugee resettlement workforces has implications not only for the newcomers themselves but also local communities and industries nationwide.

Data on burnout and work engagement rates among RRWs are limited. However, studies indicate that refugee aid workers, such as those providing case assistance to refugees in host countries before resettlement, experience rates of burnout as high as 40.2 to 50 percent (Sagaltici et al., 2022; Mavratza et al., 2021).

The Impact of Burnout in the Refugee Resettlement Context

Burnout among refugee resettlement workers can have potentially deleterious effects on workers, organizations, and clients. Burnout among RRWs can contribute to poor staff morale, low fidelity to evidence-based practices, low productivity, and reduced endorsement of the organization's mission (Burke & Richardson, 2000; Mancini et al., 2009; Maslach et al., 2001; Maslach & Leiter, 2016). Consequently, burnout adversely affects agencies' ability to carry out their missions effectively, including working with other agencies that support the effective resettlement of newcomers. Burnout's negative impact on refugee newcomers' resettlement outcomes in the United States is perhaps the most concerning. Refugees may experience social and economic vulnerability due to histories of past traumas as well as mental health challenges, language disparities, cultural differences, discrimination, social isolation, and poverty. Thus, a strong resettlement workforce is needed to support refugees' diverse needs as they adapt to U.S. life. Free cases especially benefit from an engaged resettlement worker's ability to

become safely established. Additionally, a consistent and engaged workforce facilitates building long-term trust with refugee communities and engaging in programs designed to boost newcomers' financial capabilities. Burnout reduces the ability of refugee resettlement agencies to produce positive client outcomes.

Consumer satisfaction can be an undervalued outcome in human services, including resettlement agencies, therefore it is important to consider that burnout's negative implications for client satisfaction can reduce future monetary donations from client alumni or resettlement workers.

The Impact of Work Engagement in the Refugee Resettlement context

On the positive side, engaged RRWs may experience greater health and well-being (Eguchi et al., 2015; Schaufeli & van Rhenen, 2006; Sonnentag et al., 2012) and contribute to in-role and organizational citizenship behavior within the agency (Bakker et al., 2004; Habesleben & Wheeler, 2006). In an under-resourced agency like social services, staff may need to contribute more than is required by their job description. Thus, organizational citizenship is vital to keep agencies running. Engaged workers may also be more likely to embrace new evidence-based practices to better serve clients (Mancini et al., 2009). Additionally, clients who are more engaged may think more fondly of the agency years later, fostering the agency's development potential (Harter et al., 2002). The relationship between burnout, work engagement, and client safety is essential (Mossburg & Dennison Himmelfarb, 2021; Janes et al., 2021). For example, RRWs' efforts to transport clients and secure safe housing may pose risks to the workers' physical safety. Additionally, engaged workers may be more likely to behave ethically with clients, thus improving clients' outcomes and safety.

The Present Study

      This two-manuscript dissertation addresses the understudied topics of (1) organizational contributors to burnout and engagement among refugee resettlement workers and (2) the ways in which refugee resettlement workers experience burnout and work engagement. This dissertation has implications for the future success of refugee resettlement in the U.S. and the field of applied social work. The Social Work Grand Challenge to "achieve equal opportunity and justice" calls on social workers to address racial and social injustices, deconstruct stereotypes, dismantle inequality, and expose unfair practices to promote the full social, civic, economic, and political integration of marginalized groups (Grand Challenges for Social Work, 2018). By focusing on the well-being of workers in the refugee resettlement context, many of whom are immigrants themselves, the study's results can illuminate barriers and address interventions for adequate provision of services to refugees, who are, historically, a socially and economically marginalized population.

      In this dissertation, I begin by discussing sensitizing theoretical orientations and their applicability to the study. Next, I provide definitions of key terms and concepts related to burnout and work engagement, followed by a literature review of the consequences of burnout and work engagement and of the research exploring contextual elements influencing RRW well-being in agency settings. These sections describe why this study is needed and how the new information generated will benefit refugee resettlement workers, agencies, and their clients. The last section of this manuscript is the proposed interpretivist descriptive methodology within the framework of a two-

manuscript dissertation design. The chapter ends with a discussion of how each manuscript will contribute to the social work knowledge base.

Theoretical Foundation

According to Thornberg and Charmaz (2012), a theory states relationships between abstract concepts and may aim for either explanation or understanding (p. 41). Theories are useful in helping the researcher find a lens through which to ask relevant questions. In this study, I employ several theories as organizing concepts to develop a study to understand RRWs' experiences with burnout and work engagement. These theories include Job Demands-Resources (JD-R) theory, symbolic interactionism, and pragmatism.

Job Demands-Resources Theory

Job Demands-Resources (JD-R) theory posits that all jobs have demands and resources. Job demands refer to any aspect of the job that requires physical or psychological effort. Resources include any physical, psychological, or social aspect of the job that facilitates doing the work, achieving work goals, or results in personal growth or development (Bakker & Demerouti, 2017). Resources include both the contextual/situational (e.g., social support from peers and supervisors, coaching, and job control) and the individual (e.g., characteristics such as self-efficacy, optimism, and proactive personalities) (Bakker et al., 2014; Young et al., 2018). Job demands and resources are thought to trigger two underlying psychological processes: health impairment and motivation. Health impairment is believed to lead to job burnout; motivational processes lead to work engagement. In other words, high job demands and

limited job resources lead to unfavorable working conditions that contribute to energy depletion and undermine employees' motivation (Demerouti et al., 2001).

The Job Demands-Resources (JD-R) model was first conceptualized in the literature by Demerouti and colleagues (2001). The initial model rested on three assumptions and has since been further developed into JD-R theory, which includes seven propositions.

The original model of Job Demands-Resources theory asserted that job demands and resources contribute to two underlying psychological processes: health impairment (exhaustion, burnout) and motivation (work engagement). Job demands refer to those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs (e.g., exhaustion) (Demerouti et al., 2001). Job resources refer to those physical, psychological, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals, (b) reduce job demands and the associated physiological and psychological costs, or (c) stimulate personal growth and development. Richter and Hacker (1999) further proposed that resources are divided into categories: external (organizational and social) and internal (cognitive and action patterns). Organizational resources at refugee resettlement agencies may include, but are not limited to, the availability of supervision, professional development opportunities, financial resources, work environment, performance feedback, and job control/autonomy. Social resources may include emotional and operational peer support from colleagues inside and outside the agency. Internal resources typically refer to optimism and professional self-efficacy (Bakker & Demerouti, 2017).

In Bakker and colleagues' (2017) most recent conceptualization of JD-R theory, the theory possesses seven propositions. Consistent throughout these propositions is that every occupation has its unique set of job demands and resources. Therefore, exploring a profession's or an agency's job demands and resources should be considered unique, depending on the specific job characteristics that prevail. In the following paragraphs, I will describe the seven propositions of JD-R theory that are the current line of thinking and state how I will use these assumptions as organizing concepts to study the phenomenon of burnout and work engagement among RRWs.

Proposition one of JD-R theory states that all types of job characteristics are classified into one of two categories: job demands (e.g., emotionally demanding interactions with clients) and job resources (e.g., performance feedback) (Demerouti et al., 2001; Bakker et al., 2014). It follows that research should focus on understanding the field or organization-specific job demands and resources characteristic of work in refugee resettlement agencies. Some commonly examined job demands that could be useful to explore among RRAs include workload, pressure, emotionally demanding interactions with clients, work-home interference, physical demands, technological demands, task assignments, physical environment, organizational values conflict, and time pressure (Bakker et al., 2014; Bakker & Demerouti, 2017; Demerouti, 2001; Maslach et al., 2001). Additionally, some commonly examined situational job resources include autonomy/job control, social support, supervisory support, feedback, opportunities for growth, job security, rewards, task variation, training, and fairness (Bakker et al., 2014; Bakker & Demerouti, 2017; Demerouti, 2001; Maslach et al., 2001). Commonly examined personal

resources include self-efficacy, optimism, and skill variation. All of these will be addressed in this dissertation.

Proposition two states that job demands and resources instigate two very different processes: job demands predict a health impairment process (burnout), whereas job resources predict a motivational process (engagement). Thus, this study seeks to understand how job demands and resources relate to or factor into employees' experiences of burnout and work engagement.

Proposition three states that job resources can buffer the impact of job demands on work stress or strain that lead to burnout. To address this, I will focus on how job resources help employees cope with job demands.

Proposition four states that job resources influence motivation when job demands are high. Thus, this dissertation will explore the most significant demands of the RRW job and what resources have been or could be most helpful.

Proposition five states that personal resources such as optimism and self-efficacy can play a similar role in buffering the undesirable impact of job demands on stress and strain and boosting the desirable impact of job demands on motivation in the form of challenge. This work will seek to understand the personal resources RRWs possess that serve as a buffer against the impact of job demands, including boosting the desirable effect of demands on experiences of work-related challenge.

Proposition six states that the motivational process influenced by job resources positively impacts job performance, whereas the health impairment process influenced by job demands harms job performance. Research in this area might explore how

experiences of RRW burnout and work engagement factor into job performance, such as in-role, extra-role, client safety, ethics, and adherence to best practices.

Finally, proposition seven states that employees motivated by their work will likely engage in job crafting. Job crafting includes the proactive changes employees make in their work tasks, leading to higher levels of job and personal resources and, subsequently, higher levels of motivation. For instance, an employee may proactively increase job resources by asking for feedback or help. An employee might also challenge job demands by starting a new project or mastering a new skill. Job crafting is, thus, a bottom-up approach to optimizing one's work environment and staying motivated. To address proposition seven, a researcher might examine how RRWs engage in job crafting, what inspires them to do so, and how it impacts their sense of burnout or work engagement.

In sensitizing the dissertation using JD-R theory, the research focuses on identifying the specific job demands and resources that are relevant to RRWs' experiences with negative and positive affect states at work (proposition one) and their relationship to concepts of burnout and work engagement (propositions two, three, four, and five). Propositions six and seven, while fascinating, are beyond the scope of this dissertation, though they may be the focus of future studies.

Symbolic Interactionism and Pragmatism Theory

Symbolic interactionism (SI; Blumer, 1969) and Pragmatism (Mead, 1932, 1934) are essential theoretical perspectives underpinning the interpretivist and grounded theory methods used in qualitative inquiry. This section explains both theories and illustrates

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how they were employed to sensitize a study of burnout and work engagement among refugee resettlement workers.

The symbolic interactionist perspective focuses the researcher's attention on a dynamic understanding of actions and events. Specifically, the perspective examines a social phenomenon by exploring critical events in an individual's life, the meaning-making process attached, and how it influenced subsequent actions and experiences, including the when, why, and how of change. There is a basic premise that interpretation and action are reciprocal processes whereby people act in response to how they view their situations. Additionally, an awareness of temporality, or a phenomenon's relationship with time, allows for inquiry into how the present unfolds, including the social, cultural, and historical contextual influences that shape a situation. As interaction is a symbolic process that depends on spoken and unspoken shared language meanings, symbolic interactionism often paired with qualitative inquiry. Additionally, grounded theory techniques are helpful analytic tools for the theoretically driven research symbolic interactionism supports. Closely aligned to and underpinning the foundations of SI is pragmatism. Pragmatists view ideas as emergent, shifting through practice, focusing on the utility of actions, considering the presence of multiple realities, and linking individuals' understanding of facts with values.

This dissertation uses symbolic interactionism and pragmatism to focus the research on how RRWs interpret their experiences, the subsequent actions taken, and the meaning-making processes attached. Burnout and work engagement have the potential to be explored as symbols informing RRWs' next steps. For example, some RRWs could

interpret burnout as normal and something to be accepted, whereas others may interpret burnout as extremely dangerous to one's health, resulting in disengagement.

Figure 1 illustrates the application of theories to research aims in a conceptual framework.

Symbolic interactionism: Interpretation and action are reciprocal processes whereby RRWs act in response to how they view or make meaning of their situations.

Research Aim 1:	Research Aim 2:
What are organizational characteristics that contribute to RRWs' experiences as they relate to burnout and work engagement?	How do the unique organizational characteristics in refugee resettlement agencies influence RRWs' experiences related to burnout and work engagement?
Job Demands-Resources Proposition 1: All types of RRW job characteristics can be classified in one of two categories: job demands and job resources.	**Job Demands-Resources Proposition 1:** All types of RRW job characteristics can be classified in one of two categories: job demands and job resources.
Job Demands-Resources Proposition 2: RRW job demands predict a health impairment process (burnout), whereas resources predict a motivational process.	Job Demands-Resources Proposition 2: RRW job demands predict a health impairment process (burnout), whereas resources predict a motivational process.
Job Demands-Resources Proposition 3: RRW job resources can buffer the impact of job demands on work stress or strain leading to burnout.	**Job Demands-Resources Proposition 3:** RRW job resources can buffer the impact of job demands on work stress or strain leading to burnout.
Job Demands-Resources Proposition 4: Job resources influence motivation when RRW job demands are high.	**Job Demands-Resources Proposition 4:** Job resources influence motivation when RRW job demands are high.

Pragmatism: Pragmatists view ideas as emergent, shifting through practice, focusing on the utility of actions, considering the presence of RRWs' multiple realities, and linking individuals' understandings of facts with values.

Figure 1. Conceptual framework of theory application to research aims.

Literature Review

Conceptualizing Burnout

The concept of burnout in scholarly literature is often attributed to Herbert J. Freudenberger, a German-born American psychologist. Freudenberger's (1974) article conceptualized burnout among clinicians experiencing various physical and behavioral symptoms, including exhaustion, mood changes, risk-taking behaviors, maladaptive coping, cognitive rigidity, cynicism, and changes in efficacy. Subsequently, scholars across various disciplines attempted to define burnout. Among the most widely used is Maslach and Jackson's (1981) definition, which describes burnout as "a syndrome of emotional exhaustion and cynicism that frequently occurs among individuals who do 'people-work' of some kind and includes three critical dimensions of emotional exhaustion, depersonalization, and reduced personal accomplishment" (p. 99). In 2001, Maslach and colleagues published a revised version of the definition, describing burnout as "a psychological syndrome in response to chronic interpersonal stressors on the job. The three key dimensions of this response are an overwhelming exhaustion, cynicism, and detachment from the job, and a sense of ineffectiveness and lack of accomplishment" (p. 399). The latter version underpins the WHO's definition of the phenomenon in the International Classification of Diseases and, thus, will be the definition referred to throughout this dissertation.

Maslach and Jackson (1981) further built on their definition to aid in developing and testing a measurement of burnout, the Maslach Burnout Inventory (MBI). The development and testing of the MBI revealed three subscales corresponding to the three dimensions of burnout: emotional exhaustion (EE), depersonalization (Dp), and personal accomplishment (PA).

Emotional Exhaustion

Emotional exhaustion is described as the depletion of emotional resources, where workers can no longer give of themselves on a psychological level due to being overextended by their work. Within human services, the emotional demands are thought to exhaust a service provider's capacity to be involved with and responsive to service recipients' needs. Other symptoms of emotional exhaustion can be described as wearing out, loss of energy, depletion, debilitation, and fatigue (Maslach & Leiter, 2016).

Depersonalization

Depersonalization is the development of negative, cynical feelings about one's clients. If left unaddressed, negative attitudes can lead to a callous or dehumanized perception of others (Maslach & Jackson, 1981), even contributing to perceiving clients as deserving of their troubles (Ryan, 1971). Depersonalization is an attempt to distance oneself from service recipients by actively ignoring the qualities that make them unique. Their demands are more manageable when considered impersonal objects of one's work (Maslach et al., 2001). Cynicism is a more recent term interchangeable with depersonalization in the general occupational literature, as the latter emerged from research in human services (Maslach & Leiter, 2016). Other symptoms are negative or inappropriate attitudes toward clients, irritability, loss of idealism, and withdrawal.

Personal Accomplishment

Personal accomplishment, in this context, is primarily a measurement of the lack of it (also referred to more recently as inefficacy). It is the tendency to evaluate oneself negatively, particularly regarding one's work with clients. Workers lacking personal accomplishments feel unhappy about themselves and dissatisfied with their accomplishments on the job (Maslach & Jackson, 1981). Reduced personal

accomplishment can lead to feelings of incompetence and unsuccessful interactions with clients. Other symptoms of reduced personal accomplishment include lower productivity or capability, low morale, and an inability to cope (Maslach & Leiter, 2016).

Consequences of Burnout

Individual Consequences

Job burnout in human services workers has been shown to negatively affect the individual worker. A systematic review and synthesis of 19 empirical studies examining the impact of burnout on particular categories of well-being published between 1970 and 2014 found evidence for the harmful effects of burnout on workers (Lizano, 2015). The effects have been categorized into three sections: (a) affective well-being, (b) physiological well-being, and (c) behavioral well-being. Studies overwhelmingly focused on affective well-being, operationalized as job satisfaction, life satisfaction, mental health outcomes, negative and positive affect, and marital satisfaction. Most studies found a significant, negative relationship between burnout and job satisfaction (Bhana & Haffejee, 1996; Burke et al., 2010; Hombrados-Mendieta et al., 2011; Jayarante et al., 1996; Koeske, 1995; Maslach et al., 1988; Um et al., 1998), although two studies found no significant correlation (Iglesias et al., 2013; Jahrami et al., 2013). Studies found additional evidence for a significant positive relationship between burnout and adverse mental health outcomes, such as depression, anxiety, and psychological distress (Bakir et al., 2010; Bennet et al., 1994; Burke et al., 2010; Glass et al., 1993; Jayaratne et al., 1996; Laschinger et al., 2012; Ríos Rísquez et al., 2011; Sánchez-Moreno et al., 2014). Research revealed other impacts of job burnout on workers, including a significant negative relationship between burnout and life satisfaction in a longitudinal study

(Demerouti et al., 2000), marital satisfaction (Jayaratne et al., 1986), and negative affect (Burke et al., 2010). Puig and colleagues (2012) found a negative and significant relationship between devaluing the client (corresponding to depersonalization) and the impact on the creative self. Additionally, incompetence (corresponding to reduced personal accomplishment) was found to have a negative and significant relationship with dimensions of wellness, including the creative self, coping self, essential self, and physical self. Positive outcomes included the relationship between high levels of personal accomplishment, high levels of marital satisfaction, and positive affect (Jayaratne et al., 1986).

In addition to affective well-being, Lizano (2015) explored studies examining the consequences of burnout on individual workers' physiological well-being. Studies demonstrated a significant positive relationship between burnout and physical complaints, physical or somatic problems, and physical health (Burke et al., 2010; Grau et al., 2009; Jayaratne et al., 1996; Kim et al., 2011; Laschinger et al.; 2012; Ríos Rísquez et al., 2011). Despite positive associations between personal accomplishment and aspects of workers' affective well-being (Bakir et al., 2010; Bennet et al., 1994; Burke et al., 2010; Glass et al., 1993; Jayaratne et al., 1996; Laschinger et al., 2012; Ríos Rísquez et al., 2011; Sanchez-Moreno et al., 2014), no studies demonstrated a significant relationship between personal accomplishment and workers' physical health.

Lastly, the studies evaluating the consequences of burnout on workers' behavioral well-being found a significant positive relationship between depersonalization and medication use (e.g., pain medication and sleeping pills) (Burke et al., 2010). Studies also

discovered a significant relationship between emotional exhaustion, nutrition, and exercise practices (Puig et al., 2012).

Since Lizano published their systematic review, researchers have continued to explore the impact of burnout on individual worker outcomes. Several studies found a significant negative relationship between burnout and well-being (Mata & Tarroja, 2022; Xiao et al., 2022). Mata & Tarroja (2022) found a significant positive relationship between self-efficacy (personal accomplishment) and psychological well-being. A few studies explored the impact of burnout during the COVID-19 pandemic. Tokić and colleagues' (2021) study of health workers in Croatia found emotional exhaustion to be a negative predictor of job satisfaction and mental health, while depersonalization was a negative predictor of job satisfaction. Dima and colleagues' (2021) study of social workers in Romania during the pandemic found a significant positive correlation between job stress and burnout.

While ample evidence indicates the detrimental impacts of burnout on service providers' affective, physical, and behavioral health, some evidence suggests that the absence of burnout (e.g., high personal accomplishment) is associated with more positive outcomes for individual employees. This dissertation will include two studies that explore the organizational antecedents of burnout and personal accomplishment to address potential causes and inform efforts for prevention of burnout and promotion of personal accomplishment.

Organizational Consequences

Organizational consequences of burnout are defined as outcomes that impact the organization's mission, functionality, or effectiveness. Examples of organizational

consequences of burnout addressed in this dissertation include impacts on clients and client outcomes.

In addition to individual consequences of burnout for staff in human services, studies have found several consequences for human service agencies. Burnout has been associated with negative attitudes (Chemiss, 1980), including stigmatizing attitudes (Koutra et al., 2022), and deterioration in the quality of care or service that is provided by the staff (Maslach & Jackson, 1981; Morse et al., 2012). Burnout is a factor in absenteeism, sick leave use, intentions to leave, actual turnover, and low staff morale (Maslach & Jackson, 1981; Maslach & Leiter, 2016; Maslach et al., 2001; Morse et al., 2012). In turn, staff absence and turnover are correlated with reduced fidelity to evidence-based practices and increases in the costs of recruiting and training new staff (Mancini et al., 2009; Rollins et al., 2010). Workers who stay despite experiencing burnout have lower productivity and effectiveness at work (Maslach & Leiter, 2016; Maslach et al., 2001). Burnout can reduce commitment to the job and the organization (Maslach & Leiter, 2016; Maslach et al., 2001; Burke & Richardson, 2000). It can also be "contagious" to other colleagues through informal interactions on the job, resulting in reduced consumer satisfaction due to workers being less empathic, collaborative, and attentive (Morse et al., 2012; Salyers et al., 2015). Additionally, burnout is associated with clients' disengagement from and discontinuing mental health treatment services (Salyers et al., 2015).

Studies have examined the relationship between burnout and "objective" work performance. Five studies demonstrated evidence of a relationship between high levels of emotional exhaustion and low levels of "in-role performance," or performance of

officially required outcomes and behaviors that directly serve the goals of the

organization (Bakker et al., 2004; Cropanzano et al., 2003; Drach-Zahavy et al., 2004;

Parker & Kulik, 1995; Wright & Cropanzano, 1998). Two studies demonstrated a

negative correlation between emotional exhaustion and "organization citizenship

behavior," or going above and beyond in one's role to increase organizational

effectiveness (Bakker et al., 2004; Cropanzano et al., 2003). Lastly, Taris (2006) found

some support for the idea that high levels of depersonalization are associated with poor

in-role and organizational citizenship performance and client satisfaction.

Conceptualizing Work Engagement

Although burnout is a concern among human service professionals, proponents of

'Positive Psychology' advocate for prioritizing the positive aspects of an individual's

emotional state rather than concentrating on the negatives (Csikszentmihalyi & Seligman,

2000). Consequently, scholars in occupational psychology have advocated for increased

focus on burnout's antipode and work engagement (Bakker et al., 2008). There are two

primary schools of thought regarding the definition of work engagement. Maslach and

Leiter (1997) conceptualized work engagement as the opposite of the three dimensions of

burnout, that is, energy (opposed to exhaustion), involvement (depersonalization), and

efficacy (personal accomplishment). Thus, one can assess work engagement by the

opposite pattern of scoring on the three dimensions of the MBI (Maslach & Leiter, 2016).

Another way of stating it is that for those experiencing burnout, energy turns into

exhaustion, involvement into cynicism, and efficacy into inefficacy. However, other

scholars view work engagement as a distinct concept separate from yet negatively related

to burnout, rather than the absence of burnout. In this conceptualization, work

engagement is defined as "a positive, fulfilling work-related state of mind characterized by vigor, dedication, and absorption" (Schaufeli et al., 2003, p. 74). Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Vigor is considered the direct opposite of exhaustion, and the continuum spanned by exhaustion and vigor is labeled "energy." Dedication is characterized by being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Dedication is considered the direct opposite of depersonalization/cynicism, and the continuum spanned by cynicism and dedication is labeled "identification." Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulty detaching oneself from one's work. The latter quality is similar to Csikszentmihalyi's (1990) conceptualization of the optimal experience of "flow"; however, as a component of engagement, absorption is experienced as a pervasive and persistent state of mind instead of short intervals. Absorption is a distinct dimension of the work engagement construct. The most widely used scale to measure work engagement is the Utrecht Work Engagement Scale (UWES), which includes three subscales matching the three dimensions of burnout. The UWES has been validated in several countries, and its internal consistency is considered sufficient.

Consequences of Work Engagement

Work engagement is assumed to produce positive outcomes, both at the individual level (personal growth and development) as well as the organizational level (performance quality) (Kahn, 1992). While a greater number of studies examine the impact of burnout

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on individuals, organizations, and clients, some literature exists on the impact of work engagement on individual well-being, productivity, and organizational and client outcomes.

Individual Consequences

Studies exploring the impact of work engagement on workers' health and well-being have found some positive results. Eguchi and colleagues (2015) found that work engagement has beneficial effects on workers' cardiovascular health; workers who reported moderate to higher levels of work engagement had significantly lower odds ratios of having elevated C-reactive protein levels, a marker of inflammation. Sonnentag and colleagues (2012) showed that engaged workers are more inclined to engage in leisure activities that foster relaxation and psychological detachment from work, including sports and exercise, social activities, and hobbies. Consequently, the authors surmised that such engagement in relaxation practices might explain the link between work engagement and better cardiovascular health (Sonnentag et al., 2012). Schaufeli and van Rhenen (2006) found that engaged employees generally experience more active, positive emotions than non-engaged employees. Additionally, Rodríguez-Muñoz et al. (2014) found that workers experience greater relationship satisfaction with their intimate partners on days they experience high work engagement.

In addition to the impacts of work engagement on individual workers' health and well-being, studies have demonstrated links to enhanced motivation and productivity on the job. For instance, Bakker & Xanthopoulou (2013) found that engaged workers were more creative. Other studies found that work engagement was positively related to active learning (Bakker et al., 2012; Sonnentag, 2003), proactive behaviors related to

maintaining and improving the workplace (Sonnentag, 2003), and personal initiation (Hakanent et al., 2008). While these states provide obvious benefits to the organization regarding the effects on productivity and staff morale, according to Kahn (1992) they also provide benefits for individual workers, contributing to personal growth and development.

Organizational Consequences

Regarding organizational and client outcomes, Habesleben and Wheeler (2008) found that work engagement predicted higher self-, supervisor-, and coworker-rated in-role performance, that is, performing the job duties as expected. A second study found that work engagement was related to higher ratings of extra-role performance and organizational citizenship behaviors, that is, going above and beyond for the betterment of the agency (Baker et al., 2004). A meta-analysis showed that work engagement among staff in for-profit companies was related to higher profitability and increased customer satisfaction and loyalty (Harter et al., 2002). Lastly, several studies on patient safety in healthcare settings found a positive association between engagement and patient safety (Janes et al., 2021; Mossburg & Dennison Himmelfarb, 2021.

