ANALYTICAL REPORT

Research

'Evaluation of the burnout phenomenon among humanitarian workers'

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THE STUDY GOAL, OBJECTIVES AND METHODOLOGY

Description of the Situation

The military conflict in Donetsk and Luhansk Oblasts, which has been going on for more than two years, continues to divide Ukraine and has caused the forced relocation of 1.5 million people, leaving other residents in the region without access to essential items such as water, housing, health services and social protection. International and local non-governmental organisations (NGOs), volunteers and activist groups continue to assist internally displaced persons and residents of the conflict zone, providing them with the necessary food, water, hygiene items and medicines, as well as social, psychological and legal support. That assistance is physically and emotionally exhausting; therefore, many professionals in those areas are trying to find a healthy balance between the requirements of their profession and the need to pay adequate attention to their own well-being.

In January 2017, the Ukraine NGO Forum initiated a study of job burnout in organisations responding to the negative consequences of the conflict. The research was conducted from January to April 2017.

The main **goal** of the research was to study the phenomenon of job burnout among professionals in the humanitarian sector in order to formulate recommendations to prevent burnout and overcome its consequences.

The study included three components:

1. Desk research

Within this component, the existing domestic and international body of research on job burnout among humanitarian-sector workers was analysed and described, and the most effective practices that have been successful in preventing burnout and overcoming its consequences were reviewed.

2. Quantitative research

Objective:

- assess the level and signs of burnout among employees at selected humanitarian organisations;
- analyse the main causes of burnout and its consequences;
- analyse and compare stages of burnout among employees at various levels and in different types of organisations;
- estimate the prevalence of practices for burnout prevention and for overcoming burnout in humanitarian organisations, and their impact on burnout among employees.

Research methodology: online surveys (using the SurveyMonkey platform) using a standardised questionnaire for the management and employees of humanitarian organisations.

Target group: employees of selected humanitarian organisations:

- national NGOs;
- international NGOs.

Geographical coverage: the study covered representatives of organisations working in the area of overcoming the consequences of the military conflict in eastern Ukraine in:

- Donetsk Oblast;
- Luhansk Oblast;

- other oblasts (Zaporizhya, Dnipropetrovsk, Kherson, Lviv, Zakarpattya, Ternopil, Chernivtsi Oblasts and the city of Kyiv).

Sampling: In order to pre-select the participants, information was initially gathered among the potential participant organisations regarding employees who could take part in the survey. Based on the information obtained, a sample was formed with the aim of engaging all target groups. The total number of respondents is 421.

Research tools

The research tools included a questionnaire, which consisted of several parts.

According to the goal of the study, the main part of the questionnaire is measuring factors that contribute to burnout (section 1, 2).

Section 1 was formed based on the **methodology developed by V.V. Boyko to assess the level of emotional burnout** that occurs in people in the course of the performance of various activities connected with prolonged exposure to a number of adverse stress factors. The methodology proposed provides a detailed picture of emotional burnout syndrome as a dynamic process that occurs gradually, in full compliance with the stress development mechanism. The emotional burnout level is assessed according to 12 scales that correspond to three phases:

- Tension phase: a forerunner and trigger in the formation of emotional burnout. Tension is dynamic in nature, and it is caused by the exhausting regularity or aggravation of the effect of psycho-traumatic factors;
- Resistance phase: resistance to increasing stress;
- Exhaustion phase: characterized by a more or less pronounced decline in physical energy and weakening of the nervous system.

Section 2 was formed on the basis of the **MBI burnout assessment** methodology, based on the three-factor model by C. Maslach and S. Jackson and adapted by N. Vodopyanova and E. Starchenkova. The methodology makes it possible to evaluate the structure of existing staff burnout according to three sub-scales

- emotional exhaustion (manifested through increased emotional detachment, indifference or emotional oversaturation);
- depersonalisation (a deterioration in relationships with other people. In some cases, it may be expressed through increasing dependence on others, in other cases through an the increasingly negative approach or cynicism in attitudes and feelings towards beneficiaries, colleagues, etc.);
- reduced perception of personal achievement (may be manifested in a tendency to negatively assess oneself, one's own professional achievements and successes, an underestimation of job benefits and opportunities, an underestimation of one's own dignity, limiting one's own capacity, responsibilities before others).