Organizational Impacts on Worker Well-being in the Context of Refugee Resettlement

This section reviews the empirical literature exploring the impact of organizational factors on RRWs' lived experiences related to burnout and work engagement. To better understand this understudied topic, I focused on research related to organizational, political, and structural aspects associated with refugee resettlement

worker well-being as broadly conceived. Note that there are very few studies of burnout and engagement among RRWs per se.

The aims of studies exploring the topic of refugee resettlement worker well-being as broadly defined ranged from general explorations of workers' lived experiences (Puvimanasinghe, 2015; Roberts et al., 2018; Schweitzer et al., 2015) to more narrowly focused examinations of the impact of specific aspects of the work, such as engaging with clients' stories of trauma and torture (Apostolidou, 2016; Barrington & Shakespeare-Finch, 2013, 2014) and their acculturation processes (Khalsa et al., 2020). Other studies examined the impact on resettlement workers of federal and state policy changes and the accompanying hostile political rhetoric that transpired shortly after the 2016 presidential election (Wathen et al., 2021, 2022). Robinson (2014) sought to explore the function of supervision in regulating RRWs' emotional well-being.

The studies' findings varied, with some themes more prevalent than others. The most prevalent finding concerned the impact of the proximity to and engagement with refugee clients' stories of trauma, torture, and acculturative stress on RRWs. For instance, four studies included findings whereby knowledge of a refugee client's experiences and stories of migration-related torture and trauma negatively impacted the provider's well-being (Apostolidou, 2016; Barrington & Shakespeare-Finch, 2013, 2014; Puvimanasinghe, 2015; Schweitzer et al., 2015). These studies further conceptualized workers' knowledge of a client's trauma as vicarious trauma. Additionally, such studies found evidence for the more uplifting effects of knowledge of another's trauma on RRWs, conceptualized as vicarious resilience and vicarious post-traumatic growth.

However, Khalsa et al. (2020) found that engagement in the refugee clients' acculturation process contributed to compassion fatigue.

The second most prevalent finding among these studies included the impact of supervision on RRWs' well-being (Barrington & Shakespeare-Finch, 2014; Robinson, 2014; Schweitzer et al., 2015). Employees working in resettlement agency contexts identified supervision as an essential tool to help them cope with the demands of their work (Barrington & Shakespeare-Finch, 2014; Schweitzer et al., 2015). Unfortunately, supervision was inconsistent across organizations (Roberts et al., 2018), and employees who lacked consistent and effective supervision experienced reduced well-being and work-related effectiveness.

In addition to the impact of contextual factors such as proximity to clients' stories of trauma and torture, acculturative stress, and adequate supervision, other contextual factors influenced the well-being of RRWs. Two studies explored and discovered the significant influence of federal policy changes on employees' well-being (Roberts et al., 2018; Wathen et al., 2021). Policy changes directly impacted refugee clients and communities, including how workers interacted with them, and indirectly influenced how organizations managed workflows (Roberts et al., 2018; Wathen et al., 2021). Both studies found that policy changes contributed to workers' burnout experiences, including exhaustion.

Research has shown that RRWs have identified several contextual factors that support their well-being. Two studies described the importance of organizational support (Roberts et al., 2018; Wathen et al., 2022), specifically management-level interventions to improve employee well-being, with one study noting the lack of organizational support

contributing to experiences of burnout (Roberts et al., 2018). Another study found that workers identified the availability of peer support and professional development opportunities as factors that greatly support employee well-being in refugee resettlement (Barrington & Shakespeare-Finch, 2014).

In addition to providing valuable insight into the contextual factors influencing employee well-being in refugee resettlement, the study authors identified several gaps. Following a summary of the identified gaps, I will describe the present dissertation's role in filling specific gaps.

Several articles noted the need to study not only employees' perspectives of the contextual factors impacting well-being but also clients' perspectives (Barrington & Shakespeare-Finch, 2014; Khalsa et al., 2020; Robinson, 2014). In addition, research has identified the need to explore staff and agency coping strategies in the face of threats to well-being and performance (Wathen et al., 2021, 2022). Additionally, studies identified the need to better understand the causes and consequences of phenomena such as vicarious trauma, vicarious resilience, and vicarious post-traumatic growth (Barrington & Shakespeare-Finch, 2013; Puvimanasinghe, 2015). Notably, researchers were concerned about the relative locality of where these studies took place, advocating for a need to include both other parts of the world and other disciplines (Barrington & Shakespeare-Finch, 2013; Wathen et al., 2022). Other studies called for the following future directions: (a) improving the generalizability of findings (Apostolidou, 2016; Roberts et al., 2018), (b) understanding differences in employee well-being outcomes between staff with and without shared backgrounds of the clients served (Barrington & Shakespeare-Finch, 2013), (c) developing an understanding of the impact of employee well-being on

practice (Puvimanasinghe, 2015), (d) exploring practice-based evidence for therapeutic interventions with refugees (Schweitzer et al., 2015), and (e) developing a greater understanding of the contextual and systemic factors at play regarding workers' well-being in the context of refugee resettlement (Roberts et al., 2018).

Addressing the Literature Gaps

The two-manuscript dissertation will fill certain of the identified gaps in the literature. I examined the organizational factors impacting RRW well-being rather than focus on select factors such as exposure to trauma narratives or the availability of supervision. Further, none of the studies utilized objective scales to measure the presence of any well-being constructs, including burnout, engagement, compassion fatigue, vicarious trauma, and vicarious post-traumatic growth. Instead, the studies explored workers' subjective emotional responses as they related to the demands and rewards of the job. The dissertation sought to use reliable and validated scales to measure the presence of burnout and work engagement among RRWs and integrate assessment scores within the results narrative. I conducted a statewide study in an area in the U.S. South that has received a high number of refugees in the recent decade on par with other states with high numbers of resettled refugees. So far, no studies have been conducted statewide or in the U.S. South.

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Research Plan

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This two-manuscript dissertation aimed to explore the lived experiences of RRWs regarding how organizational factors impact experiences related to burnout and work engagement. Organizational factors referred to contextual job demands and resources. Manuscripts one and two responded to the respective central research questions listed

below. Sub-questions are listed to specify the central questions into areas for inquiry and to inform core questions during the data collection (Creswell & Poth, 2018). In organizing the study around job demands-resources, symbolic interactionism, and pragmatism theories, I employed a qualitatively driven mixed-method research design that focused on the construction of a semi-structured interview guide to explore: (1) how individuals interpret their experiences as they relate to job demands and resources; and (2) their relationship to burnout and work engagement, such as actions taken, and the meaning-making processes attached. The analysis included using grounded theory techniques to explore sequences of events explaining the relationship between job demands and resources and burnout and work engagement. Examples of interview guide questions organized around SI and pragmatism include "Describe the events that led up to your current experience," "What did this experience mean to you?" and "How did this influence your next step, if at all?"

Manuscript One

1. What are the organizational characteristics that contribute to RRWs' experiences as they relate to burnout and work engagement?

2. To what extent do RRWs experience burnout and work engagement?

Manuscript Two

1. How do the unique organizational characteristics in refugee resettlement agencies influence RRWs' experiences as they relate to burnout and work engagement?

2. To what extent do RRWs experience burnout and work engagement?

Methods

Study Design

This dissertation employed a qualitatively driven mixed-method design including a qualitative core and a simultaneous quantitative supplement (Morse, 2017). The qualitative core methodology employed an interpretive descriptive qualitative approach (Merriam & Tisdell, 2016) using Constructivist Grounded Theory (CGT; Charmaz, 2014) analytic techniques. The purpose of this methodology selection is to (a) contribute to an understanding of how RRWs interpret, construct, and make meaning from their world and their experiences (Merriam, 2002) and (b) produce a low-inference description of the studied phenomena (Sandelowski, 2000).

The supplemental quantitative component included individual workers' burnout and work engagement assessment scores. The results of the supplemental quantitative are integrated within the participants' descriptions in the results narrative in each manuscript.

Recruitment and Sampling

Participants were recruited from refugee resettlement agencies across Kentucky. Recruitment was facilitated using a multipronged approach, involving 1) identifying resettlement agencies and state organizing bodies and contacting agency leadership to share study information and materials, 2) contacting potential study participants directly by email, and 3) sharing study information via provider listservs and at conferences.

Purposive sampling was employed at the start to draw from the experiences of individuals who meet a specific set of criteria relevant to the inquiry. Participants were required to meet the following inclusion criteria to be eligible for study participation: (a) work in a refugee resettlement agency in the state of Kentucky, (b) have a minimum of one year of paid work experience working at a refugee resettlement agency in Kentucky,

and (c) be at least 18 years or older. To achieve this sampling diversity, recruitment emails included this statement: "I hope to interview staff with a variety of experiences, including those who have primarily experienced motivation in their work, those who have experienced exhaustion and/or disengagement, and those who have experienced a mix of both."

Sample size was determined primarily by data saturation, or when no new insights produced further interpretations of RRWs' experiences of the organizational factors contributing to burnout and work engagement (Merriam & Tisdell, 2016; Saunders et al., 2018). However, an initial goal was to interview approximately 20–30 participants to develop a well-saturated analysis (Creswell & Poth, 2018).

Data Collection

An in-depth, semi-structured interview guide developed and pilot-tested by the researcher served as the primary source of data collection. The interview consisted of open-ended demographic questions relevant to the inquiry (e.g., participants' gender, country of origin, and position at the agency) and interview questions. Interview questions were organized using the study's theoretical sensitizing concepts. These include the JD-R model to better understand how job demands and resources in refugee resettlement agencies influence RRWs' experiences relating to burnout and work engagement. Additionally, SI and Pragmatism focused the study on how participants interpret their experiences, the meaning-making processes attached, and subsequent actions taken. See Appendix A for the interview guide that was pilot-tested with a proxy research participant (former resettlement worker).

Individual interviews occurred in person or via a University-approved virtual conferencing platform based on participants' location and preferences. Interviews were transcribed verbatim. Field notes from interviews and study documents, such as job descriptions posted on agency websites, served as additional evidence to triangulate the data.

Supplemental quantitative data were collected immediately after the interview using the Maslach Burnout Inventory – Human Services Survey (MBI-HSS). Scales were uploaded to Qualtrics, where participants completed them electronically. Participants had the option to fill out a paper survey depending on their preferences.

Each study participant who completed an interview and survey received a $30 electronic gift card.

Measures

Burnout assessments were measured using the Maslach Burnout Inventory – Human Services Survey (MB-HSS; (Maslach & Jackson, 1981). The MBI-HSS is the most widely used burnout measure explicitly designed to assess burnout in the health and social service fields. The MBI-HSS is a 22-item scale examining three main components of burnout as defined by Maslach: emotional exhaustion (EE), depersonalization (Dp), and personal accomplishment (PA). Burnout scores were calculated and interpreted using the MBI-HSS manual (Maslach et al., 1996).

Data Analyses

Data for the qualitative core were analyzed using the following Constructivist Grounded Theory (CGT) analytic techniques: (a) line-by-line coding with gerunds to understand meaning and action, (b) simultaneous analysis, or analyzing data at the same

time as data collection in an iterative process, (c) analytic and reflexive memoing to build categories and low-level inferences between categories, (d) focused coding, or elevating the most significant initial codes to a greater level of abstraction, (e) and constant comparison, or comparing meaning units to find similarities and differences within the data (Charmaz, 2014). Analyses were categorized into themes pertaining to the study's aims. Analytic rigor was achieved through data triangulation with study documents, including structured observational notes.

Data analysis for the quantitative supplement included calculating individual burnout assessment profiles using the Maslach Burnout Inventory – Human Services Survey (MBI-HSS; (Maslach & Jackson, 1981). For example, the MBI-HSS was utilized to determine individual participants' burnout profiles (Maslach & Leiter, 2016), which assess burnout on a continuum. These types include Engaged, Ineffective, Overextended, Disengaged, and Burnout. Assessment profiles were integrated with participant quotes in the results narrative.

Rigor

Lincoln and Guba (1985) posit that the trustworthiness of a research study is essential to evaluating its worth. Trustworthiness involves establishing credibility, or confidence in the findings' truth, and confirmability, or the extent to which the findings are shaped primarily by the respondents' perspective and not the researchers' interests. In this dissertation, efforts to achieve qualitative rigor included using Lincoln and Guba's (1985) techniques for credibility and confirmability. These processes included prolonged and structured observational notes to triangulate the data. Frequent meetings with my

dissertation chair allowed me to engage in peer debriefing discussions and reflections on positionalities and biases.

Ethics

The Institutional Review Board at the University of Louisville approved all study materials prior to beginning data collection. Research personnel, including myself and others involved in data collection and analysis, completed all necessary CITI and HIPAA training. Informed consent was obtained using a preamble provided to the participant before the start of the interview and reviewed at the beginning of the interview. De-identified interview transcripts were saved in a password-protected electronic file.

Reflexivity Statement

Constructivist grounded theory methods elevate the importance of researcher reflexivity and the context in which participants and investigators co-create meaning. My professional experiences working in agency contexts in refugee resettlement influence how I approach and understand the issues in my research study. I have four years of experience as a social-service provider at a refugee resettlement agency in Kentucky, where I experienced first-hand the complex organizational environment in which refugee resettlement work occurs. I am white, cisgender, and female-identified; further, English is my first language. I was born in the United States, and although I have spent weeks and months abroad, my long-term experience abroad, including in countries where English is not a common language, is limited.

I believe the services RRWs provide are integral to both the success of the U.S. refugee resettlement program and the well-being of newcomers displaced by forced migration. It can be challenging to work in settings that are frequently under-resourced,

subject to abrupt change due to the political environment, and characterized by the intersection of crisis management, trauma, and a neoliberal social service system. Thus, I believe it is essential for the field to fully understand and balance the demands and rewards of the work to promote workers' resilience and longevity in the field. The latter has further implications for the well-being of newcomers and the success of immigrant communities for generations to come.

Innovation

The study approaches the research on organizational health, burnout, and job engagement from several perspectives that have not been fully explored in the literature. For instance, data on organizational health, including worker burnout and job engagement, is primarily limited to the child welfare and medical fields. Refugee resettlement agencies offer a unique context deserving of further exploration. Agency workers can provide insight into the issues present in social work and other organizational settings where staff and clients represent diverse socio-cultural backgrounds. Additionally, RRWs can address the specific trauma resulting from forced migration due to war and violence. Such agency contexts can provide insight into the impact of a maelstrom of recent events on the health and social service professions, including the post-Trump era, the COVID-19 pandemic, the end of the U.S. war in Afghanistan, and the beginning of the Russian war in Ukraine.

CHAPTER 2

JOB DEMANDS AND RESOURCES: EXPLORING THE ORGANIZATIONAL

CHARACTERISTICS AFFECTING BURNOUT AND WORK ENGAGEMENT

AMONG REFUGEE RESETTLEMENT WORKERS

Introduction

Burnout among workers in refugee resettlement agencies (RRAs) has

ramifications for employee well-being and client outcomes. The World Health

Organization (2019) defines burnout as a syndrome arising from persistent workplace

stress, characterized by three dimensions: (a) feelings of energy loss and exhaustion, (b)

increased negative and distant attitudes towards one's job, and (c) decreased confidence

and effectiveness in one's work role. Workers suffering from burnout are often described

as weary and detached (Bakker et al., 2014). Research indicates that burnout strongly

predicts employees' intentions to leave their positions in human service agencies

(Abbate, 2017; Edmonds, 2019).

Consequently, burnout has repercussions not only for workers but for the

organizational systems within which they work. For example, institutional knowledge

losses, increased hiring costs associated with replacement and training, and lower staff

morale are all linked to high burnout rates and employee turnover. Moreover, clients

experience unfavorable outcomes, such as declining service quality, reduced satisfaction,

lowered engagement, and increased safety incidents (Johnson et al., 2018; Salyers et al., 2015; West et al., 2018).

Despite the concerns surrounding burnout, "Positive Psychology" proponents focus on promoting the positive aspects of an individual's emotional state rather than solely repairing the worst (Csikszentmihalyi & Seligman, 2000). As a result, researchers recommend placing greater emphasis on burnout's antipode: work engagement (Bakker et al., 2008). Characterized by vigor, dedication, and absorption in one's job (Bakker et al., 2008), work engagement is a sought-after outcome among employees and organizations across various sectors. In human services, where workers frequently interact with clients grappling with social and psychological challenges, a dedicated and involved workforce is vital for achieving organizational goals effectively and ethically.

Social service providers operate within diverse human services settings, including refugee resettlement agencies (RRAs). RRAs sponsor and assist refugees approved to enter the United States through the United States Refugee Admissions Program (USRAP). A refugee is defined as an individual who cannot or will not return to their country of origin due to a genuine fear of persecution based on race, religion, nationality, membership in a particular social group, or political beliefs (United Nations, 1951, p. 2). Since 1980, the U.S. has provided resettlement to over three million refugees, with approximately 600,000 admitted between 2010 and 2020 (Migration Policy Institute, n.d.).

The primary role of RRAs is to meet the immediate needs of incoming refugees. These agencies offer critical support in securing housing, food, clothing, and other necessities. Moreover, RRAs support refugees in accessing employment services,

enrolling children in school, obtaining government-issued identity documents like Social Security cards, and connecting individuals with essential cultural and language education services (U.S. Department of State, 2020). Another key objective of the USRAP is to ensure that refugees achieve economic self-sufficiency, primarily through employment. In addition to providing short-term assistance, RRAs offer long-term support through cash and medical aid, language services, educational referrals, employment assistance, and social services, which may include mental health services.

Refugee resettlement workers (RRWs), including social workers and other social service providers, play a vital role in providing case management to refugees in agency settings across the U.S. Refugees are often referred to as "refugee newcomers" or simply "newcomers." The primary responsibility of RRWs is to help newcomers achieve financial independence swiftly, a USRAP goal that aims to benefit both individuals and the broader society. In alignment with government-constructed objectives, early employment of refugees reduces their reliance on social safety net systems and helps fill roles in industries sometimes deemed less desirable by American-born individuals, such as factories and the meat-packing industry.

Despite the USRAP's aims, refugees frequently encounter substantial barriers to securing employment. Common barriers include physical and mental health challenges. For example, refugees who have endured forced migration due war, violence, sexual assault, torture, forced labor, or the loss of loved ones (George, 2012; Tinghög et al., 2017) are at a heightened risk of developing mental health issues, including post-traumatic stress disorder (PTSD), depression, anxiety, and other related conditions (Sangalang et al., 2019; Tinghög et al., 2017). Resettlement workers are instrumental in

assessing the mental health needs of newcomers, triaging their access to available services, advocating for culturally appropriate care, and devising strategies to secure economic self-sufficiency, which may involve alternative employment or disability services. Consequently, an emotionally resilient and dedicated workforce is pivotal to the success of the U.S. refugee resettlement program. The strength of the refugee resettlement workforce has far-reaching implications not only for newcomers, their families, and communities but also for local economies and industries on a national scale.

While burnout is common among social service providers broadly (Sánchez-Moreno et al., 2014), and rates have persisted during the COVID-19 pandemic (Holmes et al., 2021), its prevalence differs based on the context of their practice. For instance, studies indicate high rates of burnout among social service providers working with people experiencing houselessness (Lemieux-Cumberlege et al., 2023; Smith, 2019), a notable prevalence among hospital social workers (Frieiro Padin et al., 2021), and somewhat high levels of burnout among child welfare workers in the era of COVID-19 (Lushin et al., 2023).

The data concerning burnout and work engagement rates among RRWs are limited in scope. Studies examining burnout prevalence among aid workers offering case management to refugees before resettlement indicate rates ranging from 40.2 to 50 percent (Mavratza et al., 2021; Sagaltici et al., 2022). Additionally, refugee aid workers who lack training in clinical psychology are more likely to experience burnout than those with such training (Pell, 2013).

Research into how organizational aspects impact RRWs' burnout and work engagement is limited. To better understand this understudied area, I conducted a

literature review examining the impact of contextual elements (organizational, political, and structural) on RRWs' well-being as broadly conceived. The most prevalent finding pertains to RRWs' proximity to refugees' trauma narratives and acculturative distress and the impact on well-being (Apostolidou, 2016; Barrington & Shakespeare-Finch, 2013, 2014; Khalsa et al., 2020; Puvimanasinghe, 2015; Schweitzer et al., 2015). These studies focused on adverse outcomes like vicarious trauma and compassion fatigue but also noted vicarious resilience and post-traumatic growth.

Other studies examined the role of supervision on RRWs' well-being (Barrington & Shakespeare-Finch, 2014; Robinson, 2014; Schweitzer et al., 2015). Employees viewed supervision as crucial for coping with work demands, but inconsistent implementation adversely affected employee well-being (Roberts et al., 2018).

Additionally, a few studies highlighted the impact of federal policy changes, such as the Trump Administration's anti-refugee bans, on employee well-being (Roberts et al., 2018; Wathen et al., 2021). These changes disrupted client-worker relations and organizational workflows, contributing to burnout and exhaustion. Studies have also identified supportive measures, such as management-level interventions (Roberts et al., 2018; Wathen et al., 2022) and peer support/professional development opportunities (Barrington & Shakespeare-Finch, 2014).

The present study expands on the extant literature. Rather than focusing on select elements such as exposure to trauma narratives or the availability of supervision, this study describes a range of organizational characteristics that affect workers' experiences of burnout and work engagement. In addition, the study elucidates the experiences of RRWs within a specific U.S. state that has encountered a substantial influx of refugees in

the past decade. The context expands knowledge gained from earlier research concentrated primarily on individual organizations or localities.

Thornberg and Charmaz (2012) suggest theories as essential tools for researchers to frame and sensitize inquiries; in this study, I employ theories like Job Demands-Resources (JD-R) theory, Symbolic Interactionism (SI; Blumer, 1969), and Pragmatism (Mead, 1932; 1934) as a beginning step in understanding RRWs' experiences with burnout and work engagement. Job Demands-Resources theory posits that all jobs have demands (e.g., elements requiring physical or psychological effort) and resources (e.g., aspects providing support and personal growth). Respectively, these factors trigger health impairment and motivation, leading either to burnout or engagement. This study examines specific job demands and resources relevant to RRWs' well-being. Symbolic Interactionism (SI) and Pragmatism undergird the interpretivist and grounded theory methods used in qualitative inquiry, focusing the study on how RRWs interpret their experiences, the actions they take, and the meaning they attach to burnout and engagement as dynamic symbols shaping their next steps.

In the current study, I aimed to describe the organizational characteristics that influence the lived experiences of RRWs concerning burnout and work engagement. Organizational characteristics are defined as contextual job demands and resources. The central research question is: What are the organizational characteristics that contribute to RRWs' experiences as they relate to burnout and work engagement? And, to what extent do RRWs experience burnout and work engagement?

Materials and Methods

Study Design

In this study, I explored the range of organizational characteristics that impact refugee resettlement workers' (RRWs') experiences of burnout and work engagement. For this type of inquiry, I selected a qualitatively driven mixed-method design. The approach is fundamentally qualitative with a quantitative supplement (Morse, 2017). For the qualitative core, I utilized an interpretive descriptive approach (Merriam & Tisdell, 2016) and Constructivist Grounded Theory analytic techniques (CGT; Charmaz, 2014).

The quantitative supplement included individual workers' burnout and work engagement profiles, which are integrated with the participants' descriptions in the results section.

The interpretive descriptive design enables an exploration of how RRWs interpret, construct, and derive meaning from their world and experiences (Merriam, 2002) and facilitates a low-inference description of the studied phenomena (Sandelowski, 2000). Symbolic Interactionism and Pragmatism form a theory-methods package (Charmaz, 2014), allowing for an in-depth exploration of the contexts, processes, and meanings associated with refugee resettlement workers' experiences of the impact of organizational characteristics on burnout and work engagement.

The quantitative supplement enhances the core qualitative component. Refugee resettlement workers' burnout and work engagement profiles serve as additional descriptions that may be difficult to evaluate from face-to-face interviews. The use of a self-administered standardized instrument empowered participants to conduct assessments of their own burnout and work engagement. Administering the scale at the end of the interview allowed for further reflection and assessment of both concepts.

Recruitment and Sampling

Participants were recruited from RRAs across Kentucky, a state located in the southeastern U.S. Kentucky has consistently ranked among the top five U.S. states for the number of refugees resettled from 2017 to 2022, on par with heavily populated states such as California, Texas, and New York (Refugee Processing Center, 2022). Utilizing a multi-pronged approach to facilitate recruitment, I took the following steps: 1) identified resettlement agencies and state organizing bodies, 2) contacted agency representatives to share study information and materials, 3) directly contacted potential study participants through email, and 3) disseminated study information through in-person information sessions, provider listservs, and academic conferences.

Initially, I applied purposive sampling to recruit RRWs who met the following inclusion criteria: (a) currently employed in a RRA in Kentucky, (b) had at least six months of paid work experience in one or more RRAs in Kentucky, and (c) aged 18 years or older—furthermore, enrolled participants aided in the identification and recruitment of additional volunteers in the snowball sampling process. I determined the sample size by data saturation, meaning I ceased collecting data when no new insights produced further interpretations of the organizational attributes contributing to RRWs' burnout and work engagement experiences (Merriam & Tisdell, 2016; Saunders et al., 2018). A well-saturated analysis was achieved after interviews with 22 participants (Creswell & Poth, 2018).

Data Collection

All data were collected between January 5, 2023, and February 23, 2023. First, I conducted individual intensive interviews using a pilot-tested interview guide (see Appendix A). The interviews consisted of open-ended demographic questions (e.g.,

participants' gender, racial identity, and position at the agency) and open-ended interview

questions designed to elicit how participants interpreted their experiences, the meaning-

making processes attached, and the subsequent actions taken. Interviews took place face-

to-face virtually using a secure online conferencing software, or in-person at a venue of

the participant's choosing. The interviews lasted between 55 and 104 minutes, and all

were audio-recorded, transcribed verbatim using the professional transcription service

Rev.com, and manually cleaned for accuracy. I took structured observational notes from

interviews, providing additional evidence to triangulate the data (Anderson, 1987;

Creswell & Poth, 201)**.** Each participant was offered the opportunity to assign themselves

a pseudonym or have one chosen for them by the researcher during the data collection

process, with the understanding that this name would be used for data reporting purposes.

Following the interviews, I gathered supplementary quantitative data using the

Maslach Burnout Inventory - Human Services Survey (MBI-HSS; Maslach & Jackson,

1981). The MBI-HSS is a widely employed measure to assess burnout among health and

social service professionals. The MBI-HSS consists of 22 items that explore three key

components of burnout as defined by Maslach: emotional exhaustion (EE),

depersonalization (Dp), and personal accomplishment (PA). Participants indicate how

frequently items reflected their experiences using a six-point Likert scale ranging from

never (0) to every day (6). According to Christine Maslach and colleagues (2018), the

scales demonstrate respectable reliability (Cronbach's $\alpha = 0.71$) for the personal

accomplishment scale and the depersonalization scale (Cronbach's $\alpha = 0.79$), and very

good reliability for the emotional exhaustion scale (Cronbach's $\alpha = .90$); the MBI-HSS

also demonstrates convergent and discriminant validity.

Participants had the option to complete the scales using a hard copy or an electronic survey accessed through Qualtrics. Participants who selected the electronic option received a single reusable link that directed them to an initial page with the questionnaire (see Appendix B).

Each participant who completed an interview received a $30 electronic gift card.

Data Analysis

The data analysis team consisted of three qualitatively trained researchers, including one associate professor and two doctoral candidates. I analyzed qualitative data using Constructivist Grounded Theory (CGT) analytic techniques (Charmaz, 2014). Later in the analysis, I employed Dedoose Version 9.0.90, a web-based qualitative data analysis platform, as an organizational tool.

Beginning with cleaned and formatted transcripts, I engaged in initial or line-by-line coding with gerunds to explicitize meaning and action. Next, I elevated significant initial codes (e.g., ones that participants repeated or that contributed an understanding to the inquiry) to focused codes. I used analytic and reflexive memoing to build categories and inferences between categories. Simultaneous analysis, where we gathered and analyzed data at the same time, supported an iterative process. Finally, I categorized analyses into themes pertaining to the study's aims.

For the quantitative supplement, I calculated participants' individual burnout and work engagement assessment profiles using the MBI-HSS, which assesses burnout on a continuum and is used to determine individual participants' distinct pattern of burnout (Maslach & Leiter, 2016). These mutually exclusive profiles encompass a range of subscale scores and include Engaged, Ineffective, Overextended, Disengaged, and

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Burnout. See Table 1 for a description of the patterns of MBI subscales that make up

each profile. Assessment profiles are integrated with participant quotes in the results

narrative.

Table 1. Pattern of MBI Subscales Across Profiles

MBI Profile	Exhaustion	Cynicism	Efficacy
Engaged	Low	Low	High
Ineffective	Low to moderate	Low to moderate	Low
Overextended	High	Low to moderate	Low to moderate
Disengaged	Low to moderate	High	Low to moderate
Burnout	High	High	Low

Rigor

The researchers applied Lincoln and Guba's (1985) fundamentals of credibility

and confirmability to establish qualitative rigor, using observational notes to triangulate

the data and frequent team meetings to allow for peer debriefing discussions and

reflections on biases.

The lead author has four years of experience as a social service provider at a

refugee resettlement agency in Kentucky, where I experienced first-hand the complex

environment in which refugee resettlement organizations' function. My professional

background significantly shapes how I approached and comprehended the matters

discussed in the present study. To illustrate, I firmly believe that the services RRWs offer

play a vital role in the success of the U.S. refugee resettlement program and the well-

being of newcomers displaced by forced migration.

Consequently, I hold the viewpoint that the profession must understand and

effectively manage the demands and rewards of the work to promote workers' resilience

and longevity. It is worth noting that, as a white, cisgender female born in the United

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States, I acknowledge that my position may influence how I approach and understand the experiences of workers from diverse backgrounds.

Ethics

Before the study commenced, the Institutional Review Board at the University of Louisville reviewed and approved all study materials. The research team, which included me and other individuals responsible for data analysis, completed mandatory CITI and HIPAA training. I acquired informed consent by presenting participants with a preamble prior to the interview and revisiting it at the interview's outset. Furthermore, I de-identified interview transcripts and securely stored all data in a password-protected electronic file.

<div align="center">

Results

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Sample Characteristics

Participants represented five agencies located in four cities across the Commonwealth of Kentucky. The sample included 17 females, four males, and one participant who identified as other between the ages of 23 and 55 (M = 35.05; SD = 9.35), all of whom were currently employed in an RRA in Kentucky and had a minimum of six months of paid work experience in one or more RRAs in Kentucky. Group members held various professional roles, with the majority being direct service workers in case management, youth services, immigration legal services, or health and wellness. Slightly over half of the participants (54.5%) identified as White or Caucasian, 31.8 percent as Black/African/African American, and 4.5 percent each as Asian, Latinx, or Multiracial. Of the participants, ten had immigrated to the U.S., eight of whom had come as refugees or asylees. In addition to English, participants spoke a combined total of 21

languages, with Spanish, French, and Swahili the most prevalent. See Table 2 for detailed demographic characteristics.

Table 2. Demographic Characteristics of Refugee Resettlement Workers

Demographic Variable	*n*	Percentage %
Gender		
Female	17	77.3
Male	4	18.2
Other	1	4.5
Age Range	23–55 (M=35.05; SD=9.35)	
Racial Identity		
White/Caucasian	12	54.5
Black/Black African/African American	7	31.8
Asian	1	4.5
Latinx	1	4.5
Multiracial	1	4.5
Immigration Background		
U.S.-Born	12	54.5
Immigrant—Refugee/Asylee	8	36.4
Immigrant—Non-Refugee/Asylee	2	9.1
Role at Organization		
Direct Service Worker	21	95.5
Administrator	1	4.5
Educational Background		
Bachelor's Degree	12	54.5
Master's Degree	8	36.4
Associate degree	1	4.5
High School Diploma	1	4.5

Years of Experience

6 months to 1 year	3	13.6
1 to 3 years	6	27.3
4 to 10 years	11	50.0
Over 10 years	2	9.1

Quantitative Results

Twenty-one of the 22 study participants completed the MBI-HSS. One participant

who enrolled in the study later declined to complete the survey. The results of the

quantitative supplement indicated participants sustained various degrees of burnout. Five

participants identified as Engaged (28.8%), six as Ineffective (28.6%), six as

Overextended (28.6%), two as Disengaged (9.52%) and two as experiencing Burnout

(9.52%). See Table 3 for detailed burnout profile statistics.

Table 3. Maslach Burnout Inventory-Human Services Survey Profile Percentages

MBI-HSS Burnout Profiles	*n*	Percentage %
Engaged	5	23.8%
Ineffective	6	28.6%
Overextended	6	28.6%
Disengaged	2	9.52%
Burnout	2	9.52%

Defining Burnout

Participants defined burnout in their own terms throughout the interview process.

Refugee resettlement workers defined burnout in terms of developing feelings such as a

sense of energy loss or inertia, irritability, anxiety, and losing the capacity to perform their roles. When asked what burnout means to her, Willow stated,

> Uh, it means that you have like diminished capacity to do your job well over time. Especially, like, I feel, like, it's, like, exhaustion, depletion, um, you know, you can have like a shorter short, like less patience or less like ability to sit with and be present with. But yeah, I feel like diminished capacity over time is like the biggest image of burnout to me.

Further, workers described burnout as developing certain attitudes such as losing care and concern for clients, feeling less positive about their work and a sense that their work is not meaningful, feeling uneasy about the quality of their work, and dreading work. Workers also described burnout in terms of certain behaviors such as "going through the motions" (Paula), putting off or reducing work tasks, avoiding their emotions surrounding burnout, attempting to rationalize burnout, and a loss of boundaries. Workers described burnout as spreading into other areas of their life such as through a pervasive feeling that their job environment and mental health were poor, and feeling disconnected from those outside of resettlement. Lynn exemplified this sentiment as follows:

> Burnout for me is, like, really bad mental health. Um, it's a really bad lack of motivation and it kind of can spread into other areas of your life. Like not just burnout from work, but then maybe you just don't wanna do as much with your friends and family.

Mixed-Method Findings

The analysis revealed that numerous contextual job demands and resources affect RRWs' burnout and work engagement experiences. Job demands encompass any aspect

of a job that necessitates physical or psychological exertion. The most significant job

demands involved challenges related to client interactions, staff capacity, leadership

roles, policy, and excessive workload. The most effective job resources included peer

support, client interactions, supportive leadership, autonomy, and training and

professional development opportunities. The results of the supplemental quantitative

component (MBI-HSS burnout profiles) are integrated throughout the results narrative,

where relationships, patterns, and/or trends among these data are explored. Table 4

presents the qualitative findings and exemplar quotations pertaining to job demands;

Table 5 presents the qualitative findings and exemplar quotations related to job resources.

Table 4. Contextual Job Demands in Refugee Resettlement Agencies

Job Demands	Exemplar Quote

1. Challenges in Client Interactions
   • Struggling with the limitations of meeting clients' needs
   • Communication and conflict
   • Secondary trauma exposure
	"At some point, I was really feeling depressed and almost like dreading those interactions with clients because you know, you go into these appointments, listening to these horrific stories, and then you go home, and you're expected to sit with it and deal with it and you don't know where to start. So, I think for me, it was definitely a challenge." (Participant 9, Ginny)

2. Issues with Staff Capacity
   • Poor staff to client ratio
   • Lack of support staff
   • Challenges with departments with only one staff member
   • Staffing gaps that leave other staff to pick up the slack
	"Just based on the workload that we had compared to the number of employees that we had, [it] felt like a, like a systemic problem and not like an, like an individual office problem or like an individual person problem, um, like an allocation of resources was not valued as much as it should have been in the beginning. Um, so that, in general, kind of made me feel very pessimistic and less motivated, less connected to the clients." (Participant 3, Daphne)

3. Lack of Leadership
   • Lack of receptivity to employees' ideas
   • Unclear Strategic plan
   • Lack of constructive support
   • Disconnected leadership
	"But, a thing that I would say would be a, an instance that was kind of demoralizing is I know that there are certain policies that staff have made very clear that we want, and leadership has sort of agreed like, yes, this is necessary. That's, like, good call. We do need that. And then nothing happened."
	(Participant 14, Harper)

4. Policy Challenges
   • Differential policy impacts on demographic groups
   • Impact of policy change on altering the organization's mission
   • Unclear strategic plan of the USRAP
   • Enacting policies within client interactions
	"I think the main problem is the unrealistic goals of the government toward us. You know, the government, you know, they increase the 240 days, which was the limit for ORR [Office of Refugee Resettlement] to a year.
	They increase the money, which was a good thing, you know, from $350 to $537. And now, just because of that, and because the massive migration we have right now, over 5,000 active cases of Cubans, and we are the same six, you know what I mean? So, basically, we all have become very apathetic about that. And since basically quantity right now is more important than quality for the government, that's what we are doing. Basically, we are surrendering."
	(Participant 10, Jo)

5. Excessive Workload
   • Number of tasks per client
   • Competing job priorities
   • Client engagement burden
	"I might be like skimping on, like, my documentation of services because, like, for me at, something that I noticed is, like, you know, actually providing services to the clients came first and then, like, doing the reporting and the documentation and the other trainings and stuff like that. And, the normal part of my jobs kind of came second and it would get, keep getting pushed to the back burner until it became like this big enormous thing that like overwhelmed me to even look at, you know?"
	(Participant 19, Mykayla)

Job Demands

Job demands encompass any aspects of a job that necessitate physical or psychological exertion. In the following sections, I present the key findings from this qualitatively driven-mixed method study exploring these job demands within refugee resettlement agencies.

Challenges in Client Interactions. According to the findings, the challenges inherent in client interactions are multifaceted and include workers' struggles with (a) limits on their abilities to meet clients' needs, (b) difficulties in communication and handling conflict, and (c) secondary exposure to trauma narratives and acculturative distress. Workers described needing help meeting clients' needs when encountering situations that exposed the boundaries of their knowledge or training. For instance, when describing the impact of a client-related challenge where the outcome was less than desirable, Participant 15 (Nadine) recalled: "I felt disappointed. I questioned myself. Uh, why it happened. Uh, was the client . . . I, I, I don't know. I didn't understand the issue. I didn't understand the situation. I was like, was [there] any other better way?"

The findings demonstrated RRWs encountered communication difficulties and conflict due to disparities between clients' expectations and what was possible, given workers' time constraints. These challenges resulted in the added job demand to address client dissatisfaction. For instance, Participant 20 (Marianna) stated: "I've learned that you can't please everyone, but some clients feel like we just leave them out to dry and that's not necessarily the truth." Of the three domains, participants expressing difficulties in communication and handling conflict identified with the most intense patterns of burnout, such as Overextended and Disengaged.

Workers who closely supported clients who had experienced trauma during migration (including workers responsible for gathering background information) or clients who struggled during the initial resettlement period often experienced secondary trauma. Participant 9 (Ginny) conveys experiencing distress when hearing clients' stories as follows:

> Sometimes clients come to us and this is the only safe space that they have. So, they just pour everything out and it's like a therapy session, a counseling session. It's just a lot for you because now you [are] holding that for them so that they can release it. But then who holds what you now know for you so that you have the capacity to hold somebody else's? No one.

Notably, the participants who voiced burnout symptoms resulting from exposure to clients' trauma narratives and acculturative distress identified as Engaged (the lowest end of the burnout-engagement continuum). These participants' low burnout scores may indicate the presence of resources preventing the worker from presently experiencing burnout, such as another organizational resource, personal resource, or coping strategy. Further, the trend could indicate exposure to clients' trauma and acculturative distress impacts the worker through another work-related outcome such as secondary or vicarious trauma, rather than burnout, although the symptoms may be similar.

Although challenges in client interactions contributed to burnout symptoms, workers also identified fulfilling elements of client engagement that contributed to greater work engagement. The effect of positive aspects of client engagement is described below in the section on "Job Resources."

Issues with Staff Capacity. In addition to general understaffing, the findings show RRWs highlighted two interrelated domains: poor staff-to-client ratios and a lack of support staff.

This study found poor staff-to-client ratios are chronic but can be aggravated by fluctuating numbers of refugee arrivals without corresponding increases in staff. Participant 10 (Jo) described the pattern of fluctuating arrival numbers and without corresponding increases in staff on burnout as follows: "Because the massive migration we have right now, over 5,000 active cases of Cubans, and we are the same six, you know what I mean? So, basically, we all have become very apathetic about that." Workers also emphasized the importance of support staff, such as volunteers and transportation coordinators, in relieving burnout. The impact of these roles was particularly noticeable when they remained unfilled. Participant 5 (Claire) said: "When you don't have some . . . of those supports, you feel like you've gotta do everything, and it just gets exhausting. Everything feels difficult."

In some cases, agencies had departments staffed by only one person, increasing the difficulty of handling the workload and responsibilities. For instance, Participant 8 (Willow), is the lone person in her department. When asked how that impacts how she views or interacts with clients, she stated: "Again, yeah, I think it just cuts my time. Like, it just, it makes me like less engaged, less fully engaged or less fully present." In other cases, when a previously staffed agency position was left unfilled, the remaining workers felt compelled to take on additional roles, contributing to a culture of role ambiguity. Several participants expressed either being the only one in their department or picking up

the slack for unfilled roles. These participants identified with the strongest patterns of burnout, including Overextended, Disengaged, and Burnout.

Many participants described excessive workloads, but not all identified staffing issues as the cause. Later in the findings, I interpret the volume of work as separate from but related to issues with staff capacity.

Lack of Leadership. Study participants primarily described problems with organizational leadership, but difficulties could also be created by other refugee resettlement governing bodies, such as state offices and national affiliates. The four primary domains constituting lack of leadership identified here are: (a) lack of receptivity to employees' ideas, (b) lack of constructive support for employees, (c) unclear strategic plan, and (d) disconnected leadership.

Workers articulated leadership's lack of constructive support in terms of unrealistic workload expectations, inadequate supervisory support, and the need for more consistency in showing empathy toward employees. When leadership displayed less empathy and compassion for its staff than its clients, employees perceived the leaders as sending contradictory messages. Consequently, workers advocated for more transparent strategic plans that include empathy and compassion for *both* staff and clients. Workers characterized a clear strategic plan as one that effectively communicates the agency's approach to working with clients, describes pathways for employee advancement, and stipulates the importance of and expectations for supervisory roles. As Participant 14 (Harper) said, in detailing the effort involved in providing supervision without a good strategic plan, "There's not a recognition that we need time and space for that…, and that

we need maybe tools. And, that we maybe need to standardize that some. [Not having] that…is energy depleting."

Finally, leaders who did not participate in the same training as staff lacked familiarity with the work needed to carry out agency missions, resulting in disconnected leadership. When describing negotiating her staff's workload with upper management, Participant 18 (Barbara) said, "It's exhausting to have to fight upper management to understand those simple things just because they don't know what goes on on the floor."

Participants reported that if leaders lack a good understanding of the work employees are doing, they cannot articulate a strategic plan or provide employees with the structure and support necessary to achieve the organization's goals. In order to create a clear strategic plan, leadership must make sincere efforts to include workers' views and ideas in organizational decision-making. When employees feel they lack "buy in,' they are less likely to or support the long-term, overall work of the organization—and without this buy-in, workers are more susceptible to burnout. The supplemental quantitative assessments revealed the lack receptivity to employees' ideas characterized a wide range of profiles across the burnout-engagement continuum, including Ineffective, Overextended, Disengaged, and Burnout.

Policy Challenges

Another element of refugee resettlement work requiring sustained mental effort was coping with the demands of immigration, refugee resettlement, and federal and state welfare policies. Workers identified several domains of policy challenges that had a significant impact on their work-related energy and motivation: (a) differential impacts of immigration policies on demographic groups, (b) the impact of immigration and refugee

resettlement policy change on implementing organizational missions, (c) no clear strategic plan from the USRAP, and (d) enacting policies within client relationships.

According to the findings, workers observed disparities in how policymakers constructed different demographic groups and subsequent inequitable treatment within policy programs. For instance, RRWs observed differences in service eligibility and provision between migrants and asylum seekers arriving through the U.S.-Mexico border and those entering through the U.S. refugee resettlement program. Additionally, workers attributed variations in benefits to U.S. foreign relations, for example, recently paroled groups like Ukrainians and Afghans were better accommodated than other groups (e.g., Venezuelans) despite their long-term and persistent asylum needs. Observing the differential impacts of policies on demographic groups produced a wide range of burnout profiles, including Engaged, Disengaged, and Burnout, suggesting that policy discrepancies may be a precursor to burnout if left unacknowledged or unaddressed.

Workers advised that immigration and refugee resettlement policy changes, e.g., ones leading to increased numbers of new arrivals and longer required lengths of program participation, negatively impacted their ability to engage with clients effectively. Such clientele shifts challenged workers' ability to support clients' adaptation and successful integration into U.S. life, which is the primary mission of most refugee resettlement agencies. For example, larger caseloads limited one-on-one time with clients and reduced organizations' capacities to provide essential services like English or cultural orientation classes, leading workers to experience reduced satisfaction in client interactions and a diminished sense of the importance of their work. For an exemplar quote demonstrating the policy challenges demand, see Table 4.

Further, RRWs noted concerns with the USRAP's lack of clarity about the objectives and goals of the program, including the apparent absence of benchmarks to assess clients' well-being beyond the initial resettlement period. One worker expressed confusion about whether refugees had opportunities to provide feedback and voice concerns to improve the USRAP.

Finally, some workers struggled to "enact" policies or carry out the rules and regulations of the refugee resettlement program, government benefits, or immigration policies within client interactions. For instance, workers were required to enact refugee resettlement policies like transferring financial responsibilities to clients after 90 days of arrival and enforce federal and state welfare policies designed to punish people with low incomes. Participant 3 (Daphne) describes her experience of enacting refugee resettlement policies and its impact on her work-related attitudes:

> So, having to teach somebody something very difficult when they don't even read English, when they don't speak any English, having to show them how they need to provide their own accommodations in order to complete a task can be overwhelming for them and feels very difficult for me. So, I guess that would be the main reason I dread a conversation.

In sum, the findings illustrated that the multifaceted challenges posed by immigration, refugee resettlement, and entitlement policies profoundly impact work engagement among refugee resettlement workers.

Excessive Workload

Participants consistently highlighted excessive workloads, elaborating several domains: (a) the number of required tasks per client, (b) competing priorities, and (c) taking on additional roles.

Competing job priorities included balancing client engagement with administrative duties and capacity-building exercises. For instance, Participant 19 (Mykayla) states: "I've got so many plates in the air spinning that I can't concentrate on any one thing really well. Um, and when I can't concentrate on something, then I feel like, 'Am I really making the right decisions?'" In tending to these competing priorities, RRWs associated client engagement with the need for a reserve of energy and patience, further intensifying their perception of an unmanageable workload. Workers who identified competing priorities as contributing to their burnout related symptoms scored along the burnout-engagement continuum from Ineffective and Overextended to Burnout, suggesting this domain of excessive workloads is particularly hazardous.

Excessive workloads stem from various causes, sometimes overlapping with staff capacity issues if the worker identifies that as the antecedent. Despite varying causes of high work volume, including job design issues and bureaucratic inefficiencies, staff capacity issues and excessive workloads led to workers assuming multiple roles, signaling organizational cultures of role ambiguity, further reinforcing workers' perceptions of high workloads.

Moving forward, I will delve into the job resources workers voiced as supportive of work engagement (despite facing multiple endemic job demands) and their impact on burnout symptoms.

Job Resources

Job resources encompass any physical, psychological, or social aspect of a job that aids in performing the work, accomplishing work-related goals, or fostering personal growth and development (Bakker & Demerouti, 2017). In the following, I concentrate on contextual and situational resources and present our findings regarding job resources perceived by refugee resettlement workers.

Table 5. Job Resources in Refugee Resettlement Agencies

Job Resources	Exemplar Quote
1. Peer Support • Internal • External • Operational • Emotional	"It's nice to have people who are able to, if I say something and it's not sounding like it should, that they're able to say, you know, this is a better way of voicing this. Um, and also people that you can rely on to understand the more emotional aspect of, uh, this work, right? Because I mean, working in the, uh, legal fields, [it's] one thing to sit on one side of the table and say, this is what we're doing. This is the process we're following. But in the social work, it's more emotional. There's more one on one, um, and there's more than just one aspect, not just a legal aspect, but there's like a million other things that you're trying to help families and people with. So, having those people and, and those connections help, uh, get some of that, uh, you know, um, let go of some of those things and sometimes recharge for sure." (Participant 18, Barbara)
2. Client Interactions • Joy in engaging with clients • Improving people's lives • Serving as a source of reassurance • Witnessing client growth	"When I see, for instance, the clients who, uh, came to this country, they were struggling in the beginning. And then with my support, I see them coming back or I hear from them being successful. They have now a stable, a stable, uh, job. They have now good income. We are managing all their bills, all their expenses. Their children are really good in school. They bought a car. So I feel good. And some of

	them, they do come back giving me a good report." (Participant 2, Davida)
3. Supportive Leadership • Receptivity to employees' ideas • Constructive support • Demonstrating staff appreciation • Serving as a direct source of support	"The good feeling and the good challenge is when your solution is like, 'Okay, I think you're on the right track.' Like, 'What else do you think?' So like when you're, when you're heard and when you can offer a solution to a, to a problem, I feel that helps a lot and that kind of challenge, uh, when, when you, especially when you can solve it, uh, it's good for motivational, it's good for self-confidence too." (Participant 6, Z)
4. Autonomy as a Resource • Linking assessments to taking action • Distributing tasks • Time management	"For me, um, my motivation, it, it, it, you know, and feeling and attitude is good as long as I can, uh, as I can control, like, my aspects of the job, if that makes sense. So, I don't have, like, let's just put it, like, to, to give an example. Like, you know, I have certain timelines that I have to meet, but I don't have somebody hovering over me and telling me how much you got done today, how much that I know I have to do it, and the way I'm able to do it, and the way I'm able to, um, distribute my work throughout the day." (Participant 6, Z)
5. Accessing Trainings and Professional Development Opportunities • Enhancing client interactions • Facilitating external peer support	"Those training, the, the things that we learn and also the experiences that [are] shared by, uh, train[ing] attendees are really helpful. So, every time I go to training[s], I feel, like, I have some, I gained some knowledge and also energy, positive energy from other, um, other, um, I would say social workers." (Participant 7, Green)

Peer Support

Refugee resettlement workers identified peer support as the most substantial job

resource associated with work engagement cues. Within peer support, I identify four

domains: internal, external, emotional, and operational. Internal peers included peers employed within the same RRA. External peers involved peers employed in other RRAs and agencies with similar clientele. Workers identified several mechanisms that facilitate internal and external peer support. Formalized work-related and non-work-related socialization opportunities facilitated internal peer support, such as celebratory gatherings, retreats, and an employee support group. Beyond interfacing with community partners, external conferences and professional development opportunities served as junctures for engaging in external peer support.

According to the findings, workers conveyed the importance of both operational and emotional peer support as contributors to work engagement. Emotional peer support encompassed support for processing stress, including stress due to hearing clients' stories and challenges in providing case management. Furthermore, workers felt inspired by colleagues who exhibited persistence and a positive outlook, leading them to emulate their behaviors and attitudes in the workplace. For instance, Participant 2, (Davida) states: "I see that what I, what I do is what even others do. If others can do it, I think I can also do it." Workers also found motivation in working alongside friends. Emotional peer support comprised additional aspects that enhanced work engagement, such as receiving praise, encouragement, and colleague recognition. Peers also provided support for taking breaks, self-care, and a platform to process work-related challenges. Workers recognized the importance of peers in advocating for their own needs within the organization and voicing concerns about agency practices. One participant shared an instance where peer support prevented a colleague from making detrimental decisions, potentially leading to smoother agency transitions.

Operational peer support entailed opportunities to brainstorm solutions to presenting problems with other staff, having "experts," or staff with knowledge and skills in a specific area, and interchanging responsibilities, e.g., taking on one another's tasks to facilitate efficiency and support overwhelmed colleagues. For example, Participant 3, (Daphne) states: "I have coworkers who can, um, alleviate some of that pressure completely by taking on a task. Um, that helps a lot with motivation." Operational peer support that involved teamwork or approaching an issue collaboratively reduced workers' sense of isolation and personal responsibility for clients' needs. Workers also exchanged support, such as sharing information about policy and program changes and reviewing each other's work for accuracy and completion. Lastly, beyond receiving peer support, participants cited the ability to give peer support as encouraging.

Participants who endorsed emotional peer support as a resource identified with profiles spanning the burnout-engagement continuum. In contrast, those who reported the benefits of operational peer support scored lower in burnout (Engaged, Ineffective and Overextended profiles). This pattern may indicate that, although all workers find emotional peer support beneficial, workers going through more intense forms of burnout may be in greater need of emotional peer support than operational.

In sum, the findings indicated that RRWs identified peer support as a significant job resource contributing to work engagement, encompassing internal and external peers, emotional and operational dimensions, and leading to enhanced motivation, stress processing, problem-solving, and camaraderie within their work context.

Client Interactions

Refugee resettlement workers identified rewarding aspects of client engagement as another job resource crucial to sustaining work engagement. These elements included (a) joy in engaging with clients, (b) improving refugee clients' lives, (c) serving as a source of stability, kindness, and hope for newcomers, and (d) witnessing clients' growth and success. Joy in engaging with clients included meeting new people, experiencing novel languages and cultures, and building relationships with clients. Improving refugee clients' lives encompassed working in partnership with clients to meet their goals and assisting clients in navigating systems. For example, Participant 18 (Barbara) illustrates this point: "It gives you hope that tomorrow will look better the more you equip people with the right information." Witnessing clients' growth and success included observing family reunifications and receiving positive feedback from clients about the quality of their work. Participant 11 (Hanad) says: "A lot of children, when they come to America, they don't talk to the people. They are isolated. But when he started talking to me, I said, 'See how many lives I'm changing?' That's what's pushing me."