To determine practices aimed at preventing and overcoming burnout currently applied by organisations and any desirable events and activities in that area, Section 3. **Preventing and Overcoming Burnout** was added to the questionnaire.

In view of the fact that burnout syndrome is closely associated with all aspects of the work process, the questionnaire included sets of questions connected with all levels of employees' work life:

- personal level;
- professional level;

- team level;
- organisation level.

To assess all factors included in the aforementioned levels, the questionnaire included the following section:

Section 4. **Goals and essence of work**. The overall perception of work. Work procedures. This component is designed to assess the level of acceptance of the organisation's goals and objectives by an employee, employees' overall perception of their functional duties.

Section 5. **Motives for work**. The methodology makes it possible to calculate employees' overall index of satisfaction with their work. In calculating the index, two factors are taken into account: the level of influence of various factors on job satisfaction and direct satisfaction with each of these factors. This approach is substantiated by the fact that factors that have little or no effect on one's satisfaction may not be fully involved in determining the overall level of satisfaction, which is why the weight of these factors decreases, which makes the calculation more substantiated.

Section 6. **Work conditions**. This questionnaire component is intended to measure the basic aspects related to work conditions: work schedule, load, material and technical support.

Section 7. **Assessment of effectiveness and motivation**. This section is designed to provide a detailed assessment of employee satisfaction through available systems for their work appraisal, motivation vehicles (tangible and intangible) and opportunities for professional and career growth.

Section 8. **Assessment of the psychological atmosphere**. To assess the psychological atmosphere in an organisation, the methodology by A.F. Fidper was used, based on the semantic differential method.

Section 9. **Group cohesion, communication with colleagues**. The core of the section is a method for determining the level of group cohesion by K.E. Seashore (making it possible to determine the degree of group integration, its unity into a single whole). In addition, the section included matters related to evaluating an employee's relationship with their colleagues and management.

Ethical foundation of the study

The collection, storage and analysis of the empirical data used in the study was based on compliance with ethical standards and protection of the study participants' rights to volunteer, and to anonymity and confidentiality. Respondents 18 years of age and older were invited to take part in the survey. The questionnaire did not contain any data on the respondents' names, addresses or other contact information.

3. Qualitative Research

For a more detailed and in-depth analysis of burnout in humanitarian professionals, its impact on their workflow, as well as for collecting detailed data on practices (existing or desired) for preventing and overcoming burnout, a series of focus group discussions in selected organisations was conducted. The focus group discussions were conducted in accordance with a guide with a subsequent extension using a shorthand transcript.

Eight focus group discussions were held. The focus groups were conducted on the organisations' premises in the following locations:

- Mariupol – 2,
- Kramatorsk – 2,
- Slovyansk – 2,
- Zaporizhzhia – 2.

RESULTS OF THE QUANTITATIVE AND QUALITATIVE COMPONENTS OF THE STUDY

KEY CHARACTERISTICS OF THE PEOPLE SURVEYED

The total survey sample included 421 respondents. Representatives of 58 organisations working in the area of overcoming the consequences of the military conflict in eastern Ukraine took part in the survey. Seventy-two percent of the participants were operating in the Donetsk and Luhansk Oblasts, and 28 in other regions:

Donetsk and Luhansk Oblasts	303	72%
Mariupol	77	
Kramatorsk	56	
Severodonetsk	42	
Slovyansk	31	
Donetsk	23	
Novopskov	23	
Svyatohirsk	14	
Pokrovsk	8	
Stanytsia Luhanska	6	
Starobilsk	6	
Lyman	3	
Zaaydarivka	2	
Lysychansk	2	
Makiyivka	2	
Avdiyivka	1	
Bakhmut	1	
Kostiantynivka	1	
Kreminna	1	
Kurakhove	1	
Luhansk	1	
Kamyanka	1	
Stakhanov	1	
Other regions	118	28%
Zaporizhzhia	34	
Kyiv	31	
Dnipro	24	
Kherson	21	
Lviv	4	
Uzhgorod	2	
Vinnytsia	1	
Ternopil	1	

In the sample structure, 19 percent were representatives of international organisations, and 81 percent of national organisations.