Notably, none of the participants who suffered intense levels of burnout (Disengaged or Burnout profiles) endorsed client interactions as a resource, suggesting these workers may be struggling with depersonalization, where workers distance themselves from clients by actively ignoring the qualities that make each client unique.

As noted previously, despite the challenges posed by client interactions, some workers also acknowledged the rewarding aspects of interfacing with clients that enhance their work engagement and offset the demands.

Supportive Leadership

Refugee resettlement workers further acknowledged supportive leadership as a resource encouraging work engagement. In referencing supportive leadership, RRWs included both agency and external leadership, e.g., leaders of state governing bodies and national affiliates. Workers alluded to the following domains of supportive leadership: (a) receptivity to employees' ideas, (b) constructive support, (c) demonstrating staff appreciation, (d) and direct sources of support.

Receptivity to employees' ideas and input regarding agency and state-wide policies significantly motivated RRWs' engagement in the work. Further, workers noted that constructive support, such as opportunities for workers to formulate external peer relationships, e.g., state-wide training and professional development opportunities, enhanced motivation. Lastly, beyond expressing staff appreciation, workers highlighted the importance of leadership's active involvement in providing direct support, significantly boosting their energy levels. Participant 8 (Willow) exemplifies this sentiment: "It can alleviate some of my administrative workload, and she also assists in finding providers for us to connect with. So, when I'm not handling these tasks alone, I have more energy to dedicate to clients."

While workers whose scores indicated lower burnout on the burnout-engagement continuum (Engaged and Ineffective profiles) felt strongly about the resources of leaderships' receptivity to staff's ideas and staff appreciation, those who suffered from more intense burnout (Overextended, Disengaged, and Burnout profiles) did not share this view. Rather, these workers articulated the benefits of constructive support and direct support from leadership, indicating those struggling with burnout may place greater value on leadership's role in providing support.

Notably, participants conceptualized leadership as both a demand and a resource, with a preference for supportive leadership in the current RRA climate.

Autonomy as a Resource

Workers described autonomy, or the freedom to implement their roles and tasks as appropriate and set their priorities without asking for permission, as a resource in RRAs positively factoring into their experiences of work engagement. Autonomy, separate from unclear work expectations, is primarily situated within an individual's role or department rather than at the agency or structural levels. Workers described several autonomy domains. Participant 14 (Harper) emphasizes the freedom to link work assessments with the next steps: "We actually felt we could lay out the problem, lay out possible solutions, make decisions, and go forward together and, and not be inhibited or stopped or just steamrolled on it." Additionally, workers appreciated the authority to distribute their tasks and manage their own time as another encouraging facet of autonomy.

Workers who expressed satisfaction with the ability to manage their time and distribute their own tasks identified with more engaged profiles on the burnout-engagement continuum (Ineffective profiles). In contrast, workers enduring a wider range of burnout experiences, including intense burnout patterns (Engaged, Ineffective, Disengaged and Burnout) cited linking assessments with next steps, or the ability to exercise creativity in their work, as essential to work engagement. This disparity between groups of workers could indicate those enduring more intense forms of burnout may struggle with feelings of unmet potential at work.

Accessing Training and Professional Development Opportunities

Accessing training and professional development opportunities positively influenced RRWs' work-related energy states. Primarily, participants attributed professional development opportunities to valuable resources for enhancing client interactions. Workers cited the training as improving their ability to support clients in achieving their goals, to prioritize listening over imposing agency goals, to establish better cross-cultural interactions, to address client concerns effectively, and to strengthen the working relationship. While workers noted various types of training, several, including Participant 3 (Daphne) noted the impact of Motivational Interviewing (Potocky & Guskovict, 2019) training on their skills and subsequent work-related attitudes: "I think it, it gives me, using Motivational Interviewing gives me a more optimistic view of a client's capabilities in general." Secondly, training provided space for external peer support, reducing isolation and inspiring workers' engagement behaviors. Workers across the burnout-engagement continuum (from Engaged to Disengaged) expressed the benefits of training opportunities as facilitating external peer support. This trend indicates support for the profound nature of peer relations for workers' various motivational states, stressing the importance of creative pathways to facilitate support. Lastly, participants reported that training heightened their awareness of their knowledge gaps in the resettlement sphere, leading to increased curiosity and further engagement in learning opportunities.

Discussion

Refugee resettlement agencies are rife with job demands that contribute to workers' experiences of burnout but are also rich with resources that encourage work engagement. In the current study, the aims included describing 1) the organizational

characteristics that contribute to RRWs' experiences of burnout and work engagement and 2) the extent to which RRWs' experience both phenomena. The analysis revealed RRWs' experience several context-specific job demands and resources that impact burnout and work engagement. I interpreted the five major job demands and resources revealed by the study participants. The most significant job demands challenging RRWs in their agency settings included 1) challenges in client interactions, 2) issues with staff capacity, 3) lack of leadership, 4) policy challenges, and 5) an excessive workload. The most effective job resources included 1) peer support, 2) client interactions, 3) supportive leadership, 4) autonomy, and 5) accessing training and professional development opportunities. Further, workers experienced various intensities of burnout ranging from Engaged (28.8%) to Ineffective (28.6%), Overextended (28.6%), Disengaged (9.52%) and Burnout (9.52%).

The current study reinforces several of the previous findings in the literature. The results are consistent with earlier research that has emphasized the distressing and uplifting effects of workers' exposure to clients' trauma narratives and acculturative distress (Apostolidou, 2016; Barrington & Shakespeare-Finch, 2013, 2014; Khalsa et al., 2020; Puvimanasinghe, 2015; Schweitzer et al., 2015). Similarly, our findings align with the work of Roberts et al. (2018) and Wathen et al. (2021), emphasizing how federal immigration policy changes can disrupt agency workflows and client-worker relations, contributing to burnout symptoms. Moreover, the study reveals that management-level interventions, peer support, and professional development opportunities have positive impacts on RRWs' work engagement, supporting the conclusions of Barrington &

Shakespeare-Finch (2014), Roberts et al. (2018), and Wathen et al. (2022) that these elements are indeed beneficial.

The present study delves further into the impact of client-worker interactions beyond secondary trauma exposure. These findings elucidate additional elements of client interactions that workers find draining, including navigating ambiguity in client interactions and, for those identifying with more intense burnout symptoms, challenges with communication and conflict. These challenges are explicitly connected to workers' burnout and work engagement experiences, a finding that expands on previous studies focusing solely on the impact of secondary trauma exposure on vicarious trauma and vicarious post-traumatic growth. Similarly, regarding the impact of federal policy changes, the present study illustrates how policy change affects performance, such as restrictions on carrying out agency missions.

Specifically, this study specifies the potential of policy to be detrimental to employees' well-being. This is due to the impact of differential treatment across demographic groups by policy and program makers and the USRAP's ambiguous strategic plan on workers' burnout symptoms. Trends from the quantitative supplement illustrate the need for situations involving the former to be acknowledged and addressed to lessen burnout. Lastly, the present study expands on the previous literature of Barrington & Shakespeare-Finch (2014), Roberts et al. (2018), and Wathen et al. (2022), clarifying what kinds of management-level interventions are supportive (i.e., support for peer support), particularly for workers experiencing intense burnout, as well as greater detail about the utility of peer support (e.g., emotional and operational) and the benefits of professional development opportunities. Further, the present study situates the impact

of these support measures specifically on work engagement rather than general worker satisfaction.

The findings support those of Barrington & Shakespeare-Finch (2014); Robinson (2014); and Schweitzer et al. (2015), who noted challenges arising from the inconsistent implementation of supervision in RRAs. However, unlike previous studies that focused on the beneficial effects of supervision on RRWs' well-being, this study indicated that workers consider management as a whole, including mid-level and upper-level management, when discussing the challenges and benefits. These findings differ from prior research, which focused solely on direct supervision as a major factor affecting work-related well-being; participants in this study reported an inconsistent approach to supervision in RRAs, leaving workers to look to all leaders, including upper management, as a source of direct support and guidance.

This study provides a deeper understanding of the findings found in the previous literature. For instance, although workers in our study articulated the distressing effects of proximity to clients' narratives and acculturative distress, including burnout symptoms like distancing, the quantitative supplement indicated those workers lacked present burnout, suggesting that secondary and vicarious trauma may not impact burnout directly, or the workers' may have found adequate ways to address it. Further, workers described fulfilling client interactions as a resource, but only if they were not experiencing intense burnout (Disengagement and Burnout profiles), suggesting burned out workers have a harder time acknowledging clients' positive qualities. Moreover, the impact beyond secondary trauma is explored, delving into additional challenges within client interactions that contribute to workers' burnout experiences. These challenges include navigating

ambiguity and issues with communication and conflict, which correspond with RRWs'

burnout symptoms. These findings expand on earlier studies that primarily centered on

the effects of secondary trauma exposure on workers' well-being, particularly regarding

vicarious trauma and vicarious post-traumatic growth.

Furthermore, the present study builds upon the impact of federal policy changes

on worker well-being, contributing additional details on how policy changes affect

performance, such as restrictions on agencies' mission implementation. The findings also

broaden the profession's perspective on the overall impact of policies on employee well-

being by highlighting the effects of differential treatment across demographic groups by

policy and program makers and the impact of USRAP's unclear strategic plan on

workers' propensity for burnout. Although the present study focuses on burnout and work

engagement, the findings also deepen Jessica Darrow's (2018) conceptualization of

administrative indentureship, where policies delimit client-worker interactions. For

instance, building on the idea that the USRAP's strategic plan pushes clients into low

wage work and restricts their ability to advocate for themselves, the present study

expands on the impact of administrative indentureship as a potential contributor to

burnout, as seen with workers' concerns regarding the USRAP's unclear strategic plan

and enacting policies within client interactions as demands impacting burnout.

While the findings of Barrington & Shakespeare-Finch (2014), Robinson (2014),

and Schweitzer et al. (2015) drew attention to the significance of supervision's

availability and workers' experiences with it on well-being in RRAs, the participants in

the present study generated a relative silence around the importance of supervision.

Instead, workers' narratives revolved primarily around their interactions with and

assessments of upper-level leadership within agencies, state governing bodies, and national affiliates.

Lastly, this study builds upon the work of Barrington & Shakespeare-Finch (2014), Roberts et al. (2018), and Wathen et al. (2022) by clarifying what kinds of management-level interventions workers find supportive, such as facilitating internal and external peer support. These findings offer a more detailed exploration of the utility of peer support, including both emotional and operational dimensions, with patterns indicating burned out workers are in greater need of emotional peer support then engaged workers. Further, patterns indicate a distinction between the types of leadership support valued by engaged versus burned out workers, i.e., more burned-out workers value constructive and direct support, whereas more engaged workers are fulfilled by appreciation and leadership's receptivity to their ideas. Lastly, the study elaborates the benefits of professional development opportunities; building workers' client engagement skills corresponds to increased work engagement and serves as a mechanism to generate the energizing effects of peer support.

This study examined the findings in light of the Job Demands-Resources (JD-R) theory, job demands and resources relevant to RRWs' experiences of burnout and work engagement. According to Bakker et al. (2014), Bakker & Demerouti (2017), Demerouti et al. (2001), and Maslach et al. (2001), commonly examined job demands in social service settings include workload, emotionally-laden client interactions, work-home interference, and organizational values conflict. Routine situational job resources encompass autonomy, social support, training, and more. The study centers on

profession-specific demands and resources in refugee resettlement agencies, aligning with JD-R theory.

Job Demands-Resources theory comprehensively examines the job demands and resources specific to RRAs in the U.S. The theory provides further details about the domains of each resource, e.g., the specific leadership style RRWs prefer in the current climate, individualized challenges and rewards within client interactions beyond secondary traumatization, issues contributing to and stemming from workload imbalances and staffing challenges (including poor job design), and the establishment of organizational cultures of role ambiguity.

Furthermore, the theory emphasizes the importance of mission integration within employees' work, peer support mechanisms, and specific training types useful in RRA settings, such as Motivational Interviewing (Potocky & Guskovict, 2019) or others that grow workers' client engagement skills. The results of this study have implications for developing multi-level interventions to address burnout in RRAs, thereby strengthening the refugee resettlement workforce.

Symbolic Interactionism and Pragmatism permit a nuanced understanding of the job characteristics that RRWs assimilate as both demands and resources, such as client interactions and leadership. These perspectives underscore the significance of such elements in RRWs' meaning-making processes and subsequent actions. By connecting interpretations of facts with values, we gain deeper insights into RRWs' commitment to agency missions, their ability to fulfill these missions, and ensuing work-related attitudes and behaviors.

The findings from this study are transferrable to a wide range of agency settings, including refugee resettlement and other refugee-serving agencies located in North America, Australia, and the United States, where there is a significant influx of refugee arrivals. Beyond refugee resettlement, the findings apply to organizational settings where workers provide services to various displaced individuals, including people experiencing houselessness and survivors of domestic violence. Like RRAs, organizations serving people experiencing houselessness and intimate partner violence help clients obtain safe and secure housing, reestablish their lives, utilize social safety net systems, and access clinical services, all within the context of federal policies.

Reflections on the Mixed-Method Design

Reflecting on the qualitatively driven mixed-method approach, there are several issues worth noting. For example, at least two participants' narratives did not align with their burnout profiles, meaning they appeared either more engaged or more burned out in their narrative than their score illustrated. Future research should incorporate workers' reflections on using the MBI-HSS scale to elaborate their interpretation of the burnout and work engagement concepts and their positionalities along the burnout-engagement continuum. Additionally, future research should explore workers' value stances and how they navigate complex demands of environments constrained by political economies. Greater exploration needs to be conducted on the impact of vicarious and secondary trauma on RRWs, including who is at risk and how they address it. Lastly, more research is needed to uncover the process by which workers depersonalize clients, which has implications for preventing and addressing this phenomenon and sparing clients from the negative effects.

Practice Implications

Promoting Positive Client Interactions

  The present manuscript's findings have implications for organizations' approach to supporting workers through navigating client interactions. Organizations should invest in comprehensive training programs that address workers' challenges in client interactions. These programs should include modules on effective communication across cultures, including de-escalation strategies. Further, these modules should incorporate education on secondary trauma and acculturative distress and include strategies for workers to build resilience, perhaps learning from other workers who have overcome such challenges. Lastly, training must facilitate workers' skill-building in addressing client issues through programs like Motivational Interviewing (Potocky & Guskovict, 2019). Beyond training, organizations must encourage peer connections and mentorship, including supportive supervision. These measures are essential scaffolding for increasing workers' capacity to process challenging client interactions. In addition to strategies to mitigate the impact of challenging client interactions, agencies should emphasize the positive aspects of client engagement to boost RRWs' motivation and work engagement. This can be achieved through recognition initiatives and fostering a culture that values the workers' roles in partnering with clients to facilitate positive outcomes.

Developing Agency Leadership

  Organizational leadership should engage in training programs covering effective leadership styles, emphasizing supportive leadership that promotes empathy and constructive support for employees. Further, agencies should invest in leadership development initiatives prioritizing receptivity and effective communication. Initiatives

such as cross-training would enable leaders to better understand the challenges workers face in their daily tasks and encourage openness to hearing and addressing workers' concerns. Leaders should also take the initiative to clearly outline a strategic plan involving employees' input and providing opportunities for professional advancement. Encouraging leaders to actively connect with their staff or create channels of communication through stronger middle-management infrastructure and communicate the agency's goals can significantly contribute to cultivating a work environment that mitigates burnout and fosters worker engagement.

Integrating Policy Advocacy and Communication

Refugee resettlement agencies directly affected by federal and state policies and programs should integrate advocacy at the macro and meso levels into their operations. Advocacy efforts to promote fair and equitable treatment among forcibly displaced groups can reduce stressors pertaining to workers' abilities to carry out their agencies' missions effectively, thus facilitating buy-in and promoting work engagement. In conjunction with federal and state policy advocacy efforts, establishing effective communication channels among RRAs, national affiliates, and state organizing bodies is crucial to ensure clarity in shared understandings of strategic plans and identify discrepancies with the United States Refugee Admissions Program (USRAP). Jessica Darrow's (2018) conceptualization of administrative inclusion, a way workers can resist policy constrictions and encourage their clients to play a more empowered role in their economic integration, may be a useful process RRWs can engage in to buffer against policy demands in refugee resettlement agencies.

Strengths and Limitations

The study exhibits several strengths, primarily rooted in the researchers' unique positionalities and backgrounds. My four years of experience in Kentucky's refugee resettlement agencies contributes a valuable perspective that aids in interpreting the data from the participants' viewpoint. Other members of the research team bring additional strengths, including their experiences in similar agency settings and one member's background as an immigrant. Furthermore, the qualitatively driven mixed-method design allowed for complementary descriptions of workers' burnout and work engagement experiences.

Despite the strengths, several limitations are worth noting. Considering burnout is marked by symptoms of exhaustion and negative and distant attitudes toward work, workers experiencing the phenomenon may have been less inclined to volunteer for the study. Furthermore, some participants spoke English as a second, third, or fourth language, which could have led to variations in their understanding of the research questions and influenced their responses. The research cannot account for potential differences based on RRWs' gender, refugee or immigration background, culture, or the location of their RRA (e.g., urban versus suburban communities). Future research should incorporate a comparative analysis of the differences among demographic groups, e.g., refugee and non-refugee workers. Due to space constraints, I could only incorporate the major demands and resources workers articulated as impacting burnout and work engagement. Moreover, it is worth noting that the study focused primarily on burnout and its opposite, work engagement. While burnout contributes to turnover, future studies should explore ways to address other work-related outcomes, such as job dissatisfaction, secondary trauma, and vicarious trauma concerning turnover, in order to enhance

workforce stability in refugee resettlement agencies. Lastly, according to Charmaz (2014), participants might adjust their responses to fit the interview situation and satisfy the interviewer. Future research should explore the potential benefits of conducting a series of participant interviews to delve beyond the standardized public relations performance often exhibited by workers.

Conclusion

The present study aimed to gain insight into the range of organizational characteristics affecting workers' burnout experiences and work engagement in RRAs. I uncovered several contextual job demands and resources that shape RRWs' burnout experiences and work engagement in agency settings. Among the most significant job demands I identified were 1) challenges in client interactions, 2) issues with staff capacity, 3) challenges with leadership, 4) policy difficulties, and 5) an excessive workload. The most significant job resources that emerged comprised 1) peer support, 2) client interactions, 3) supportive leadership, 4) autonomy, and 5) accessing training and professional development opportunities. Organizations must take proactive steps to address the harmful effects of job demands on burnout and to strengthen the beneficial impacts of job resources on work engagement.

CHAPTER 3

EXPLORING THE UNIQUE ORGANIZATIONAL CHARACTERISTICS IN
REFUGEE RESETTLEMENT AGENCIES: THE INFLUENCE ON BURNOUT AND
WORK ENGAGEMENT

Introduction

Burnout among refugee resettlement workers has far-reaching effects on workers,
the organizational contexts in which they work, and the displaced clients they serve.
Maslach and colleagues (2001) define burnout as a psychological syndrome resulting
from unabated workplace stress and comprising three key dimensions: exhaustion,
cynicism and detachment from the job, and reduced efficacy. In 2011, the World Health
Organization (WHO) incorporated burnout into the International Classification of
Diseases (ICD-11) and adopted the definition Maslach and her team outlined in 2001.
Thus, Maslach et al.'s (2001) definition is used throughout this study.

Workers experiencing burnout can suffer from energy loss and emotional
exhaustion. These symptoms can spread into other aspects of one's life, resulting in job
dissatisfaction, life dissatisfaction, marital dissatisfaction, and such mental health issues
as depression and anxiety (Lizano, 2015).

Beyond individual well-being, burnout also has significant organizational
consequences. Negative and cynical attitudes are associated with workers' stigmatizing
attitudes toward clients and reduced quality of services (Koutra et al., 2022).

Consequently, employee burnout can contribute to client dissatisfaction, disengagement from services, and discontinuation of services such as psychotherapy (Salyers et al., 2015). Burnout can also contribute to deleterious organizational outcomes like absenteeism and turnover (Maslach & Jackson, 1981; Maslach et al., 2001, Maslach & Leiter, 2016; Morse et al., 2012). Turnover has negative implications for agency transitions and can increase recruitment and training costs (Mancini et al., 2009; Rollins et al., 2010).

Conversely, "Positive Psychology" proponents, who advocate for a strengths-based approach to mental health, recommend focusing on work engagement, burnout's opposite (Bakker et al., 2008). Work engagement consists of three main elements: vigor, dedication, and absorption in one's job (2008). Vigor is characterized by high energy levels and resilience, counteracting exhaustion. Dedication includes strong involvement, enthusiasm, pride, and a sense of identification with one's work as opposed to cynicism. Absorption, a unique component of engagement, signifies deep concentration and engrossment in one's work, akin to Csikszentmihalyi's (1990) conceptualization of "flow."

As discussed by Kahn (1992), work engagement is thought to produce positive outcomes for individuals and organizations. Studies have shown that work engagement is associated with various individual benefits, such as improved cardiovascular health, increased use of coping strategies (such as recreational activities), positive emotions, and enhanced relationship satisfaction (Rodríguez-Muñoz et al., 2014). Additionally, work engagement boosts motivation, creativity, active learning, and proactive behaviors, benefiting individual growth and organizational productivity.

At the organizational level, work engagement is linked to organizational citizenship behaviors, that is, going above and beyond for the betterment of the agency (Baker et al., 2004), increased profitability, enhanced customer satisfaction and loyalty in for-profit companies, and improved patient safety in healthcare settings (Harter et al., 2002). Within the realm of human services, where professionals regularly engage with individuals facing social and psychological difficulties, it is imperative to have a motivated and committed workforce to accomplish organizational objectives effectively and ethically.

Social workers work in various agency settings, including refugee resettlement organizations that assist refugees approved for admission under the United States Refugee Admissions Program (USRAP). A refugee is someone who fears persecution in their home country due to factors like race, religion, nationality, social group, or political beliefs (United Nations, 1951). The U.S. has resettled over three million refugees since 1980, with around 600,000 arriving between 2010 and 2020. Refugee resettlement agencies (RRAs) assist refugees with housing, food, clothing, employment services, school enrollment, and obtaining government IDs. They also support refugees in achieving economic self-sufficiency and provide long-term assistance, including language services and mental health support.

Refugee resettlement workers (RRWs), including social workers, serve as case managers for refugee newcomers, including for "free" cases without family ties in the area. Refugee resettlement workers play a vital role in assisting refugees to find employment quickly to reduce their reliance on government benefits. Workers also address the physical and mental health challenges stemming from refugees' traumatic

experiences, including forced migration due to war, violence, and other harrowing events. Refugee resettlement workers identify mental health needs, connect refugees to services, advocate for culturally appropriate care, and facilitate economic self-sufficiency through alternative employment or disability services. Thus, an emotionally resilient and engaged refugee resettlement workforce is crucial for the success of the U.S. resettlement program, benefiting refugees, local communities, and national industries.

Burnout is a prevalent issue among social service providers in general (Sánchez-Moreno et al., 2014), and these rates have persisted even during the COVID-19 pandemic (Holmes et al., 2021). However, the prevalence of burnout varies depending on the specific context of the work. For example, research indicates that social service providers working with individuals experiencing houselessness tend to experience high rates of burnout (Smith, 2019; Lemieux-Cumberlege et al., 2023). Hospital social workers also show a notable prevalence of burnout (Frieiro Padin et al., 2021), and child welfare workers during the COVID-19 era report elevated levels of burnout (Lushin et al., 2023).

Regarding RRWs, the available data on burnout and work engagement rates are relatively limited. Studies examining burnout prevalence among RRWs who provide case management to refugees before resettlement suggest rates ranging from 40.2 to 50 percent (Sagaltici et al., 2022; Mavratza et al., 2021). Furthermore, research indicates that burnout tends to be more common among RRWs without psychological training than those with such training (Pell, 2013).

Burnout among refugee resettlement workers (RRWs) can harm worker morale, reduce productivity, and affect an agency's mission and effectiveness (Burke & Richardson, 2000; Mancini et al., 2009; Maslach et al., 2001; Maslach & Leiter, 2016).

This dynamic, in turn, negatively impacts the resettlement outcomes of refugee newcomers, who may face social and economic challenges due to past traumas, language barriers, discrimination, and poverty. An engaged RRW can provide vital support for refugees, but burnout undermines these efforts.

On the positive side, engaged RRWs experience better health and well-being (Eguchi et al., 2015; Schaufeli & van Rhenen, 2006; Sonnentag et al., 2012), contributing to in-role and organizational citizenship behavior (Bakker et al., 2004; Habesleben & Wheeler, 2006). Engaged workers are more likely to adopt evidence-based practices, leading to better client services (Mancini et al., 2009). Engaged clients may also maintain a positive perception of the agency, enhancing its development potential (Harter et al., 2002).

Concerns about the relationship between burnout, work engagement, and client safety are pertinent as well (Janes et al., 2021; Mossburg & Dennison Himmelfarb, 2021). Engaged workers tend to prioritize client safety and ethical conduct. In summary, both burnout and work engagement significantly impact RRWs, their organizations, and the clients they serve, highlighting the importance of addressing these factors in refugee resettlement settings.

Various studies have explored the well-being of refugee resettlement workers (RRWs), shedding light on organizational factors affecting their mental health and work-related experiences. A prominent finding across studies is the impact of engaging with refugees' traumatic stories, torture experiences, and acculturative stress on RRWs' well-being (Apostolidou, 2016; Barrington & Shakespeare-Finch, 2013, 2014; Khalsa et al., 2020; Puvimanasinghe, 2015; Schweitzer et al., 2015). Knowledge of such experiences

can lead to negative effects, termed vicarious trauma and compassion fatigue, but also positive outcomes like vicarious resilience and vicarious post-traumatic growth. Supervision emerged as another crucial element in RRWs' well-being, but it was inconsistently implemented (Roberts et al., 2018). Organizational support, including management interventions and peer support, was essential in enhancing RRWs' well-being (Roberts et al., 2018; Wathen et al., 2022). Professional development opportunities also had a positive impact (Barrington & Shakespeare-Finch, 2014).

Additionally, contextual factors played a significant role. Federal policy changes directly influenced RRWs' burnout experiences, affecting their interactions with refugee clients and organizations' policies and practices, contributing to exhaustion (Roberts et al., 2018; Wathen et al., 2021). The current study builds upon prior research by taking a broader approach. Instead of solely examining specific factors like exposure to trauma narratives or the presence of supervision, this study aims to describe the specific ways in which organizational factors impact workers' experiences of burnout and work engagement. Furthermore, our research delves into the experiences of RRWs within a specific U.S. state that has witnessed a significant increase in refugee populations over the past decade. This context expands upon previous research efforts focused on individual organizations that are geographically situated.

The present study is sensitized using Job Demands-Resources (JD-R) theory, Symbolic Interactionism (SI; Blumer, 1969), and Pragmatism (Mead, 1932; 1934). The Job Demands-Resources theory posits that every job comprises demands (such as elements necessitating physical or psychological effort) and resources (like aspects that offer support and opportunities for personal growth). These factors play a crucial role in

either triggering health-related impairments or motivating individuals, ultimately leading to either burnout or engagement in the workplace. This study investigates how prominent job demands and resources in RRAs impact RRWs' experiences with burnout and work engagement. Symbolic Interactionism (SI; Blumer, 1969) and Pragmatism (Mead, 1932; 1934) are pertinent theoretical concepts undergirding this study's interpretivist and constructivist grounded theory methods. Symbolic interactionists focus the researchers' attention on a dynamic understanding of actions and events. One can develop an understanding of social phenomena by exploring defining moments in an individual's life, the meaning-making process attached, and how it influences subsequent actions and experiences. Pragmatists perceive ideas as dynamic and shaped by practical experiences, emphasizing the usefulness of actions, acknowledging multiple realities, and linking individuals' interpretations of facts with their values.

In the current study, I aim to describe the impacts of organizational factors on RRWs' experiences of burnout and work engagement. Organizational factors include contextual job demands and resources. The central research question is: How do the unique organizational characteristics in refugee resettlement agencies influence RRWs' experiences as they relate to burnout and work engagement? And, to what extent do RRWs experience burnout and work engagement?

Materials and Methods

Study Design

This analysis is a part of a larger study that explores the impact of organizational factors on RRWs' experiences of burnout and work engagement (Nyerges et al., 2023). In this analysis, I adopted a qualitatively driven mixed-method design, emphasizing the

qualitative core serving as the theoretical drive of the study. In tandem with this qualitative core, I incorporated a concurrent quantitative component (Morse, 2017). Within the qualitative core, I employed an interpretive descriptive methodology following the principles outlined by Merriam and Tisdell in 2016, alongside analytic techniques rooted in Constructivist Grounded Theory (CGT) explicated by Charmaz in 2014.

The interpretive descriptive design enabled an investigation into how RRWs interpret, construct, and attribute significance to their world and personal experiences (Merriam, 2002). This approach also allowed for the creation of a descriptive account that is not overly reliant on inference (Sandelowski, 2000).

By combining Symbolic Interactionism and Pragmatism as a theory-methods framework (Charmaz, 2014), the analysis focused on delving deeply into the contextual factors, processes, and meanings that underlie refugee resettlement workers' experiences regarding the processes by which organizational factors influence burnout and work engagement.

The quantitative supplement enhances the qualitative core by providing additional insights into the extent to which RRWs experience burnout and work engagement that may not be easily assessable through face-to-face interviews alone. Employing a self-administered standardized instrument provided participants with the means to independently evaluate their levels of burnout and work engagement. The decision to administer the scale after the interview facilitated additional participant reflection and evaluation of these concepts.

Recruitment and Sampling

Participants in this study were recruited from Refugee Resettlement Agencies (RRAs) across Kentucky. This southeastern U.S. state is consistently ranked among the top five states for refugee resettlement from 2017 to 2022, alongside more densely populated states like California, Texas, and New York (Refugee Processing Center, 2022). To ensure a robust participant pool, I employed a multifaceted approach to recruitment, which included the following steps:

1. Identifying resettlement agencies and state organizing bodies.

2. Contacting agency representatives to share study information and materials.

3. Directly reaching out to potential study participants through email.

4. Disseminating study information through in-person information sessions, provider listservs, and conference presentations.

Initially, I applied purposive sampling to recruit RRWs who met the following inclusion criteria: currently employed in an RRA in Kentucky, possessing at least six months of paid work experience in one or more RRAs in Kentucky, and aged 18 years or older.

Furthermore, enrolled participants played a role in identifying and recruiting additional volunteers through a snowball sampling process. The determination of the sample size was based on data saturation, meaning data collection ceased when no new insights emerged regarding the organizational factors influencing RRWs' experiences of burnout and work engagement (Merriam & Tisdell, 2016; Saunders et al., 2018). Thus, approximately 22 participants were interviewed to ensure a well-saturated analysis (Creswell & Poth, 2018).

Data Collection

Data collection took place between January 5, 2023, and February 23, 2023. Initially, I conducted intensive individual interviews using a pilot-tested interview guide (see Appendix A). These interviews included open-ended demographic questions (e.g., gender, age, and tenure) and open-ended inquiries designed to uncover participants' interpretations of their experiences, the meaning they attached to them, and the subsequent actions taken. Interviews occurred either face-to-face virtually using secure online conferencing software, or in-person at a location chosen by the participant. The interviews ranged from 55 to 104 minutes and were all audio-recorded. The recordings were transcribed verbatim using a professional transcription service (Rev.com), and I manually reviewed the transcriptions for accuracy. Additionally, I took structured observational notes during interviews, providing supplementary evidence to triangulate the data (Anderson, 1987; Creswell & Poth, 2018).

Subsequently, following the interviews, I collected supplementary quantitative data employing the Maslach Burnout Inventory - Human Services Survey (MBI-HSS). The MBI-HSS is a widely recognized tool for assessing burnout among health and social service professionals, comprising 22 items that explore three key components of burnout: emotional exhaustion (EE), depersonalization (Dp), and personal accomplishment (PA). It has proven reliability and validity in psychometric studies (Pereira et al., 2021).

Participants could complete the scales using a hard copy or an electronic survey accessed through Qualtrics. Those who chose the electronic option received a single reusable link that directed them to an initial questionnaire page (see Appendix B).

During the data collection process, I explained that a pseudonym would be used for reporting data and gave participants the option to either select one for themselves or have one assigned to them.

To acknowledge the participants' contributions, each participant received a $30 electronic gift card as compensation for their time and expertise.

Data Analysis

The data analysis team comprised three researchers with expertise in qualitative research, including an associate professor (HS) and two doctoral candidates (EN and DS). Our qualitative data analysis followed the principles of Constructivist Grounded Theory (CGT), as outlined by Charmaz (2014). Additionally, for organizational purposes during the later stages of analysis, I utilized Dedoose Version 9.0.90, a web-based platform, as an organizational tool to enhance the analysis.

Our analytical process commenced with the examination of cleaned and formatted transcripts. I conducted initial coding, a line-by-line coding approach utilizing gerunds to capture the nuances of meaning and action within the data. Subsequently, significant initial codes, such as those repeated by participants or contributing substantially to the research inquiry, were elevated to focused codes. Throughout the analysis, I engaged in analytic and reflexive memoing to develop categories and establish connections between these categories. The approach of simultaneous analysis, where data collection and analysis co-occurred, facilitated an iterative and dynamic process. Finally, I organized our analyses into themes directly related to the study's objectives.

For the quantitative component, I generated individuals' burnout and work engagement assessment profiles using the Maslach Burnout Inventory – Human Services

Survey (MBI-HSS; Maslach & Jackson, 1981). The MBI-HSS evaluates burnout across a spectrum from low to high and allows for an exploration of the multiple distinct patterns of burnout along the burnout-engagement continuum. These patterns, dubbed profiles, are named Engaged, Ineffective, Overextended, Disengaged, and Burnout.

Despite its value in comparing people who score differently on each subscale of the MBI-HSS, it is crucial to recognize that the profile names do not fully encapsulate participants' nuanced experiences along the burnout-engagement continuum. For example, the "Ineffective" profile indicates that the individual is experiencing low to moderate exhaustion and cynicism but struggles with feeling ineffective in their work. In reality, these individuals are situated toward the lower end of the burnout-engagement spectrum. A more comprehensive understanding of each participant-specific profile that includes a breakdown of the patterns within each subscale can be obtained by examining Table 7.

Rigor

To ensure the qualitative rigor of our study, the research team implemented Lincoln and Guba's (1985) principles of credibility and confirmability. I used observational notes to triangulate the data and held regular team meetings to facilitate peer debriefing discussions and reflections on potential biases. These research acts were crucial in bolstering the trustworthiness and reliability of our qualitative findings.

My four-year experience at a refugee resettlement agency in the southeastern U.S. strongly informs my approach to the information in this study. I believe in the importance of refugee resettlement workers who carry out the mission of the U.S. refugee resettlement program. This perspective shapes my emphasis on the need to address the

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challenges and rewards of refugee resettlement work to promote worker resilience and longevity. However, my perspective is likely influenced also by my specific identity— that of a White, cisgender, U.S.-born female—and by my personal meaning-making surrounding burnout.

Ethics

Prior to initiating the study, all study materials underwent a review and approval process by the Institutional Review Board at the University of Louisville. Our research team, consisting of myself and other members responsible for data analysis, completed mandatory CITI and HIPAA training to ensure compliance with ethical and privacy standards.

To obtain informed consent from participants, I presented them with a preamble before the interview and reiterated the consent at the beginning of each interview session. Additionally, to safeguard participant confidentiality, I de-identified interview transcripts and securely stored all data within a password-protected electronic file.

Results

Sample Characteristics

The study involved participants from five agencies in four cities across the Commonwealth of Kentucky. The sample consisted of 17 females, four males, and one participant who identified as other, with ages ranging from 23 to 55 (average age = 35.05; standard deviation = 9.35). All participants were currently employed in an RRA in Kentucky and had a minimum of six months of paid work experience in one or more agencies in the state.

The participants held diverse professional roles, with the majority working as direct service workers in case management, youth services, immigration legal services, or

health and wellness. In terms of racial and ethnic diversity, 54.5 percent identified as White or Caucasian, 31.8 percent as Black/African/African American, and 4.5 percent each as Asian, Latinx, or Multiracial. Ten participants had immigrated to the U.S., and eight arrived as refugees or asylees. Additionally, participants in the study were multilingual, collectively speaking a total of 21 languages. The most common languages spoken among them were Spanish, French, and Swahili. For a comprehensive breakdown of demographic characteristics, please refer to Table 6.

Table 6. Demographic Characteristics of Refugee Resettlement Workers

Demographic Variable	*n*	Percentage %
Gender		
Female	17	77.3
Male	4	18.2
Other	1	4.5
Age Range	23–55 (M = 35.05; SD = 9.35)	
Racial Identity		
White/Caucasian	12	54.5
Black/Black African/African American	7	31.8
Asian	1	4.5
Latinx	1	4.5
Multiracial	1	4.5
Immigration Background		
U.S.-Born	12	54.5
Immigrant—Refugee/Asylee	8	36.4
Immigrant—Non-Refugee/Asylee	2	9.1

Role at Organization

Direct Service Worker	21	95.5
Administrator	1	4.5

Educational Background

Bachelor's degree	12	54.5
Master's degree	8	36.4
Associates	1	4.5
High School Diploma	1	4.5

Years' Experience

6 months to 1 year	3	13.6
1-3 years	6	27.3
4-10 years	11	50.0
Over 10 years	2	9.1

Quantitative Results

Out of the 22 study participants, 21 completed the MBI-HSS survey. After initially joining the study, one participant later opted not to complete the survey. The results from the supplementary quantitative analysis revealed that participants experienced varying levels of burnout. Specifically, five participants (28.8%) identified as Engaged, six as Ineffective (28.6%), six as Overextended (28.6%), two as Disengaged (9.52%), and two suffered from Burnout (9.52%).

Analyzing the MBI-HSS profiles based on the patterns within each subscale provides additional insights into the mechanisms by which organizational characteristics influence burnout and work engagement. In the sample, 19.0% experienced high depersonalization, 23.8% experienced low exhaustion, low depersonalization, and high personal accomplishment, and 33.3% identified with low to moderate personal

accomplishment (33.3%). Further, 38.1% experienced low to moderate exhaustion and

high exhaustion. Moreover, 42.9% reported low personal accomplishment. More than

half of the participants reported low to moderate depersonalization (57.1%), suggesting

that most had some degree of negative or detached attitudes toward clients. For a detailed

breakdown of the MBI-HSS profiles and subscale percentages, please refer to Tables 7

and 8.

Table 7. MBI-HSS Profiles and Subscale Patterns of Refugee Resettlement Workers

Participant I.D.	Exhaustion	Cynicism	Efficacy	MBI Profile
1 Tina	High	Low to moderate	Low to moderate	Overextended
2 Davida	Low to moderate	Low to moderate	Low	Ineffective
3 Daphne	High	Low to moderate	Low to moderate	Overextended
4 Lynn	Low to moderate	High	Low to moderate	Disengaged
5 Claire	Low to moderate	Low to moderate	Low	Ineffective
6 Z	Low to moderate	Low to moderate	Low	Ineffective
7 Green	Low	Low	High	Engaged
8 Willow	High	High	Low	Burnout
9 Ginny	Low	Low	High	Engaged
10 Jo	Low to moderate	High	Low to moderate	Disengaged
11 Hanad	High	Low to moderate	Low to moderate	Overextended
12 June	Low to moderate	Low to moderate	Low	Ineffective
13 Beatrice	High	Low to moderate	Low to moderate	Overextended
14 Harper	High	High	Low	Burnout
15 Nadine	Low	Low	High	Engaged
16 Armand	High	Low to moderate	Low to moderate	Overextended
17 Luna	N/A			
18 Barbara	Low	Low	High	Engaged

19 Mykayla	Low to moderate	Low to moderate	Low	Ineffective
20 Marianna	High	Low to moderate	Low to moderate	Overextended
21 Emme	Low	Low	High	Engaged
22 Paula	Low to moderate	Low to moderate	Low	Ineffective

Table 8. Maslach Burnout Inventory-Human Services Survey Profile and Subscale

Percentages

MBI-HSS Subscale	*n*	Percentage %
Exhaustion		
Low Exhaustion	5	23.8
Low to Moderate Exhaustion	8	38.1
High Exhaustion	8	38.1
Cynicism		
Low Depersonalization	5	23.8
Low to Moderate Depersonalization	12	57.1
High Depersonalization	4	19.0
Personal Accomplishment		
High Personal Accomplishment	5	23.8
Low to Moderate Personal Accomplishment	7	33.3
Low Personal Accomplishment	9	42.9
MBI-HSS Profile		
Engaged	5	23.8
Ineffective	6	28.6
Overextended	6	28.6
Disengaged	2	9.52
Burnout	2	9.52

Defining Burnout

Participants shed light on the texture and structure of burnout in RRAs throughout the interviews. According to the workers, burnout included losing energy, and developing anger, worry, and a sense of reduced capacity to do their jobs. Workers further attributed burnout to developing negative sentiments such as losing care and concern for clients, feeling less positive about their work, including feeling like their work lacked meaning, and questioning the effectiveness of their work. Paula describes perceiving her coworkers as experiencing burn out through the mechanism of loss of care and concern for clients as follows:

> Um, so one client that comes to mind <laugh>, um, he had an injury to his eye from [redacted]. Um, I guess sometimes you would get the vibe that um, certain staff wouldn't really see him as being in pain cuz he's had that injury for so long. But it's kind of, like, it's his eye. Why, why do you think he wouldn't be in pain kind of thing.

In addition to developing negative attitudes, workers described burnout in terms of engaging in certain behaviors such as "working on autopilot" (Ginny), putting off or "skimping" on work tasks (Mykayla), avoiding acknowledging their burnout, attempting to normalize burnout "especially within [a] non-profit" (Z), and losing control over maintaining work-life boundaries. Some workers referenced temporal elements and degrees of burnout, including the development of burnout over a period time. Ginny describes burnout, including reference to a tipping point, as follows:

> When I think of burnout, um, I just, the imagery that comes to mind is like trying to swim, but knowing that your legs can no longer pedal. Like you're trying to do

something, but you really have reached a threshold and you're now moving an

autopilot. And that's when I knew I was leading towards burnout, knowing that

like there's really no capacity.

The following results section sheds further light on the mechanisms by which job

demands and resources influence workers experiences of burnout as conceptualized by

the workers themselves.

Mixed-Method Findings

The analysis revealed several mechanisms influence workers experiences of

burnout and work engagement. Job demands preempted exhaustion, including energy loss

and frustration, negative attitudes, a reduced sense of personal accomplishment, and

disengagement behaviors. Alternatively, job resources precipitated vigor, including

energy, motivation, excitement, encouragement, empowerment, and persistence in the

face of difficulties, identification with one's work, positive attitudes, absorption,

professional self-efficacy, and extra-role behaviors. Trends from the supplemental

quantitative data (MBI-HSS burnout profiles and subscale patterns) are interwoven

throughout the results narrative, where the point of interface among these data are

explored. Table 9 presents the findings and exemplar quotations on the mechanisms by

which job demands influence burnout; Table 10 presents the findings and exemplar

quotations on the mechanisms by which job resources influence work engagement.

Table 9. The Impact of Job Demands on Burnout

Job Demands	Exemplar Quote
6. Challenges in Client Interactions • Exhaustion • Negative and Distant Attitudes • Reduced Personal Accomplishment	I would say those interactions would just drain me to the point where, like, I knew if I was having those interactions on those days, I would plan lightly around them. Um, because one, it was draining,

	but also you have no idea how long those meetings are gonna go because sometimes it feels like, like a negotiation. Like, it doesn't seem like it's gonna be easy. So, I guess it wasn't really as much of a lack of motivation I felt afterwards as much as I was feeling really drained. —Lynn
7. Issues with Staff Capacity • Exhaustion • Negative and Distant Attitudes • Reduced Personal Accomplishment • Disengagement Behaviors	I think that it's, um, it all adds to the feeling of things being difficult. Right? Rather than, I feel like if you've got a good scaffold, then it's okay, so I'm, you know, I want to achieve this goal while in order to do that I'm gonna turn to so and so with this and somebody else with that. And you really feel like it's a team effort. Whereas when you don't have some of those supports, you feel like you've gotta do everything and it just gets exhausting. Everything feels difficult. —Claire
8. Lack of Leadership • Exhaustion • Negative and Distant Attitudes • Reduced Personal Accomplishment • Disengagement Behaviors	We operate on compassion. Like, that's the thing with our agency; we talk about that all the time. Empathy, compassion towards other people … And when you are contradicting that to how you treat your staff, um, be that by asking people to overwork themselves into the ground, to suffer with mental health, to not be paid, what they should do, um, you know, all these asks that shouldn't be asked of people or, um, to just not give guidance or training. I think it makes it really hard. —Armand
9. Policy Challenges • Negative and Distant Attitudes • Exhaustion • Reduced Personal Accomplishment • Disengagement Behaviors	So, I think the biggest thing for me when it comes to policy is the inequities that you see across cultures, um, like as an example, the Ukraine clients and the UHP program. There's the sponsor circles and there's tons and tons of support. And then you see like the rollout

	of new programs for Venezuelans that looks pretty much identical, like in terms of sponsor circles, that's how people are getting into the U.S. But we're hearing now that Venezuelans aren't gonna be eligible for refugee cash assistance, they're not gonna be eligible for all of these things to the point where it's almost like, what do you expect them to do? —Lynn
10. Excessive Workload • Exhaustion • Disengagement Behaviors • Negative and Distant Attitudes • Reduced Personal Accomplishment	I feel like it makes my quality of work less because I exhaust all this energy trying to do these things and then I feel like I have less energy for client engagement. Or, I'll exhaust all my energy in the clients and then I have less energy for the admin pieces. And I'm always behind on case notes, always. I don't remember a single day where I've been totally caught up on that. And so then I think that feeds the personal mental health, right. —Willow

Influence of Job Demands on Burnout

The following sections present the primary findings from this qualitatively driven-mixed method study exploring the mechanisms by which the substantial job demands in refugee resettlement agencies influenced workers' experiences of burnout.

Challenges in Client Interactions

First, I detail the impact of challenges in client interactions. Challenges in client interactions encompass the struggles workers face when failing to meet clients' needs due to encountering situations beyond their expertise, communication issues, including conflicts stemming from a mismatch between the client's and the worker's expectations, and secondary exposure to trauma and acculturative stress.

Impact on Burnout. The analysis revealed that challenges in client interactions precipitated burnout through all three dimensions, including exhaustion, developing negative and distant attitudes (cynicism), and reduced professional self-efficacy. Across these dimensions, workers consistently articulated two pervasive domains that give rise to their burnout symptoms. First, grappling with the limitations of meeting clients' needs sparked workers' energy loss, frustration, and a decline in satisfaction with the quality of their work. For example, Hanad conveys how his struggles in meeting clients' needs contributed to a sense of reduced personal accomplishment: "When I see a parent crying or fearful, it feels like I couldn't fulfill my job, and I start blaming myself." Another participant attributed losing hope, an element of cynicism, to navigating the ambiguities of certain client interactions.

Second, challenges with communication and conflict influenced burnout through several mechanisms. Cross-cultural miscommunication and issues conveying the refugee resettlement program's policies engendered burnout through workers' experiences of energy drain, a diminished sense of effectiveness at work, and the emergence of negative and distant attitudes toward clients and the work itself. Daphne described contemplating absenteeism when faced with the prospect of having a challenging conversation with a client: "There are days when I don't want to come to work because I know I have to have a difficult conversation with someone that day." Notably, communication and conflict issues gave rise to the most diverse MBI subscale patterns, including low, low to moderate, and high exhaustion, low to moderate cynicism, and low to moderate self-efficacy. These data point to a trend wherein communication and conflict have the most substantive impact on workers' burnout experiences.

Beyond navigating ambiguity within client interactions and challenges with communication and conflict, exposure to clients' migration-related trauma narratives and acculturative distress facilitated burnout through both exhaustion and dreading client interactions (a negative and distant attitude).

Issues with Staff Capacity

Next, I outline the influence of staff capacity issues, a significant demand, on workers' experiences of burnout. Staff capacity issues are characterized by inadequate numbers of employees available to handle the workload in RRAs. Understaffing in RRAs encompasses several domains: poor staff-to-client ratios, a lack of support staff, departments with only one staff member, and staffing gaps that leave other workers to fill in the gaps.

Impact on Burnout. The analysis found that staff capacity issues prompted workers to experience burnout through all three dimensions. Staffing gaps that left other workers to pick up the slack, which further gave rise to a culture of role ambiguity, had the most sweeping impact on workers' burnout experiences. The demand set in motion decreases in motivation, emotional exhaustion, the development of negative and distant attitudes (including pessimism), and disengagement behaviors (including holding back from volunteering for tasks beyond the scope of one's job description). When describing a situation where she was expected to fill the role of another staff member without compensation, Armand expressed the emergence of disengagement behaviors as follows: "It makes you want to act as though you cannot do that, even if you did have time for some of it. Because if you agree to one thing, well then, they're assuming you're agreeing to this entire position."

The quantitative analysis indicated that, compared to other domains, staffing gaps that led other staff to pick up the slack gave rise to the most extensive patterns on the MBI subscales, characterized by low to low-moderate levels of exhaustion and cynicism. This trend further corroborates the qualitative results, highlighting the detrimental influence of the cultures of role ambiguity on workers' burnout experiences.

Participants expressed feeling emotionally drained, frustrated, and losing care and concern for clients (negative and distant attitudes) due to poor staff-to-client ratios. Departments with only one staff member prompted workers to experience emotional exhaustion and disengage from the work, such as "checking-out" during client interactions, reducing facetime with clients, and putting off client-related tasks. Notably, workers who articulated the detrimental effect of departments with only one staff member had the most intense patterns of burnout on the MBI subscales, including high exhaustion and high cynicism. Furthermore, the absence of support staff positions, such as volunteer and transportation coordinators, generated energy losses and diminished workers' sense of personal accomplishment. Claire conveys how the absence of a volunteer coordinator influenced her feelings of effectiveness in client interactions as follows: "I just feel like right now I tell people a lot of <laugh> things they, I can't help them with, you know, which doesn't feel very great when you want to help people."

Lack of Leadership

A lack of leadership is another significant job demand influencing participants' experiences of burnout. A lack of leadership includes a lack of receptivity to workers' views regarding organizational policies, the absence of constructive support, an unclear strategic plan, negative attitudes, and disconnection. Leadership in RRAs encompass

agency leadership and other governing bodies within refugee resettlement, such as state offices and national affiliates.

Impact on Burnout. A lack of leadership prompted workers' experiences of all three aspects of burnout. The failure to include RRWs' in organizational decision-making, commonly referred to from the workers' perspective as "lacking buy-in," had a substantial impact on burnout symptoms. Lacking buy-in resulted in workers "screaming into the void" (Willow), or feeling drained and frustrated, and losing hope (a negative and distant attitude). Jo expressed the influence of the fallout from lacking buy-in on his attitude toward the work as follows: "The fact that, you know, that the administration is not open to ideas from the people in the field is very discouraging." The supplemental quantitative analysis bolstered the qualitative findings, indicating a trend where those who lacked buy-in experienced intense patterns of burnout, including high exhaustion and cynicism.

Furthermore, the absence of constructive support and an unclear strategic plan both caused experiences of emotional exhaustion, with participants expressing feeling "constantly burnt out" (Mykayla), losing energy, feeling drained, and frustrated. Such states further contributed to workers' losing hope and excitement for their work. Leadership's unrealistic expectations regarding employee workloads and negative attitudes prompted resentment and distrust, accompanying a tendency to hold back or as Claire put it: "I, um, resist, you know, doing more than I have to." Workers who linked burnout to a lack of constructive support from leadership, including unrealistic workload expectations, exhibited the most diverse MBI subscale patterns, including low to moderate levels of cynicism and exhaustion and high levels of cynicism and exhaustion.

Moreover, participants who attributed lacking buy-in, insufficient constructive support, and an unclear strategic plan to burnout symptoms displayed intense patterns of burnout along the MBI subscales, marked by high levels of cynicism and exhaustion. This trend suggests additional support for the negative impact of these domains on workers' susceptibility to burnout. Finally, workers feeling the effects of disconnected leadership experienced exhaustion and low energy.

Policy Challenges

Given their position, RRAs are profoundly shaped by federal immigration and welfare policies, among others, giving rise to policy challenges that significantly impact RRWs' day to day experiences, including burnout. Policy challenges in the context of refugee resettlement work are vast, including: (a) disparities in how policymakers construct different demographic groups, (b) the impact of policy changes on organizational missions, (c) a lack of clarity regarding the U.S. Refugee Admissions Program's (USRAP) objectives, and (d) the burden of enacting policies within client interactions.

Impact on Burnout. Policy challenges primarily gave rise to workers' experiences of burnout through emotional exhaustion and cynicism. Disparities in immigration policies across demographic groups lead participants to feel drained and frustrated and to develop negative and distant attitudes directed at policies and policymakers. As Willow stated, "I intentionally can't engage too much with the legal side of things because it is so disheartening and overwhelming."

The supplemental quantitative analysis indicated the differential treatment of demographic groups by policies and policymakers gave rise to a broad range of patterns

on the MBI subscales. These patterns varied from low to low-moderate exhaustion and high cynicism. This observation provides support for the argument that the differential treatment of demographic groups by policymakers is a risk factor for the development of burnout among RRWs.