International organisations	78	19%
National organisations	343	81%

By gender distribution, the majority, or 72 percent, of the respondents were women, while 28 percent were men. By age, the majority of the respondents fell into the 26-35 and 36-45 age groups:

Age

18-25	52	12%
26-35	155	37%
36-45	136	32%
46-55	58	14%
56 and older	20	5%

The overwhelming majority of the respondents were employees with higher education (82 percent):

Education

Incomplete secondary	2	0%
Complete secondary, including vocational schools	15	4%
Post-secondary education	22	5%
Incomplete higher	35	8%
Higher	347	82%

Close to one-third, or 30 percent, of the respondents were senior officers and work coordinators, while 70 percent worked with beneficiaries directly and provided services.

In view of the fact that a large number of organisations began their activities following the beginning of the conflict in the east in 2014, the majority of the respondents had been working at their most recent position for less than five years:

Work experience with the organisation

Up to 2 years	208	49%
2-5 years	175	42%
Over 5 years	38	9%

Seventy percent of the employees worked 91 to 100 percent of full-time employment, 22 percent of the respondents worked 50-90 percent of full-time employment, while only 8 percent of the respondents had less than 50 percent of full-time work in the organisation where they took part in the study.

Some 37 percent of the total number of respondents are internally displaced persons from the Donetsk and Luhansk Oblasts.

JOB SATISFACTION INDEX. WORK MOTIVATION.

In the course of the survey, respondents assessed the significance of different work factors in terms of their impact on their overall job satisfaction. The highest assessment as to its significance was gained by the factor of 'the overall atmosphere in the team, relations with colleagues'. In addition, relationships with management, including their attitude to employees, are fairly important. Moreover, certain factors related to the essence of the work, its significance for society and the ideology and mission of the organisation were among the most important for overall satisfaction. Another group of important factors were salary size, work conditions and work schedule. The least importance was attributed to factors associated with the dependence of wages on work results, the availability of a benefits package and the office location (transport accessibility and distance to work from home).

Legend:
- ■ No influence
- ■ Difficult to say
- ■ Influences to a lesser extent
- ■ Influences to a great extent