Other policy challenges, such as enacting policies within client interactions, confronting the limitations of U.S. welfare policies and programs, navigating shifts in arrival numbers, and coming to terms with uncertainties surrounding the United States Refugee Admissions Program's (USRAP's) objectives, instigated further exhaustion, loss of hope, and negative attitudes. Within policy change, workers also observed the emergence of a decline in care and concern for clients, and a sense of dreading client interactions. Referencing shifting financial responsibilities to clients at the 90-day mark after arrival, Daphne provided insight into the development of negative attitudes such as dreading client interactions due to enacting policies within client interactions:

> So, having to teach somebody something very difficult when they don't even read English, when they don't speak any English, having to show them how they need to provide their own accommodations in order to complete a task can be overwhelming for them and feels very difficult for me. So, I guess that would be the main reason I like dread a conversation.

Further, one worker observed the detrimental impact of policy change that increased arrivals on the organization's policies and programs. Their inability to carry out their organization's mission, where workers interface more with clients about their goals for U.S. integration, rather than just handing them a check, precipitated a loss of care and

concern and a sense of dissatisfaction with the quality of their work. As Jo expressed this experience of:

> You know, uh, one thing leads to another. When I, you stop caring, even with the client that is exceptional… um, you give them the check, they get the check. And so, it is literally, there is a direct link between this massive surge of clients arriving to the country and our inability to actually provide good quality service. That has stopped being done in a long time. In a long time.

Despite the adverse effects of policy challenges, several workers sought to address these limitations through advocacy efforts, fostering hope and emotional resilience. Participants reported that advocacy models can be replicated across RRAs to lessen burnout and promote work engagement in response to policy challenges.

Excessive Workload

Finally, I delineate the mechanisms by which excessive workloads bring about RRWs' burnout experiences. Excessive workloads in RRAs are characterized by competing job priorities, client engagement burden, excessive bureaucratic rules, and organizational cultures characterized by role ambiguity.

Impact on Burnout. Excessive workloads gave rise to burnout through the following mechanisms: exhaustion, low professional self-efficacy, negative and distant attitudes, and disengagement behaviors. Competing job priorities, including client engagement, administration, and capacity building, led workers to experience exhaustion, frustration, and dissatisfaction with the quality of their work. Several workers responded by withdrawing from interpersonal interactions and putting off tasks. While not necessarily aimed at specific groups, disengagement behaviors have potentially negative

consequences for both peer support and client engagement. The supplemental

quantitative analysis suggests that, out of the excessive workload domains, competing

priorities contributes to the broadest range of MBI subscale patterns, including low to

moderate cynicism, high cynicism, and high exhaustion.

Further, the client engagement burden, or workers' perception that meeting client

needs requires energy reserves they might not have, instigated loss of motivation, feelings

of helplessness, and self-doubt. The supplemental quantitative analysis revealed workers

who articulated a client engagement burden experienced the most intense patterns of

burnout (high exhaustion and high cynicism). When asked about the dread associated

with making certain phone calls, Willow illustrated the effect of the client engagement

burden on her energy levels as follows:

> Sometimes I think, I know this isn't a big deal, but I just can't handle one more
>
> thing. Other times, it's an hour-long conversation that I don't have time for, or it
>
> opens the floodgates with all the client needs that I didn't have the time or
>
> capacity to address.

Finally, excessive bureaucratic rules gave rise to workers' sense of "pushing the boulder

up the hill" as Tina described, "where even, like, the smallest thing that you have to do,

you know, is gonna be, like, a logistical nightmare." Z explained the impact of the

number of administrative tasks required per client on their energy as follows:

> There's a burnout where, like, you're really working, especially when it comes
>
> closer to the deadline to submit a lot of these reports that you have to do, and you
>
> have to evaluate each client individually and, and you get tired. You really do get
>
> tired. And then, um, even when you determine eligibility for a lot of these clients,

now you have to submit all these reports and requests and all these things. So that's

very hard and difficult to do.

In summary, workers' experiences of excessive workloads facilitated burnout through all

three of its dimensions. While the root causes of undue volumes of work in RRAs are

vast, these data have implications for interventions addressing job design, organizational

infrastructures, supervision, refugee resettlement policies, and agency cultures.

Job Resources

The subsequent sections present an outline of the mechanisms by which

significant job resources in refugee resettlement agencies influenced participants

experiences of work engagement. The findings are presented in Table 10 along with

exemplar quotations representing the mechanisms by which job resources influence work

engagement.

Table 10. The Impact of Job Resources on Burnout

Job Resources	Exemplar Quote
1. Peer Support • Energy and Motivation • Dedication • Professional Self-Efficacy	So, I think that, uh, [I] want to persist because I, I believe we have a common challenge, common challenges. And, uh, it's not like it's only happening to me, but some other friends, uh, they're going through the same and we can work together maybe. And sometimes we have meeting[s] together for the same client, trying to see what we can improve or do to help better the clients. —Nadine
6. Fulfilling Client Interactions • Energy and Motivation • Dedication • Professional Self-Efficacy • Going Above and Beyond • Absorption	I'm most proud that out of 4,000 clients, I can easily say that 4,000 clients have been positively influenced. And that those 4,000 people are now more equipped to, uh, pursue whatever it is that they're gonna do in America while still being conscious of the other generations to

	come. I'm extremely, extremely proud of that, of that on a daily basis." —Barbara
7. Supportive Leadership • Energy and Motivation • Professional Self-Efficacy	The good feeling and the good challenge is when your solution is like, 'Okay, I think you're on the right track.' Like, 'What else do you think?' So when you're heard and when you can offer a solution to a problem, I feel that helps a lot, and that kind of challenge, especially when you can solve it, it's good for motivational, it's good for self-confidence too. —Z
8. Autonomy as a Resource • Energy and Motivation • Empowerment • Dedication • Professional Self-Efficacy	My motivation, and feeling and attitude, is good as long as I can, uh, as I can control my aspects of the job, if that makes sense. Like, to, to give an example. I have certain timelines that I have to meet, but I don't have somebody hovering over me and telling me how much you got done today, how much that I know I have to do it, and the way I'm able to do it, and the way I'm able to, um, distribute my work throughout the day. —Z
9. Accessing Trainings and Professional Development Opportunities • Energy and Motivation • Positive Attitudes • Professional Self-Efficacy	Those trainings, the things that we learn and also the experiences that [are] shared by train[ing] attendees are really helpful. So, every time I go to training, I feel like I have some, I gained some knowledge and also energy, positive energy from other social workers." —Green

Peer Support

Workers in refugee services have identified peer support as a beneficial aspect of

agency settings, attributed to increase work engagement among RRWs'. Below, I

describe the mechanisms by which peer support facilitates work engagement.

Impact on Work Engagement. Peer support, which entails internal, external, operational, and emotional domains, plays a crucial role in positively influencing workers' experiences of work engagement. Specific domains enabled RRWs to persist in the face of difficulties, including receiving praise and recognition, opportunities to process stress, being encouraged to take breaks, and occasions to brainstorm solutions. The supplemental quantitative analysis revealed workers who identified across the spectrum of exhaustion, from low to moderate to high, all verbalized these domains as boosting energy, suggesting they may be useful for workers experiencing various work-related motivational states. In addition to scaffolding their ability to persevere in the face of challenges, teamwork alleviated workers' feelings of isolation.

Modeling peers' behaviors and attitudes was another peer support domain that fostered workers' engagement through strengthening their identification with their roles. Workers who identified role models embodying valued qualities, such as resilience, expertise, cultural knowledge, energy, dedication, and a commitment to work-life balance, were able to envision themselves as developing these qualities, ultimately reinforcing their engagement through dedication to their roles. June conveys the impact of modeling peers' behavior on her work engagement as follows:

> I am really impressed by the work of the people I work with, and the ways that they're able to maintain themselves and their work and their communities and their families. Um, and that really kind of keeps me excited about my work.

Participants with low or low to moderate levels of exhaustion and cynicism found that modeling their peers' behaviors and attitudes enhanced engagement. This supplemental

quantitative finding suggests that more engaged workers are more likely to perceive this emulation as a form of support, as opposed to their more burned-out counterparts.

Furthermore, workers who had opportunities to give peer support, including assisting colleagues with work tasks and offering guidance, experienced work engagement through greater motivation and satisfaction with the quality of their work. Davida expressed the beneficial effect of giving back peer support on work engagement through improved self-efficacy as follows: "For instance, when caseworkers come to me, they need my help. I feel that I'm important in that department." The supplemental quantitative analysis showed that workers who engaged in giving support tended to experience low to moderate levels of exhaustion and had low self-efficacy. This pattern may suggest that workers who struggle with feeling effective in their work may view opportunities to give back peer support as a way to enhance their effectiveness.

In summary, peer support is vital in helping RRWs navigate challenging work environments and strengthen their connections to their roles as RRWs. Bidirectional peer support, where workers have opportunities to give back to peers, invigorated workers and bolstered their self-efficacy. Participants reported that when their organizations promoted opportunities for bidirectional exchanges of peer support, this fostered avenues for employee engagement.

Positive Client Interactions

Positive client interactions included the joy engaging with clients and having a positive impact on clients' lives, such as working in partnership with clients to achieve their goals and navigate systems, serving as a source of welcome, stability, and kindness,

and witnessing clients' growth, e.g., observing clients' successes and witnessing family reunifications.

Impact on Work Engagement. In addition to going above and beyond, positive client interactions precipitated work engagement through all three dimensions, e.g., vigor, dedication, and absorption. Impacting clients' lives and witnessing their growth profoundly inspired RRWs' work engagement through such mechanisms as increased energy, motivation, persistence in the face of difficulties, and feelings of pride, purpose, and hope. Mykayla demonstrated the influence impacting clients' lives has on her feelings of dedication to her role: "There is a reason that I am doing my job. We are actually affecting real people and this is changing real people's lives for the better. Um, and what we're doing is important and it's, it's a really great feeling." Hanad also attributed having a positive effect on clients' lives with increasing his persistence and sense of personal accomplishment: "That's, that's what drives me all the time. If I see a, a refugee person become self-sufficient, living like every regular American person, that means I'm mission accomplished. That's really what helps me."

Further, building relationships with clients, often involving establishing trust, was an influential motivating factor for many RRWs. Paula described the impact of building trust with a client on her desire to exceed the expectations of her role as follows: "Um, it's always nice to know that someone trusts you with something so serious as their health. So, um, that's motivating and it, um, it keeps that fire going to want to go the extra mile for your clients."

Lastly, experiencing new languages and cultures in RRAs inspired workers' energy, motivation, and absorption. Emme conveyed the impact of a diverse work

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environment on her energy and motivation as follows: "I don't think I'd be nearly as motivated in an office job just doing mundane things; getting to work with people from all around the world is an amazing feeling." In contrast, Daphne's immersion in new languages and cultures, along with the exploration of clients' home countries, fostered a deep sense of absorption in their work. Compared to being in the office doing paperwork, where she felt time passed quickly, Daphne states: "time definitely passes more slowly when I'm doing new things or having new experiences."

Among all the domains of rewarding client interactions, workers who articulated having a beneficial impact on clients' lives displayed the most profound engagement patterns on the MBI subscale, including low exhaustion and low cynicism. This supplemental quantitative finding further underscores the importance of this domain in relation to workers' experiences of work engagement.

Supportive Leadership

Just as a lack of leadership can lead to burnout, supportive leadership is beneficial to workers. Below, I illustrate the mechanisms by which supportive leadership encourages work engagement in RRAs.

Impact on Work Engagement. The findings indicated supportive leadership in RRAs fostered work engagement through several mechanisms, including increased energy, persistence in the face of challenges, and increased personal accomplishment. As opposed to discussions of peer support and positive client interactions, workers were relatively silent about the influence of leadership on work engagement through the mechanisms of dedication to and identification with their roles.

Having buy-in—meaning workers experienced leadership as open to their feedback on organizational matters—precipitated the most substantial impact on work engagement through heightening vigor and improving self-efficacy.

Further, leadership that provided constructive support (such as interagency peer networking) or direct support inspired staff to persist in their roles and allowed workers to redirect energy toward clients. For example, Emme stated:

> Since he's right there and able to help us at like the drop of a hat, it is great for our morale to be like, okay, we've got someone who's standing here behind us to help. Even if something's really frustrating for us, he will have a solution.

Finally, demonstrations of staff appreciation by leadership bolstered workers' sense of personal accomplishment. As Emme said, "It's just nice to feel appreciated for the work that you've done because it is kind of grueling work a lot of the time."

The supplemental quantitative analysis found that workers who identified with the most profound patters of engagement, including low exhaustion and high self-efficacy, endorsed having buy-in, staff appreciation, and direct support as resources impacting work engagement. This finding underscores the importance of these domains in relation to workers' experiences of work engagement.

In summary, supportive leadership bolstered RRWs' work engagement by boosting their energy, motivation, and professional self-efficacy within their roles.

Autonomy

Within RRAs, autonomy encompasses domains such as the freedom to link assessments with taking action, occasions for creativity, distributing one's tasks, and time

management. Below, I illustrate the mechanisms by which autonomy cultivates work engagement.

Impact on Work Engagement. Autonomy encouraged work engagement as reflected by increased energy, motivation, dedication to and identification with one's work, empowerment, a sense of personal accomplishment, and going above and beyond. Opportunities for creativity and linking assessments with next steps facilitated RRWs' identification with their roles, boosted energy levels, motivation, excitement, and encouragement, and inspired professional self-efficacy. Green explained how opportunities for creative decision-making fostered her feelings of excitement at work as follows:

> For my job specifically, we work with school-aged children. So, we have, we can create programs for children during the summer or during their year. So, I think that, uh, that helps us expand our creativity and also create more program or activity for our clients. So that really, um, for me, I think it's really exciting.

Further, one worker described feeling empowered due to having the freedom to make decisions about her work and execute them: "It's really empowering to talk and to go over different ideas because we feel like we can act on them. We're in a situation where we are pretty empowered to make decisions about how we're gonna handle things." (Harper).

Workers who associated opportunities for creativity and linking assessments with next steps displayed the most robust work engagement patterns, including low and low to moderate exhaustion and low cynicism. This trend strengthens the qualitative finding regarding the connection between this domain and work engagement among RRWs.

Distributing one's tasks and time management further enhanced workers' dedication and led to increased satisfaction with the quality of their work.

Refugee resettlement workers often expressed that having autonomy gave them feelings of being valued and trusted, elements that give rise to a sense of professional self-efficacy. When asked what it meant to her to be afforded the freedom to make decisions about her work, Mykayla revealed: "It means they trust my judgment, and that's always good, you know, that makes you feel valued."

Cherishing autonomy occasionally accompanied dialogues where workers expressed concerns about micromanagement. When asked what the impact was of having the freedom to perform her role with minimal guidance, Paula exemplified this concern as follows: "It feels good that, um, that my supervisor, um, believes I can do my job well, that she doesn't have to stay on my back and make sure it's getting done." Given that workers simultaneously value autonomy while expressing a preference for supportive leadership styles, middle and upper management must participate in training that supports their capacity to effectively balance supportive leadership while creating pathways for workers' autonomy, as recommended by participants.

Accessing Training and Professional Development Opportunities

Finally, I delineate the mechanisms by which accessing training and professional development opportunities gives rise to work engagement among RRWs. The benefits of training on work engagement within RRAs include improving workers' skills in client interactions and fostering external peer networking opportunities.

Impact on Work Engagement. Accessing professional development opportunities and training influenced work engagement through energy and motivation,

improved attitudes toward clients, and enhanced professional self-efficacy. Participation in training aimed at enhancing workers' client engagement skills had the broadest impact on work engagement, increasing energy, motivation, feelings of encouragement, and workers' sense of personal accomplishment. Workers who articulated the benefits of training for client interactions identified more greatly with strong patterns of engagement, including low exhaustion and low to moderate cynicism. Notably, accessing training and professional development opportunities is the only resource RRWs' attributed to improving their attitudes toward clients, potentially having the effect of mitigating cynicism and depersonalization, core components of burnout. Daphne highlighted the benefits of participating in Motivational Interviewing training on her attitudes toward clients, stating, "I think it, using Motivational Interviewing gives me a more optimistic view of a client's capabilities in general." Participants explained that organizational support for training opportunities to improve RRWs' skills in client interactions has significant potential to alleviate cynicism, including depersonalization, and, thus, is a critical investment within RRAs.

External peer support achieved through accessing professional development opportunities further enhanced motivation at work. Generally, increasing awareness through relevant information promoted workers' satisfaction with the quality of their work. Paula a refugee resettlement neophyte, expressed how attending a professional development opportunity strengthened her confidence: "Coming back from there, you feel a little extra strength." Similar to the benefits of training for client interactions, workers who voiced the peer support benefits of professional development opportunities

identified with strong patterns of engagement, including low and low to moderate exhaustion.

Opportunities for professional development and training are crucial resources for RRWs, bolstering their energy, motivation, and professional self-efficacy and promoting positive attitudes toward clients. Organizational leadership's recognition of the value of training opportunities and subsequent investment are crucial to giving rise to RRWs' emotional resilience and longevity in the field. Finally, incorporating consistency in staff's participation in training opportunities agency-wide through strategic planning will be essential, as Daphne emphasized when referencing the benefits of learning Motivational Interviewing: "I wish that that was just like a universal standard for this field of work."

Discussion

The current study aimed to (a) understand the mechanisms by which organizational characteristics impact workers' experiences of burnout and work engagement in refugee resettlement agencies and (b) describe the extent to with RRWs experience burnout and work engagement. The analysis revealed several mechanisms by which job demands and resources instigate burnout and work engagement. Job demands gave rise to emotional and mental exhaustion, negative attitudes, reduced professional self-efficacy, and disengagement behaviors, such as contemplating absenteeism, putting off tasks, reducing interpersonal interactions, and holding back at work. Conversely, job resources set in motion RRWs' energy, motivation, excitement, feelings of encouragement, and persistence in the face of difficulties. Further, job resources engendered workers' dedication to and identification with their roles, absorption, positive

attitudes toward clients, and extra-role behavior. Lastly, job resources nurtured workers'

sense of personal accomplishment by promoting perceived self-efficacy through feeling

valued and trusted.

The inquiry uncovered a range of burnout levels among RRWs: 28.8% in the

sample were Engaged, 28.6% were Ineffective, 28.6% were Overextended, 9.52% were

Disengaged, and 9.52% underwent Burnout. Scrutinizing the MBI-HSS profiles further

showed that many participants had negative client attitudes, with 57.1% reporting low to

moderate depersonalization, and over one-third indicating low personal accomplishment,

low to moderate personal accomplishment, low to moderate exhaustion, and high

exhaustion.

The findings are consistent with previous research that demonstrates workers'

proximity to refugees' trauma and acculturative distress narratives are associated with

adverse outcomes for worker well-being (Apostolidou, 2016; Barrington & Shakespeare-

Finch, 2013, 2014; Khalsa et al., 2020; Puvimanasinghe, 2015; Schweitzer et al., 2015).

In line with the findings of Barrington & Shakespeare-Finch (2014), Robinson (2014),

and Schweitzer et al. (2015), the inconsistent implementation of supervision in RRAs

negatively impacted workers' well-being. Federal immigration policy changes impacted

client-worker relations and organizational workflows, contributing to burnout, including

exhaustion (Roberts et al., 2018; Wathen et al., 2021). Lastly, the findings support

previous research that found management-level interventions, peer support, and

professional development support worker well-being (Barrington & Shakespeare-Finch,

2014; Roberts et al., 2018; Wathen et al., 2022).

Although the present study focuses on specific work-related outcomes like burnout and work engagement, Jessica Darrow's (2018) scholarship examining the tensions involved in implementing refugee resettlement policy remains relevant. The present study's findings support Darrow's (2018) finding that RRWs redirect tensions from staff capacity to negative and distant attitudes toward clients, as evidenced from the impact of staff capacity issues on burnout through the development of negative and distant attitudes. Further, the client engagement burden, a domain of issues with staff capacity, supports Darrow's findings shedding light on the interplay between inadequate resources and negative attitudes directed toward clients. However, despite the similarities in findings about the causes of negative and distant attitudes, the present study indicates accessing training and professional development opportunities is the primary resource that improves workers' attitudes toward clients. This finding may suggest that, though the cause of the problem is rooted in staff capacity issues, only temporary fixes like training sessions that change workers' perspectives toward clients have been implemented and found effective in reducing RRWs' negative and distant attitudes. These training sessions may also be a viable solution put into practice to not only bolster workers' skills, but improve client outcomes.

The present study expands on previous research, particularly regarding the mechanisms by which organizational aspects influence burnout and work engagement as specific elements of worker well-being. Firstly, the present study expands on the findings of Apostolidou (2016); Barrington & Shakespeare-Finch (2013, 2014); Khalsa et al., (2020); Puvimanasinghe, (2015); and Schweitzer et al. (2015), which illustrate the influence of hearing clients' trauma and acculturative distress narratives on workers'

experiences of vicarious trauma, compassion fatigue, vicarious resilience, and post-traumatic growth, to include similar symptoms to burnout, such as dreading client interactions and exhaustion. Beyond closeness to clients' trauma and acculturative distress narratives, the present study implicated other dimensions of challenges in client interactions on RRWs' burnout experiences, including difficulties in communication and handling conflict and navigating ambiguity within client interactions. Further, the present study illuminates the positive aspects of client interactions, including impacting clients' lives, witnessing their success, the joy of engaging with clients, and experiencing new languages and cultures on work engagement.

Secondly, the present study sheds light on workers' concern with leadership, rather than just supervisors. Workers identified supportive and receptive leadership styles across management levels as improving work engagement. Conversely, workers linked lacking buy-in, a lack of constructive support, and an ambiguous strategic plan to burnout.

The present study further expands on the findings of Roberts et al. (2018) and Wathen et al. (2021), identifying aspects of federal immigration policy, such as the differential impacts on demographic groups and the USRAP's ambiguous strategic plan as fostering burnout symptoms, including negative attitudes, disengagement behaviors, and reduced professional self-efficacy. Beyond the findings of Roberts et al. (2018) and Wathen et al. (2021), which indicate federal policy change engendered burnout through changes to agency workflows, the findings specified policy change's impact on workers' ability to carry out agency missions, thus contributing to burnout. The findings shed light on management-level interventions that are helpful to RRWs, such as support for peer

networking and required training. The findings further describe the peer support

mechanisms that facilitate work engagement, such as through receiving praise and

recognition, support for processing stress, encouragement to take breaks, working

together as a team, brainstorming solutions, looking up to role models, and giving back

support. Workers expressed preference for different types of peer support based on their

burnout pattern, i.e., more engaged workers found modeling peers resourceful while

workers struggling with low self-efficacy appreciated the opportunity to provide their

peers support.

Lastly, the findings illuminate professional development opportunities that

promote work engagement, including enhancing workers' skills in client interactions and

facilitating external peer networking. Finally, the study contributes further insight into the

mechanisms by which staff capacity issues and excessive workloads give rise to burnout

and the impact of autonomy as a resource on work engagement.

I applied the Job Demands-Resources (JD-R) theory as a sensitizing concept for

our study. Job Demands-Resources theorists posit that job demands and resources prompt

two distinct psychological processes: health impairment and motivation. Health

impairment typically leads to burnout, while motivational processes result in work

engagement. High job demands and limited job resources create unfavorable working

conditions, depleting workers' energy and undermining employees' motivation

(Demerouti et al., 2001).

The study focuses explicitly on demands and resources unique to refugee

resettlement agencies and their impact on burnout and work engagement. Adopting the

JD-R framework allows for a thorough understanding of the mechanisms by which

demands and resources associated with RRAs affect RRWs experiences of burnout and work engagement. For example, challenges in client interactions can precipitate all three dimensions of burnout: emotional exhaustion, negative attitudes, and reduced personal accomplishment. Similarly, issues like staff capacity, lack of leadership, policy concerns, and excessive workloads contribute to these negative outcomes and disengagement behaviors. Conversely, resources such as supportive leadership, positive client interactions, peer support, autonomy, and access to training and professional development opportunities support work engagement by assisting workers to persist in the face of difficulties and derive satisfaction in the quality of their work. All resources besides supportive leadership encouraged dedication, vigor, and professional self-efficacy. Positive client interactions significantly impacted all three domains of work engagement—vigor, dedication, and absorption. Additionally, they influenced organizational citizenship behavior, prompting workers to go above and beyond their role expectations.

These findings hold implications for the development of protocols to assess workers' burnout and work engagement in RRAs. They also inform strategies to reduce burnout and effectively promote work engagement within refugee resettlement agencies.

Organizing the study around symbolic interactionism supports understanding how RRWs create meaning from their interactions and experiences and the subsequent actions taken. At the same time, pragmatism considers ideas as shifting through practice, focuses on the utility of actions, and considers the presence of multiple realities. This approach allows us to gain deeper insights into how RRWs make sense of various concepts like

burnout and work engagement and the subsequent impact of organizational elements, like leadership, client interactions, and peer support, on these experiences.

For example, by exploring meaning and action, I demonstrate how some of these interpretations promote dedication to their work, such as engaging in peer support, positive client interactions, autonomy, and access to training. On the other hand, other interpretations may lead to disengagement behaviors, such as perceiving a lack of leadership, staff capacity issues, excessive workloads, and policy issues. By employing pragmatism, this study, improves our understanding of how organizational characteristics can be viewed as demands and resources impacting burnout and work engagement. For instance, leadership can serve as either a demand or a resource facilitating vigor or emotional exhaustion depending on the practice context in which RRWs interpret it. Further, client interactions can positively and negatively affect burnout and work engagement, such as negative attitudes and dedication to one's role, depending on the meaning workers ascribe to interpersonal interactions.

The study's findings can be applied to refugee resettlement agencies and other refugee-focused organizations in North America, the United Kingdom, Australia, New Zealand, and the United States. Moreover, these findings may be applicable to organizational settings where workers interface with a clientele, including patients or students, given the strong role of service recipients in workers' conceptualization of organizational characteristics.

Mixed-Method Reflections

The mixed-method approach with a qualitative emphasis served to further enrich the qualitative data, producing several observations worth acknowledging. For example,

the supplemental quantitative further uncovered which job demand and resource domains pervade or intensify workers burnout and work engagement experiences. In particular, with respect to client interactions, it became apparent that communication challenges and dealing with conflict are important domains to consider for workers experiencing a wide range of burnout responses. Additionally, the supplement quantitative revealed a trend toward intense patterns of burnout, including both high cynicism and high exhaustion, in those who articulated the impact of the client engagement burden, a domain of excessive workload, on burnout. Future research should examine such domains as avenues to bolster interventions addressing burnout and promoting work engagement in RRAs.

Practice Points

- The findings illustrated that RRWs' demonstrate several signs and symptoms of burnout. Agencies should provide training to recognize the signs and symptoms of burnout.

- There are several mechanisms by which organizational characteristics impact burnout and work engagement. Supervisors should assess burnout and work engagement with employees to address the affected dimensions utilizing counteracting resources (e.g., trainings promote positive attitudes toward clients).

- Several resources significantly impacted work engagement. Agencies should bolster these resources, including developing opportunities for autonomy, peer connections, and professional development.

- Workers valued leadership that welcomes their perspectives, offers constructive support, and serves as direct support over other leadership styles. Agencies should transform their approach to leadership, incorporating more supportive models.

- Excessive workloads and staff capacity issues negatively impacted burnout. Agencies must assess workloads and develop a list of prioritized tasks to match the staff's capacity at a given time.

- Workers who articulated the client engagement burden identified with intense burnout patterns. Workers with high caseloads or who engage in frequent, sustained contact with clients should receive extra support.

Strengths and Limitations

The study has several strengths, including the diverse backgrounds and perspectives of the authors. My four years of experience in a U.S. refugee resettlement agency supports an insightful analysis of participants' standpoints. Other study team members strengths lie in working in similar agency settings serving displaced populations, and one team member's immigrant background adds additional perspective useful in interpreting participants' narratives with shared backgrounds. The qualitatively driven mixed-method design complemented workers' descriptions of burnout and work engagement in the results narrative by incorporating burnout profiles on a continuum from burnout to engaged. Given the relative silence about the availability of supportive supervision among participants, it is likely that study participation would have been desirable, as it would have provided an opportunity for workers to share and relieve their workplace concerns.

However, there are notable limitations, including the possibility that workers experiencing burnout may have been deterred from study participation due to experiencing inhibiting symptoms such as exhaustion and negative attitudes toward work. Furthermore, few participants spoke English as their primary language, potentially

affecting their interpretation of the research questions and influencing their responses. The research does not account for differences in burnout and work engagement experiences pertaining to factors like gender, refugee or immigration background, culture, or the location of their refugee resettlement agency (e.g., urban versus suburban communities). Due to space constraints, I incorporated only the major organizational demands and resources and their impact on burnout. I did not incorporate personal resources that may help workers address the challenges of demands or absorb the benefits of resources. Finally, respondent bias may have adjusted participants' responses in the context of a one-time interview. Future research should investigate how burnout and work engagement relate to other work-related factors, including job satisfaction, vicarious trauma, and turnover intentions. Exploring these interactions can provide a more comprehensive understanding of the factors involved in RRWs' emotional resilience and potentially assist in smoother agency transitions.

Conclusion

In this study, I investigated the mechanisms by which organizational characteristics influence burnout and work engagement among workers in RRAs. The findings illustrated job demands and resources influenced burnout and work engagement through various mechanisms. Job demands, such as challenges in client interactions, staff capacity issues, leadership problems, policy challenges, and excessive workloads, contributed to emotional and mental exhaustion, negative attitudes, reduced professional self-efficacy, and disengagement behaviors. Conversely, job resources, including peer support, positive client interactions, supportive leadership, autonomy, and access to professional development opportunities, enhanced workers' resilience in the face of

challenges, fostered dedication to their work, improved attitudes toward clients, slowed the passage of time, and promoted organizational citizenship behavior, where workers go above and beyond their expected roles. Job resources further contributed to workers' feeling valued and trusted, reinforcing their sense of personal accomplishment.

To address burnout and promote work engagement, refugee resettlement organizations should consider developing workers' abilities to identify and address the signs and symptoms of burnout, enhancing available resources, transforming leadership models, and prioritizing work tasks to match staff's capacity while seeking to maintain appropriate staffing levels. These findings have important implications for building emotionally resilient refugee resettlement workforces, ultimately benefiting client engagement and the overall success of the U.S. Refugee Admissions Program.

CHAPTER 4

CONCLUSION

The concluding chapter of this two-manuscript dissertation highlights the three

primary findings, discusses how they relate to existing theory and literature, and explores

the additional insights they offer. The chapter also addresses the strengths and limitations

of the study. Lastly, the concluding chapter delves into practical recommendations based

on the top three findings.

Major Findings

Challenges in Client Interactions and Positive Client Interactions

The analysis revealed that several job demands and resources impact refugee

resettlement workers' (RRWs) experiences of burnout and work engagement. Some

elements are notable for their dual role, requiring psychological effort and supporting

workers' growth and development. Client interactions are a prime example of this dual

role, serving as a job demand that can either lead to burnout when challenging or serve as

a resource that can promote work engagement when interactions are fulfilling. Thus,

client interactions can significantly affect RRWs' experience of both burnout and work

engagement, either positively or negatively, depending on their nature.

Previous research examining the impact of client interactions on refugee service providers has concentrated primarily on the relationship between workers' exposure to clients' migration-related trauma narratives and concepts like vicarious trauma, resilience, and post-traumatic growth (Apostolidou, 2016; Barrington & Shakespeare-Finch, 2013, 2014; Puvimanasinghe, 2015; Schweitzer et al., 2015). Similarly, Khalsa et al. (2020) explored the link between engagement with refugees' acculturative distress and workers' experiences of compassion fatigue. In line with this previous research, the present study confirms that exposure to clients' migration-related trauma narratives and acculturative distress adversely affects workers. Building on these findings, the present study demonstrates that such exposure can lead to burnout.

Additionally, this study delves deeper into the impact of client interactions on refugee service providers by exploring various aspects of workers' experiences with client interactions, focusing on the influence of burnout and work engagement. Beyond exposure to trauma narratives and acculturative distress, other elements of client interactions significantly affect workers' experiences. Elements that give rise to burnout include communication challenges, conflicts with clients, and the limitations of meeting clients' needs. Conversely, aspects of client interactions that positively impact work engagement include making a difference in clients' lives, witnessing their growth, forming strong client relationships, deriving joy from these interactions, and experiencing diverse languages and cultures.

Beyond demonstrating the impact of various client interactions on workers' experiences of burnout and work engagement, the study also reveals how these interactions generate symptoms of burnout and work engagement. For instance,

challenges in client interactions cause exhaustion, negative attitudes, and reduced

professional self-efficacy, all of which lead to burnout. In contrast, fulfilling client

interactions enhance work engagement by increasing vigor, dedication, absorption,

personal accomplishment, and extra-role behaviors. This analysis underscores the

significance of workers' struggles with various issues within client interactions, moving

beyond a sole focus on secondary trauma exposure.

The findings are consistent with the Job Demands-Resources theory, which states

that job demands (such as difficult client interactions) and job resources (such as

fulfilling client interactions) initiate, respectively, health impairment that leads to burnout

or motivation that results in work engagement.

Lack of Leadership v. Supportive Leadership

Another organizational feature noteworthy for its dual role is leadership. The

analysis revealed that leadership is a job demand that, when absent, can lead to burnout

or, when supportive, can promote work engagement. Thus, leadership is an essential

aspect of refugee resettlement work that significantly impacts workers' experiences of

burnout or work engagement.

 This study found that a lack of leadership had a significant adverse impact on

workers' burnout experiences, fostering, for example, negative attitudes (such as distrust)

and disengagement behaviors (such as holding back). Supportive leadership provides

constructive support, is receptive to workers' ideas, and demonstrates staff appreciation,

and thus positively influences work engagement.

Previous literature examining the impact of leadership on refugee service

providers has focused on supervision and the influence on workers' well-being as broadly

defined (Barrington & Shakespeare-Finch, 2014; Robinson, 2014; Schweitzer et al., 2015). According to previous studies, supervision supported workers' well-being by helping them cope with their work demands. The present study confirms the potentially supportive nature of leadership, including supervisors and upper management, focusing specifically on the relationship with work engagement. This dissertation further details the specific domains of leadership workers find supportive, including constructive support, direct support, recognition and appreciation, and receptivity to workers' ideas. These features contribute to work engagement by helping workers persist and bolstering their sense of personal accomplishment.

Additionally, previous studies found that supervision that was not consistently implemented across refugee serving agencies detracted from workers' well-being and effectiveness (Roberts et al., 2018). Participants in the present study were critical of a lack of constructive support from agency leadership and unclear strategic plans to provide for constructive supervision. A strategic plan, crucial for RRAs for multiple reasons, supports workers' growth and development through providing either direct supervision or alternate channels through which workers can seek guidance beyond relying on their peers or upper management. Workers reported higher levels of engagement when they received increased assistance from their leadership.

Two studies described the importance of organizational support (Roberts et al., 2018; Wathen et al., 2022), specifically management-level interventions, on employee well-being, with one study noting the lack of organizational support contributing to experiences of burnout (Roberts et al., 2018). This dissertation study supports these findings: the lack of organizational support, specifically constructive support, influences

workers' burnout experiences. Further, I detail what lack of constructive support means to workers, including unrealistic workload expectations, inadequate supervisory support, and the need for more consistency in showing empathy toward employees. These domains trigger various detrimental burnout symptoms.

The findings also reveal the effects of a general absence of supervisory support in RRAs: workers are left to search for support at all levels of leadership. A better understanding of management hierarchies within refugee resettlement agencies can facilitate better recognition of where support mechanisms can be realistically and effectively implemented.

The findings align with Job Demands-Resources theory in that lack of leadership, a specific demand characteristic of refugee resettlement agencies, triggers a health impairment process (i.e., exhaustion, cynicism, disengagement, and reduced self-efficacy, all of which contribute to burnout), whereas supportive leadership triggers a motivational process leading to work engagement.

Excessive Workloads and Staff Capacity Issues

The analysis revealed that RRWs struggle with excessive workloads in a landscape of variations in staff capacity, contributing to burnout. These findings expand on a gap in the literature regarding the demands of excessive workloads and staff capacity issues in refugee resettlement agencies and their impact on burnout. The finding of the excessive workload makes explicit that competing priorities (e.g., client engagement, administration, and capacity building duties), the client engagement burden, and organizational cultures of role ambiguity, require workers to adopt multiple roles beyond their job description, further compounding excessive workloads. Excessive workloads led

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to workers experiencing all three dimensions of burnout, including disengagement behaviors. Compounding excessive workloads, staff capacity issues, including domains such as poor staff-to-client ratio, lack of support staff, departments with only one staff member, and staffing gaps that leave other staff to pick up the slack, significantly influenced burnout.

These findings align with the Job Demands-Resources theory, which suggests that issues related to staff capacity and excessive workloads, specific demands within refugee resettlement agencies, initiate a health impairment process. This process includes feelings of exhaustion, cynicism, disengagement, and reduced self-efficacy, ultimately contributing to burnout.

Symbolic Interactionism and Pragmatism

This dissertation employed symbolic interactionism (SI) to focus attention on the meaning individuals prescribe to certain symbols and how that meaning influences their interpretations and subsequent actions. Pragmatism views ideas as dynamic and shaped by practical experiences, emphasizing the usefulness of actions, acknowledging multiple realities, and linking individuals' interpretations of facts with their values.

The findings from this dissertation underscore the significance of participants' dynamic meaning-making regarding symbols (e.g., burnout, work engagement, job demands and job resources) and how meaning-making influenced workers' interpretations and actions. SI allows for a dynamic understanding of organizational characteristics such as leadership and client interactions. Certain client interactions, such as witnessing clients reunite with family members from overseas, are interpreted as fulfilling, promoting work engagement. Other client interactions, such as navigating

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ambiguity, are interpreted as challenging, giving rise to burnout. Similarly, some workers' experiences with leadership, such as receiving direct or constructive support, are interpreted as supportive, instigating work engagement, whereas others, such as lacking buy-in, create a void in the workers' environment, prompting burnout. Thus, in accord with the emphasis SI and Pragmatism put on the importance of meaning-making, interpretations, actions, and a dynamic understanding of events, this study found that client interactions and leadership are dynamic organizational characteristics that can be categorized as both demands and resources.

Beyond SI's linking of meaning-making with interpretations and subsequent actions, workers who valued strong leadership demonstrated more pronounced burnout patterns. These patterns included disengagement behaviors such as holding back, thereby highlighting the pragmatist principles that link individuals' interpretations of facts with values and stress the usefulness of their actions.

In addition to demands and resources, workers exhibited diverse positionalities regarding the concepts of burnout and work engagement. For instance, some harbored beliefs that burnout equates to failure and, thus, took steps to address it (e.g., through the uptake of resources) or to conceal their experience through vague language. This obfuscation was particularly noticeable among several participants who denied or downplayed burnout symptoms but nevertheless scored higher along the burnout-engagement continuum. Such minimizations may or may not be conscious, but they serve as survival techniques that align with the pragmatist principle emphasizing the practicality of one's actions.

For workers who viewed burnout as a particularly personal failure, interpretations of the impact of structural factors and leadership's capacity to address it may have been limited, as suggested by some workers who emphasized "focusing on what you can control" and "putting the onus on the individual" in response to inquiry regarding the potentials of organizational demands and resources. Such attitudes, if they pervade organizations, can impede the actors' uptake of organizational-level interventions to address burnout. For instance, this could manifest as positive messaging about the importance of self-care without presenting any tools for workers to engage in such care or providing any constructive support other than federally mandated leave-taking to take care of one's mental health.

Staff may create different meanings around engagement. For instance, workers who experienced pressure from the organization, directly through leadership or indirectly through culture, to function in roles beyond the scope of their compensation could interpret engagement as harmful and, thus, lean toward burnout and disengagement behaviors for pragmatic reasons. In fact, disengagement could become a symbol for resisting certain demands, such as a lack of leadership, giving rise to workers' choosing sides between engaged and disengaged, and acting accordingly. Alternatively, some workers may interpret work engagement to mean their professional goals are fulfilled and, thus, take steps to bolster it through engaging in resources or simply emphasizing narratives that make possible their survival in the field.

Further, some workers may interpret burnout as a point of pride resulting from meaning-making around work in mission-driven organizations, where the focus on the greater good often overshadows the common good. This interpretation can lead to

continuous cycles of burnout symptoms, such as a burnout mindset and associated behaviors, while deemphasizing avenues to engagement.

Finally, although the dissertation did not explore participants' responses to the burnout profiles, future interpretations will produce further symbolic meaning that is most likely unrelated to the profiles' prescribed definitions.

Strengths and Limitations

The study has several particular strengths. The author's unique positionality supports a robust interpretation of the findings. As someone with four years of experience working in a refugee resettlement agency in the U.S., my positionality offers valuable insights for interpreting the data from the participants' standpoints. The other authors also contribute unique strengths, such as their experiences in similar agency settings (HS and LH) and a background of transnational migration (DS). The interview guide was also pilot-tested with a proxy interviewee, a former refugee resettlement worker, strengthening its clarity and effectiveness. Furthermore, the mixed-method design, driven by a qualitative approach, provided additional detail and complementary descriptions of workers' experiences with burnout and work engagement.

However, it is vital to acknowledge the study's limitations. Since symptoms of exhaustion and negative attitudes toward work characterize burnout, those experiencing the phenomenon may have been less willing to participate in the study. This self-selection bias may also pertain to engaged workers, who may over-represent the sample given their propensity to engage in extra-role behaviors. Additionally, some participants spoke English as a second or third language, potentially leading to variations in their understanding of the research questions that affected their responses.

Due to the sample size, the research could not account for potential differences based on factors like the gender of refugee resettlement workers, their refugee or immigration background, culture, or the location of their resettlement agency (e.g., urban versus suburban communities). Moreover, it is worth noting that the study mainly focused on burnout and its opposite, work engagement. While burnout contributes to turnover, future research should investigate other work-related outcomes concerning worker well-being and agency turnover, such as job dissatisfaction, secondary trauma, and vicarious trauma. A better understanding of those effects could enhance workers' emotional resilience and improve workforce stability in refugee resettlement agencies.

Lastly, respondent bias, where participants may have adjusted their responses to conform to the interview situation and please the interviewer, is a potential limitation. Future research should explore the potential benefits of conducting a series of participant interviews to delve deeper into workers' experiences, moving beyond the standardized public relations performance often exhibited during initial interviews.

Implications and Recommendations for Practice

Client Interactions

Given that difficult client interactions significantly impact burnout, while fulfilling client interactions contribute to work engagement, an essential practice recommendation is to bolster employees' skills in client interactions. Particularly, workers need to be skilled in cross-cultural communication, being able to clarify expectations, address conflict through de-escalation, and deal with secondary trauma and acculturative distress. Further, enhancing workers' skills in meeting clients' needs helps to improve their attitudes toward clients. Including more consistent and evidence-

informed training is essential. Workers identified several modalities they considered helpful in promoting positive client interactions, particularly Motivational Interviewing (Potocky & Guskovict, 2019), trauma-informed care, identifying benchmarks for measuring client outcomes, training in the language of mental healthcare, mental health crisis response training, and realistic job expectations. Workers emphasized the need for training across agencies to ensure all staff take the same approach to interfacing with clients so as not to undermine each other's efforts to improve client interactions. Examples of organizational-level interventions like this include trauma-informed care and CFS Strong. CFS Strong, an intervention originally designed to address secondary traumatic stress among child welfare workers and supervisors, includes a skill building program (Resilience Alliance), peer support groups, digital resiliency reminders, and "Restoring Resiliency Responses" or debriefing in response to critical incidents, e.g., the death of a child. These types of organizational-level interventions can help fill the void identified by study participants as a contributor to burnout experiences. Lastly, workers also expressed a need for more mental health counseling resources for workers struggling with secondary trauma and burnout. Improving access to counseling services for workers, through an in-house therapist or expansion of insurance offerings, could help meet this need.

In addition to training to strengthen workers' engagement skills, other avenues, such as recognizing clients' success and workers' involvement, may enhance the beneficial effects of fulfilling client interactions.

Leadership

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Because a lack of leadership has been shown to worsen workers' burnout symptoms, addressing leadership in RRAs is essential to building RRWs' emotional resilience. Leadership should actively engage in training to enhance their abilities in creating and conveying strategic plans that incorporate the needs of both clients and staff. Such needs include opportunities for career advancement, adequate supervision, openness to employee feedback and ideas, and constructive support. Constructive support includes but is not limited to facilitating intra- and inter-agency peer engagement, providing opportunities for supervision, training, and serving as a direct source of assistance.

Refugee resettlement workers have clearly preferred leadership styles that are more involved and supportive of their needs. This finding suggests that specific leadership models might be better suited for refugee resettlement agency (RRA) settings than others. Two such models that could be suitable in these contexts are participatory models (Fazri et al., 2022), where leaders actively engage in direct service work and involve workers in organizational decision-making, and transformational styles (Park & Pierce, 2020), where the primary goal of leadership is to inspire workers to achieve their full potential. These models stand in contrast to authoritarian, laissez-faire, and transactional leadership models.

Excessive Workloads and Staff Capacity

Considering that excessive workloads and inadequate staff capacity worsen burnout, agency leadership must create a list of tasks for each staff position, prioritizing them based on the staff's current capacity. For instance, agencies could establish systems that allow workers to adjust their approach to the workload based on their current capacity. In particular, when facing a high number of arrivals and limited staff capacity,

the focus could be on essential functions. In situations with moderate staff capacity and arrival numbers, workers might be able to engage in activities above and beyond the essential. In situations where staff capacity matches clients' needs, agencies could transition to higher-functioning modes, including extracurricular functions, such as community events. This system could be organized into different levels, like code red (indicating low capacity), code orange (representing moderate capacity), and code green (signifying high capacity). Such a system would enable workers to carry out tasks that match their agency's capacity while allowing agencies to go beyond their usual roles when adequately supported.

Additionally, agencies must recognize the energy required in interactions with clients experiencing unmet needs. In refugee resettlement agencies, unmet client needs are compounded by multiple complex layers of communication involving language barriers, clients' access to digital forms of communication, and challenges resulting from the COVID-19 pandemic. Efforts should focus on advocating for reducing the number of bureaucratic rules per client and streamlining tasks by sharing responsibilities. To avoid excessive after-hours work, agencies can establish a rotation system where staff members take turns being on-call for client emergencies. This way, client concerns are addressed while workers maintain a healthier work-life balance. Additionally, leadership needs to communicate these concerns to parent organizations and national affiliates, explaining the changes in workload and advocating for the well-being of their staff as vigorously as they advocate for the well-being of their clients.

Identifying and Addressing the Signs and Symptoms of Burnout

A final practice recommendation is to train RRWs, including supervisors or peer mentors, to recognize the signs and symptoms of burnout and to work together to develop a plan that promotes coping and engagement. For instance, since workers with low self-efficacy endorse autonomy as a work engagement resource, those exhibiting this symptom may find it beneficial to be assigned to a pertinent project requiring leadership. Alternatively, the MBI-HSS instrument could be used periodically to assess workers on the three dimensions of burnout, shedding light on the mechanisms that support workers' experiences of engagement and reduce burnout. For example, if the assessment indicates the worker holds negative attitudes toward clients (depersonalization) but is experiencing low to moderate energy loss (Ineffective and Disengaged profiles), an appropriate first step would be to access professional development opportunities to improve client engagement skills. It is critical to point out that such assessments of burnout, whether formal or informal, must be practiced with the goal of supporting workers' well-being, not as instruments to demote or further discourage workers.

Implications for Social Work

The research presented in this dissertation has implications for the Social Work profession in addition to refugee resettlement practice. Social work research should continue to focus on developing evidence-informed interventions to support client and worker well-being. Intervention research should continue to shift toward multi-level points of intervention, including leadership, agency culture, policy advocacy, and worker skill building, rather than solely focusing on workers' emotional and physical self-regulation as emphasized by programs that feature self-care. The focus on self-care in social work to prevent and address burnout, while beneficial, should not be

overemphasized in relation to organizational and structural changes that can remove some of the root causes of poor worker and client well-being.

Social work education should further focus on teaching and investigating evidence-informed leadership models that best support the work of a profession consisting substantially of direct service workers. Supervisors, peers, and workers can be trained to identify the signs and symptoms of burnout and its precursors and develop a language to address it with supervisors and/or peers.

Conclusion

This dissertation uncovers how challenges surrounding client interactions and administrative support impact workers' burnout experiences and how fulfilling interactions and sound infrastructure promote work engagement. Prior research has focused on the impact of workers' exposure to clients' migration-related trauma narratives and acculturative distress on phenomena like compassion fatigue, vicarious trauma, resilience, and post-traumatic growth. This two-manuscript dissertation study delves deeper into burnout and work engagement as outcomes, shedding light on how client interactions affect RRWs' well-being. The findings reveal that various domains within these interactions (e.g., communication challenges, conflict with clients, and navigating the limits of their abilities) contribute to burnout. Conversely, some domains (e.g., improving clients' lives, witnessing clients' growth, building relationships with clients, experiencing joy in engaging with clients, and experiencing new languages and cultures) positively impact work engagement.

Furthermore, the study explores the mechanisms by which challenges in client interactions contribute to burnout, specifically, exhaustion, negative attitudes, and

reduced self-efficacy. It also identifies mechanisms through which fulfilling client interactions enhance work engagement, such as vigor, dedication, absorption, personal accomplishment, and extra-role behaviors. The findings highlight the significance of mitigating difficult client interactions and facilitating positive interactions to improve RRWs' well-being.

The study aligns with Job Demands and Resources theory, showing how specific demands in refugee resettlement agencies trigger a health impairment process leading to burnout. It also emphasizes the importance of workers' interpretation of symbols in their environment and subsequent actions, in line with Symbolic Interactionism and Pragmatism.

In addition to client interactions, leadership has a significant impact on burnout and work engagement. Supportive leadership positively affects work engagement, while a lack of leadership contributes to burnout symptoms. This insight underscores the need for effective leadership, emphasizing constructive support, direct support, recognition of employees' labor, and receptivity to workers' ideas to enhance engagement and well-being.

Finally, the study addresses the challenges of excessive workloads and low staff capacity, which compound burnout. Tasks must be prioritized based on staff capacity and client needs, advocating for reduced bureaucratic rules, and implementing strategies to maintain work-life boundaries. Communication among local agencies, parent organizations, and national affiliates is crucial to advocating for the well-being of workers alongside clients.

Overall, this study provides valuable insights and recommendations to enhance the well-being of RRWs and improve the effectiveness of RRAs. Given the significant annual resettlement of refugees and Kentucky's consistent ranking among the top five states for resettlement, the application of this dissertation's findings has the potential to affect the lives of both RRWs and clients in Kentucky and other high-resettlement states across the country.

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Appendix A

Interview Guide

Demographic Questions

I will start the interview by asking you a few personal demographic questions. Any answer you provide is completely fine, and, as always, you can decline to answer any questions without penalty.

1. What gender do you identify as?
    a. Prompt. For example, if you identify as a man, you respond man, etc.
2. What are your preferred gender pronouns?
    a. Prompt. For example, if you prefer she/her, you respond she/her, etc.
3. Can I ask you…how old are you?
4. What is the highest degree you have earned?
    a. Follow-up: Can you describe what your degree is in?
5. Can I ask you? What racial background do you most identify with? [if participant states mixed race, ask if they feel comfortable clarifying different racial backgrounds.]
6. What ethnic background do you most identify with?
7. What is your job title?
8. How long have you been employed at [agency]?
    a. Follow-up: Had you worked at another refugee resettlement agency in Kentucky previously? If so, for how long?
9. What country were you born in?
    a. Follow-up: [If born outside of U.S.] What year did you come to the U.S. to live?
    b. Follow-up: [If born outside of U.S.] I don't know if this is an appropriate question or not, but can you explain to me what events led up to you leaving your home country?
10. What languages do you speak proficiently?

Interview Questions

In this interview, we will be talking about your experiences as a refugee resettlement worker. Specifically, I would like to ask you some questions about your role, any support you receive, and how it affects you. Please know you have the option to pass on any question, without penalty. There are no wrong or right answers to any of these questions. I am interested in understanding your perspectives, meanings, and experiences. Your views and experiences are important.

Initial Prompt	Clarifying and Exploratory Questions
Question 1. Can you tell me about how you came to work at [agency]?	• Who, if anyone, influenced your decision to work in the field of refugee resettlement? • What events led up to you being hired at [agency]?
Question 2. Using everyday language, what is the mission of your organization?	• If you met someone at a party and they asked you about your agency's mission, what would you tell them?
Question 3. Can you describe your role at [agency]?	• Can you tell me about your required job responsibilities? • Can you tell me about any additional work you do that is outside your job description? • In your view, what is your role in carrying out your agency's mission? OR, how does your role fit into the overall mission of your agency?
Question 4. Can you describe what a typical day is like for you at [agency]?	
Question 5. Can you tell me about what, if any, resources your organization offers to support you in your role at the agency?	• Who do you go to when you have a question or concern? Can you describe to me what kind of support they provide? • Can you describe what, if any, onboarding training you received when you started working at [agency]? • Can you describe what, if any, professional development opportunities you've been able to access since starting your role? • What, if any, material resources does your agency offer to support you in carrying out your role? For example, this could include financial resources, technical support, office space and supplies, etc. • In what ways, if any, could your organization better support you to stay motivated to do the work?
Question 6. Can you tell me about your interaction with clients?	• What is a typical day like for you interacting with clients? Who do you work with? What services do you provide? • Can you share a story about an interaction with a client that impacted you? What about it was

	memorable for you? How did this interaction impact your motivation at work?
Question 7. Can you tell me about the role of peers in supporting your work efforts?	• Who do you work most closely with? • What support do they provide, if any, with carrying out your job responsibilities? • Can you give me an example of a time when you felt supported by a peer during a time of stress? • Can you tell me about your thoughts and feelings with regard to your experience of peer support at [agency] in general?
Question 8. Tell me about your greatest source of stress or strain at work.	• In an ideal world, what, if anything, do you think could be done to help make Y less stressful? • What, if anything, has been helpful to you in addressing this source of stress? • Is there something the agency could do to help make Y less stressful?
Question 9. Can you describe to me an aspect of your job that you feel presents an exciting challenge?	• In what ways, if any, does your agency support you in meeting this challenge?
Question 10. In what ways, if any, does your role require you to interact with other agencies within the social or health service system?	• What, if any, resources does your agency offer to support you in interacting with these systems? • What, if anything, has been helpful to you in interfacing with the broader social service system?
Question 9. [For immigrants] I don't know if this question is too personal but if you feel comfortable can you tell me about in what ways, if any, your experience of being an immigrant/a refugee factors into your experiences of stress and strain at work?	• How does your experience of being an immigrant/a refugee influence how you think about and perform your role, if at all? • How does your current role at your agency fit into your life story? Or, what does your role mean to you? • What, if any, of your personal values or beliefs help protect you against stress and strain at work? • What, if any, other personal resources help protect you against the effects of stress and strain at work?
Question 9. [For U.S. born] I don't know if this question is too personal but if you feel comfortable can you tell me what ways, if any, your past	• How does your current role at your agency fit into your life story? Or, what does your role mean to you?

experiences influence how you interpret your current experiences, particularly related to of stress and strain at work?	• Thinking about your membership in [cultural group], what does your role at the agency mean to you? • What, if any, of your personal values or beliefs help protect you against stress and strain at work? • What, if any, other personal resources help protect you against the effects of stress and strain at work?
Question 10. Is there something else you think I should know to understand better your experiences?	
Question 11. What is something you are most proud of about your role?	
Question 12. Is there something you would like to ask me?	
Question 13. Would you be willing to be contacted again for a follow-up interview?	• If so, what is the best way to reach you?
Question 14. What pseudonym would you like for me to use for you in the write up of the results?	Thank you very much for your participation! I appreciate the opportunity to talk with and get to know you.
Exploratory and Probing Questions	That's interesting. Can you say more about X? Could you describe what you mean by X? What does X mean to you? Thank you so much for your sharing your perspective! Can you give an example of a time when X happened? Can you share a story about your experience with Y? What, if any, steps have you taken since experiencing X? What happened next? What positive changes, if any, have occurred for you at work since X? What negative changes, if any, have occurred for you at work since Y? Could you tell me about your thoughts and feelings with regard to X? What contributed to X? Other people have told me X. How do you respond to that?

Burnout Probing Questions	Would you tell me how you define it, so I have it in your words? How did Y impact you? - In what ways if any does X influence how you feel about working at [agency]? - In what ways, if any, does X influence your feelings of energy and motivation at work? - How does X factor into how you interact with or view clients, if at all? - How does X factor into how satisfied you feel about the quality of your work?
Work Engagement Probing Questions	- In what ways if any does X influence how you feel about working at [agency]? - How does X factor into your willingness to persist in the face of difficulties at work, if at all? - How does X factor into your pride in your work, if at all? - How does X factor into how quickly or slowly you feel time passes at work, if at all?

Work and well-being survey

Part 1. MBI Human Services Survey

The purpose of this survey is to discover how various people working in human services or the helping professions view their job and the people with whom they work closely.

Because people in a wide variety of occupations will answer this survey, it uses the term **recipients** to refer to the people for whom you provide your service, care, treatment, or instruction. When answering this survey please think of these people as recipients of the service you provide, even though you may use another term in your work.

Instructions: On the following pages are 22 statements of job-related feelings. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, select the number "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by selecting the number (from 1 to 6) that best describes how frequently you feel that way. An example is shown below.

Example:
How often?

Statement: 1. _____ I feel depressed at work.

0 Never
1 A few times a year or less
2 Once a month or less
3 A few times a month
4 Once a week
5 A few times a week
6 Every day

If you never feel depressed at work, you would select the number "0" (zero) after the item. If you rarely feel depressed at work (a few times a year or less), you would select the number "1." If your feelings of depression are fairly frequent (a few times a week but not daily), you would write the number "5."

How often?

I feel emotionally drained from my work.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

How often?

I feel used up at the end of the workday.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

How often?

I feel fatigued when I get up in the morning and have to face another day on the job.

- ○ 0 Never (1)

- ○ 1 A few times a year or less (2)

- ○ 2 Once a month or less (3)

- ○ 3 A few times a month (4)

- ○ 4 Once a week (5)

- ○ 5 A few times a week (6)

- ○ 6 Every day (7)

End of Block: Block 1

Start of Block: Block 12

How often?

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I can easily understand how my recipients feel about things.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

How often?

I feel I treat some recipients as if they were impersonal objects.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

How often?

Working with people all day is really a strain for me.

   ○ 0 Never (1)

   ○ 1 A few times a year or less (2)

   ○ 2 Once a month or less (3)

   ○ 3 A few times a month (4)

   ○ 4 Once a week (5)

   ○ 5 A few times a week (6)

   ○ 6 Every day (7)

How often?

I deal very effectively with the problems of my recipients.

   ○ 0 Never (1)

   ○ 1 A few times a year or less (2)

   ○ 2 Once a month or less (3)

   ○ 3 A few times a month (4)

   ○ 4 Once a week (5)

   ○ 5 A few times a week (6)

   ○ 6 Every day (7)

How often?

I feel burned out from my work.

     ○ 0 Never (1)

     ○ 1 A few times a year or less (2)

     ○ 2 Once a month or less (3)

     ○ 3 A few times a month (4)

     ○ 4 Once a week (5)

     ○ 5 A few times a week (6)

     ○ 6 Every day (7)

How often?

I feel I'm positively influencing other people's lives through my work.

     ○ 0 Never (1)

     ○ 1 A few times a year or less (2)

     ○ 2 Once a month or less (3)

     ○ 3 A few times a month (4)

     ○ 4 Once a week (5)

     ○ 5 A few times a week (6)

     ○ 6 Every day (7)

Page Break

How often?

I've become more callous toward people since I took this job.

- ○ 0 Never (1)

- ○ 1 A few times a year or less (2)

- ○ 2 Once a month or less (3)

- ○ 3 A few times a month (4)

- ○ 4 Once a week (5)

- ○ 5 A few times a week (6)

- ○ 6 Every day (7)

How often?

I worry that this job is hardening me emotionally.

- ○ 0 Never (1)

- ○ 1 A few times a year or less (2)

- ○ 2 Once a month or less (3)

- ○ 3 A few times a month (4)

- ○ 4 Once a week (5)

- ○ 5 A few times a week (6)

- ○ 6 Every day (7)

How often?

I feel very energetic.

    ○ 0 Never (1)

    ○ 1 A few times a year or less (2)

    ○ 2 Once a month or less (3)

    ○ 3 A few times a month (4)

    ○ 4 Once a week (5)

    ○ 5 A few times a week (6)

    ○ 6 Every day (7)

How often?

I feel frustrated by my job.

    ○ 0 Never (1)

    ○ 1 A few times a year or less (2)

    ○ 2 Once a month or less (3)

    ○ 3 A few times a month (4)

    ○ 4 Once a week (5)

    ○ 5 A few times a week (6)

    ○ 6 Every day (7)

How often?

I feel I'm working too hard on my job.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

- -

How often?

I don't really care what happens to some recipients.

○ 0 Never (1)

○ 1 A few times a year (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

End of Block: Block 14

Start of Block: Block 15

How often?

Working with people directly puts too much stress on me.

- ○ 0 Never (1)
- ○ 1 A few times a year (2)
- ○ 2 Once a month or less (3)
- ○ 3 A few times a month (4)
- ○ 4 Once a week (5)
- ○ 5 A few times a week (6)
- ○ 6 Every day (7)

How often?

I can easily create a relaxed atmosphere with my recipients.

- ○ 0 Never (1)
- ○ 1 A few times a year (2)
- ○ 2 Once a month or less (3)
- ○ 3 A few times a month (4)
- ○ 4 Once a week (5)
- ○ 5 A few times a week (6)
- ○ 6 Every day (7)

How often?

I feel exhilarated after working closely with my recipients.

  ○ 0 Never (1)

  ○ 1 A few times a year (2)

  ○ 2 Once a month or less (3)

  ○ 3 A few times a month (4)

  ○ 4 Once a week (5)

  ○ 5 A few times a week (6)

  ○ 6 Every day (7)

How often?

I have accomplished many worthwhile things in this job.

  ○ 0 Never (1)

  ○ 1 A few times a year (2)

  ○ 2 Once a month or less (3)

  ○ 3 A few times a month (4)

  ○ 4 Once a week (5)

  ○ 5 A few times a week (6)

  ○ 6 Every day (7)

How often?

I feel like I'm at the end of my rope.

- ○ 0 Never (1)

- ○ 1 A few times a year (2)

- ○ 2 Once a month or less (3)

- ○ 3 A few times a month (4)

- ○ 4 Once a week (5)

- ○ 5 A few times a week (6)

- ○ 6 Every day (7)

How often?

In my work, I deal with emotional problems very calmly.

- ○ 0 Never (1)

- ○ 1 A few times a year (2)

- ○ 2 Once a month or less (3)

- ○ 3 A few times a month (4)

- ○ 4 Once a week (5)

- ○ 5 A few times a week (6)

- ○ 6 Every day (7)

How often?

I feel recipients blame me for some of their problems.

     ○ 0 Never (1)

     ○ 1 A few times a year (2)

     ○ 2 Once a month or less (3)

     ○ 3 A few times a month (4)

     ○ 4 Once a week (5)

     ○ 5 A few times a week (6)

     ○ 6 Every day (7)

Part 2. Work & Well-being Survey (UWES) ©

 The following 15 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, select the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by selecting the number (from 1 to 6) that best describes how frequently you feel that way.

Example: How often?

 Statement: 1. _____ At my work, I feel bursting with energy..

 0 Never
1 A few times a year or less
2 Once a month or less
3 A few times a month
4 Once a week
5 A few times a week
6 Every day

 If you never feel bursting with energy at work, you would select the number "0" (zero)

after the item. If you rarely feel bursting with energy at work (a few times a year or less), you would select the number "1." If your feel bursting with energy at work fairly frequently (a few times a week but not daily), you would write the number "5."

How often?

At my work, I feel bursting with energy.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

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How often?

I find the work that I do full of meaning and purpose.

    ○ 0 Never (1)

    ○ 1 A few times a year or less (4)

    ○ 1 Once a month or less (2)

    ○ 2 A few times a month (3)

    ○ 4 Once a week (5)

    ○ 5 A few times a week (6)

    ○ 6 Every day (7)

How often?

Time flies when I'm working.

    ○ 0 Never (1)

    ○ 1 A few times a year or less (2)

    ○ 2 Once a month or less (3)

    ○ 3 A few times a month (4)

    ○ 4 Once a week (5)

    ○ 5 A few times a week (6)

    ○ 6 Every day (7)

How often?

At my job, I feel strong and vigorous.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

How often?

I am enthusiastic about my job.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

How often?

When I am working, I forget everything else around me.

    ○ 0 Never (1)

    ○ 1 A few times a year or less (2)

    ○ 2 Once a month or less (3)

    ○ 3 A few times a month (4)

    ○ 4 Once a week (5)

    ○ 5 A few times a week (6)

    ○ 6 Every day (7)

How often?

My job inspires me.

    ○ 0 Never (1)

    ○ 1 A few times a year or less (2)

    ○ 2 Once a month or less (3)

    ○ 3 A few times a month (4)

    ○ 4 Once a week (5)

    ○ 5 A few times a week (6)

    ○ 6 Every day (7)

End of Block: Block 13

Start of Block: Block 14

How often?

When I get up in the morning, I feel like going to work.

    ◯ 0 Never (1)

    ◯ 1 A few times a year or less (2)

    ◯ 2 Once a month or less (3)

    ◯ 3 A few times a month (4)

    ◯ 4 Once a week (5)

    ◯ 5 A few times a week (6)

    ◯ 6 Every day (7)

How often?

I feel happy when I am working intensely.

    ◯ 0 Never (1)

    ◯ 1 A few times a year or less (2)

    ◯ 2 Once a month or less (3)

    ◯ 3 A few times a month (4)

    ◯ 4 Once a week (5)

    ◯ 5 A few times a week (6)

    ◯ 6 Every day (7)

How often?

I am proud of the work that I do.

    ○ 0 Never (1)

    ○ 1 A few times a year or less (2)

    ○ 2 Once a month or less (3)

    ○ 3 A few times a month (4)

    ○ 4 Once a week (5)

    ○ 5 A few times a week (6)

    ○ 6 Every day (7)

How often?

I am immersed in my work.

    ○ 0 Never (1)

    ○ 1 A few times a year or less (2)

    ○ 2 Once a month or less (3)

    ○ 3 A few times a month (4)

    ○ 4 Once a week (5)

    ○ 5 A few times a week (6)

    ○ 6 Every day (7)

How often?

I can continue working for very long periods.

- ○ 0 Never (1)
- ○ 1 A few times a year or less (2)
- ○ 2 Once a month or less (3)
- ○ 3 A few times a month (4)
- ○ 4 Once a week (5)
- ○ 5 A few times a week (6)
- ○ 6 Every day (7)

How often?

To me, my job is challenging.

- ○ 0 Never (1)
- ○ 1 A few times a year or less (2)
- ○ 2 Once a month or less (3)
- ○ 3 A few times a month (4)
- ○ 4 Once a week (5)
- ○ 5 A few times a week (6)
- ○ 6 Every day (7)

End of Block: Block 15

Start of Block: Block 16

How often?

I get carried away when I'm working.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

- -

How often?

At my job, I am very resilient, mentally.

○ 0 Never (1)

○ 1 A few times a year or less (2)

○ 2 Once a month or less (3)

○ 3 A few times a month (4)

○ 4 Once a week (5)

○ 5 A few times a week (6)

○ 6 Every day (7)

End of Block: Block 16

CURRICULUM VITA

Eva X. Nyerges, MSW

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Louisville, KY 40204
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EDUCATION

Ph.D.	University of Louisville, Kent School of Social Work	Dec 2023
MSW	University of Kentucky, Community and Social Development track	May 2015
B.A.	Centre College, Bachelor of Arts, French (major), Anthropology (minor)	May 2008

AWARDS, HONORS, GRANTS & FELLOWSHIPS

Dissertation Completion Award, School of Interdisciplinary and Graduate Studies, University of Louisville, Louisville, KY	Aug 2023-Dec 2023
American Voices Project proposal, Russel Sage Foundation (unfunded)	December 2021
Research Assistantship, Kent School of Social Work, University of Louisville, Louisville, KY	July 2021-June 2023
Fellowship Award, School of Interdisciplinary and Graduate Studies, University of Louisville, Louisville, KY	May 2019-June 2021

RESEARCH INTERESTS & EXPERIENCE

Interests

- Organizational health related to service provider and client outcomes
- Refugee and immigrant social work
- Health inequities among groups experiencing social marginalization
- Service delivery innovations for "hard to reach" groups.
- Qualitative and mixed-method research methodology

Research Experience

Refugee Mental Health Needs Project, *Graduate Research Assistant*	April 2022-present

Funder: Office for Refugee Resettlement, U.S. Department of Health & Human Services

Principal Investigators: Drs. Bibhuti K. Sar, Adrian J. Archuleta, and Lesley M. Harris

Peer Health and Wellness Storefront Needs Assessment, Asia Institute Crane House, *Graduate Research Coordinator*	October 2021-present

Funder: Humana Foundation

Principal Investigators: Drs. Emma M. Sterrett-Hong, Ankur Srivastava, and Lesley M. Harris

#ProjectConnect: Domestic Violence Agencies Use of Digital Technologies to Reduce Disparities in Dating Abuse Outcomes among Socially Underrepresented Adolescents, *Graduate Research Assistant*	January 2020–present

Funder: Kent School of Social Work Pilot Research Fund, $5000;
EVPRI, Internal Research Grant $3000
Principal Investigator: Dr. Heather L. Storer

Exploring the Lived Experiences of Spoken Language Interpreters, *Co-Investigator*	Oct 2019–present

Principal Investigator: Dr. Lesley M. Harris

Initial Validation and Testing of a Provider Cultural Humility Scale, *Co-Primary-Investigator*	Jan 2021–May 2021

Principal Investigator: Dr. Adrian J. Archuleta

Exploring Predictors of Staff Retention and Turnover in a Residential Youth Treatment Center, *Co-Investigator*	September 2020–March 2022

Funder: Center for Family and Community Well-being, Kent School of Social Work

Principal Investigator: Dr. Becky F. Antle

PUBLICATIONS AND PRESENTATIONS

Peer-Reviewed Publications

Dajani, M.A., Nyerges, E.X., Kacmar, A.M., Gunathilake, W.A.P.M., & Harris, L.M. (in press). "Just a voice" or "a person, too?": Exploring the roles and emotional responses of spoken language interpreters. *Urban Social Work.*

Nyerges, E.X., Antle, B.F., Logsdon, A., Purdy, L., Barbee, A., & Kendrick, J. (2023) Strengthening the residential care workforce: Exploring the role of organizational health components in staff Retention and turnover. *Residential Treatment for Children and Youth.*

Storer, H.L., Scott, Carol F., Rodriguez, M., & **Nyerges, E.X.** (2023). Technology is a "blessing and a curse": The Perceived risks and benefits of digital technology adoption at domestic violence organizations that serve teens. *Journal of Technology in Human Services*.

Harris, L.M., Williams, S. M., **Nyerges, E.X.** & Bloomer, R. (in press). Beyond #FreeBritney: teaching social workers about surrogate decision making through the Spears case. *Journal of Social Work Education.*

Nyerges, E.X., Dajani, M.A., Kacmar, A.M., Gunathilake, W.A.P.M., & Harris, L.M. (2022). Situating within the balance: A qualitative study exploring interpreters' experiences working with refugees in the United States. *Health and Social Care in the Community*. DOI: 10.1111/hsc.14055

Storer, H.L., **Nyerges, E.X.,** & Hamby, S. (2022). Technology "Feels Less Threatening:" The processes by which digital technologies facilitate youths' access to services at intimate partner violence organizations. *Children and Youth Services Review, 139,* 106573.

Storer, H.L., & **Nyerges, E.X.** (in press). The rapid uptake of digital technologies: A research note. *Violence Against Women*.

Storer, H.L., **Nyerges, E.X**., Rodriguez, M. (2021) Community Outreach, Fundraising, and Social Transformation: The Functions of Social Media Platforms to Prevent Dating Abuse in Domestic Violence and Sexual Assault Organizations. *Journal of Community Practice, 29*(3), 214-236.

Manuscripts Under Review or In Process

Bloomer, R., **Nyerges, E.X.,** & Storer, H.L. (2022). *Social justice youth development approaches to meaningfully engage with youth at DV/SA Organizations.* [Manuscript in preparation]. Kent School of Social Work, University of Louisville.

Presentations

Sar, B.K., **Nyerges, E.X**., Harris, L.M., & Sato, D. (2023, October 26-29). *Exploring the barriers to mental health care access among refugees in the United States* [E-poster presentation]. Council on Social Work Education (CSWE) 69th Annual Program Meeting, Atlanta, GA.

Ballard-Kang, J., Rhema, S. **Nyerges, E.X**., Sato, D., Harris, L.M., Adams, N., Archuleta, A., Sar, B.K. (2023, July 21-23). *Examining the Refugee Health Screener-15 (RHS-15): Providers' processes and perceptions.* [Poster Presentation] North American Refugee Health Conference (NARHC) Calgary, Canada.

Rhema, S., Ballard-Kang, J., **Nyerges, E.X**., Sato, D., Harris, L.M., Adams, N., Archuleta, A., Sar, B.K. (2023, July 21-23). *Perpetuating stigma: Provider and refugee perceptions of mental health undermine continuity of care.* [Poster Presentation] North American Refugee Health Conference (NARHC) Calgary, Canada.

Storer, H.L., Scott, C., **Nyerges, E.X.,** Rodriguez, M., Utterback, L. & Bloomer, R. (2023, January 11-15). *Domestic violence and sexual assault providers' perceptions of the antecedents of digital dating abuse among adolescents*

[Conference Session]. Society for Social Work and Research (SSWR) 27th Annual Conference, Phoenix, AZ.

Storer, H.L., Bloomer, R. & **Nyerges, E.X.** (2022, April 27). *From service users to agents of social change: Repositioning the role of youth at gender-based violence organizations* [E-poster presentation]. National Mentoring Resource Center's 2022 Mentoring Research Symposium Virtual Poster Session: Mentoring in the 21st Century.

Storer, H.L. & **Nyerges, E.X.** (2022, January 12-16). "*Moving beyond performative allyship:" Domestic violence/sexual assault organizations' approaches for nurturing inclusivity* [Conference Session]. Society for Social Work and Research (SSWR) 26th Annual Conference, Washington D.C.

Storer, H.L. & **Nyerges, E.X.** (2022, January 12-16). *The uptake of digital technologies in DV/SA organizations in response to heightened coercive control during the COVID-19 pandemic* [E-poster presentation]. Society for Social Work and Research (SSWR) 26th Annual Conference, Washington D.C.

Nyerges, E.X., Antle, B.F., Barbee, A., Logsdon, A., Brooks, A., Cooper, S., & Purdy, L. (2021, November 4-7). *Exploring organizational climate and culture in residential staff retention: A mixed-methods analysis* [E-poster presentation]. Council on Social Work Education (CSWE) 67th Annual Program Meeting, Orlando, FL.

Storer, H.L., **Nyerges, E.X.,** McCleary, J., & Harris, L. (2021, November 4-7). *The uptake of digital innovations in IPV organizations during the COVID-19 pandemic* [Conference session]. Council on Social Work Education (CSWE) 67th Annual Program Meeting, Orlando, FL.

Nyerges, E.X., Dajani, M.A, Kacmar, A.M., & Gunathilake, W.A.P.M. (2021, May 19-22). *A Situational analysis exploring the positions taken within the balance: Interpreters' experiences working with refugee newcomers* [Conference session]. International Congress of Qualitative Inquiry (ICQI), Virtual. https://icqi.org/

Storer, H.L. & **Nyerges, E.X.** (April 11-13, 2021). *Moving beyond performative allyship: Strategies for nurturing inclusivity among underrepresented youth at teen dating violence organizations* [Conference session]. ResilienceCon, Virtual.

Storer, H.L. & **Nyerges, E.X.** (2021, January 19-22). *The evolving digital landscape of teen dating violence organizations* [Conference session]. Society for Social Work and Research (SSWR) 25th Annual Conference, Virtual.

Dajani, M. A, **Nyerges, E.X.**, Kacmar, A. M., & Gunathilake, W.A.P. M. (2020, May 20–23). *Exploring the Lived Experiences of Spoken Language Interpreters Working in the Health and Human Services Field* [Conference session]. International Congress of Qualitative Inquiry (ICQI), Champaign, IL, United States. https://icqi.org/ (Conference canceled).

Storer, H.L., Edwards, E.E., and **Nyerges, E.X.** (2020, January 29). *Investigating domestic violence agencies use of digital technologies to reduce disparities in dating abuse outcomes among socially underrepresented adolescents* [Brown Bag]. Kent School of Social Work, University of Louisville, Louisville, KY, United States.

Nyerges, E.X., and Vaillant, M. (2017, June 15). *Louisville Refugee Elder Program* [Conference session]. World Refugee Day Summit, Lexington, KY, United States.

Vaillant, M. and **Nyerges, E.X.** (2017, June 11-13). *Refugee elders in the community* [E-poster presentation]. Optimal Aging Conference, Louisville, KY, United States.

Vaillant, M. and **Nyerges, E.X.** (2016, June 12-14). *Refugee elders in the community* [E-poster presentation]. Optimal Aging Conference, Louisville, KY, United States.

TEACHING INTERESTS & EXPERIENCE

Interests

- Macro social work practice; including community, organizational, & policy practice
- Social work with Refugees and Immigrants
- Theoretical approaches to human services organization complexities
- Behavioral, Psychosocial and Ecological Aspects of Health and Development
- Qualitative, quantitative, and mixed-method research

Experience

SW 350: Research for Social Work (BSW) (in-person), School of Social Work, Spalding University, Louisville, KY	Spring 2023
SW 641: Advanced Social Justice Policy (MSW) (online) (co-instructor), Kent School of Social Work, University of Louisville, Louisville, KY	Spring 2021
SW 764: Teaching in Social Work (PhD) (prepared and lectured two classes), Kent School of Social Work, University of Louisville, Louisville, KY	Spring 2021

Invited Lecturer

Notes from the Field: Theoretical Sampling in Qualitative Research (PhD), Kent School of Social Work, University of Louisville	Nov 2020

Educational Workshops

Working in Partnership with Interpreters: Lessons Learned from Conducting Cross-language, Cross Cultural Research (MSW), Center for Family and Community Well-being, University of Louisville	Feb 2022

Mentoring/Advising

BSW Field Practicum Supervisor, Kentucky Refugee Ministries, Kent School of Social Work	09/2022-present
MSSW Field Practicum Supervisor, Center for Family and Community Well-being, Kent School of Social Work	01/2021-06/2021

MSSW Field Practicum Supervisor, Kentucky Refugee Ministries, Kent School of Social Work	08/2017- 04/2018
MSSW Field Practicum Supervisor, Kentucky Refugee Ministries, Kent School of Social Work	08/2016- 04/2017
MSSW Field Practicum Supervisor, Kentucky Refugee Ministries, Kent School of Social Work	08/2015- 04/2016

ADDITIONAL (POST-MSW) PROFESSIONAL EXPERIENCE

English to Speakers of Other Languages (ESOL) Instructor
Family Center, Kentucky Refugee Ministries, Louisville, KY

March 2022- May 2022

Zeroing In: Ending the HIV Epidemic Community Advisory Board Facilitator
Norton Healthcare, Louisville, KY

March 2022- June 2022

Services to Older Refugees Program Coordinator
Kentucky Refugee Ministries, Louisville, KY

2015–2019

Healthcare Access Specialist
Kentucky Refugee Ministries, Louisville, KY

2015–2018

ACADEMIC SERVICE

BSSW Program Committee Member *Kent School of Social Work, University of Louisville*	August 2023- present
Anti-Oppression Committee *Kent School of Social Work, University of Louisville*	January 2023- present
Graduate Student Council *University of Louisville*	September 2022-present
MSSW Program Committee Member *Kent School of Social Work, University of Louisville*	September 2021- May 2022
Decanal Review Committee Student Representative *Kent School of Social Work, University of Louisville*	September 2021-March 2022

PROFESSIONAL AFFILIATIONS

Society for Social Work and Research (SSWR)	Dec 2021–