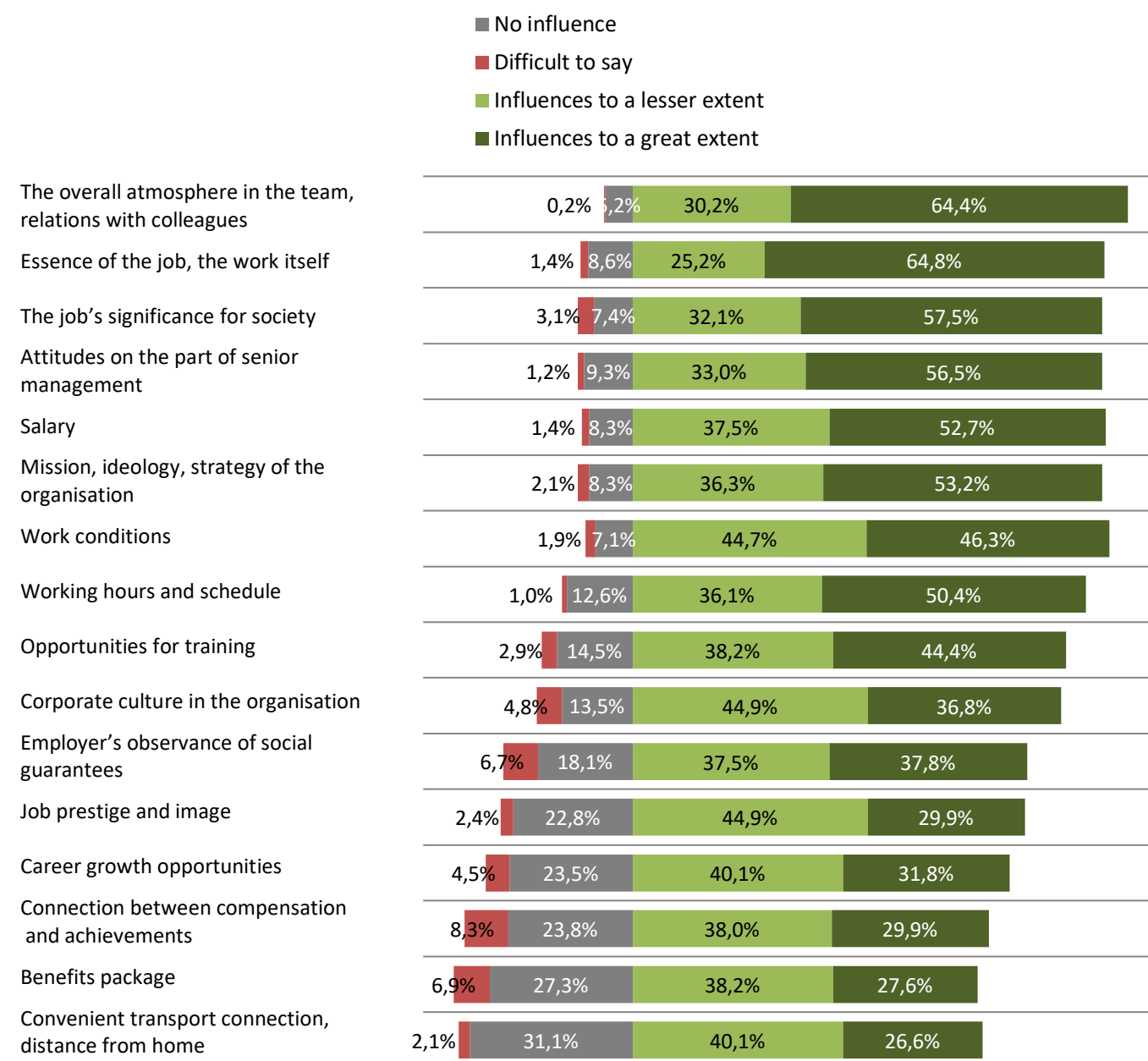| Factor	No influence	Difficult to say	Influences to a lesser extent	Influences to a great extent
The overall atmosphere in the team, relations with colleagues		0,2% / 5,2%	30,2%	64,4%
Essence of the job, the work itself		1,4% / 8,6%	25,2%	64,8%
The job's significance for society		3,1% / 7,4%	32,1%	57,5%
Attitudes on the part of senior management		1,2% / 9,3%	33,0%	56,5%
Salary		1,4% / 8,3%	37,5%	52,7%
Mission, ideology, strategy of the organisation		2,1% / 8,3%	36,3%	53,2%
Work conditions		1,9% / 7,1%	44,7%	46,3%
Working hours and schedule	12,6%	1,0%	36,1%	50,4%
Opportunities for training	14,5%	2,9%	38,2%	44,4%
Corporate culture in the organisation	13,5%	4,8%	44,9%	36,8%
Employer's observance of social guarantees	18,1%	6,7%	37,5%	37,8%
Job prestige and image	22,8%	2,4%	44,9%	29,9%
Career growth opportunities	23,5%	4,5%	40,1%	31,8%
Connection between compensation and achievements	23,8%	8,3%	38,0%	29,9%
Benefits package	27,3%	6,9%	38,2%	27,6%
Convenient transport connection, distance from home	31,1%	2,1%	40,1%	26,6%

Fig. 1.1. Please indicate the factors that have an influence on your degree of satisfaction with your job. Overall Job Satisfaction Index among all participants is 70.1 percent.
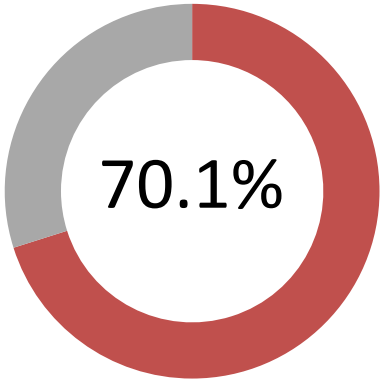

Fig. 1.2. Overall Job Satisfaction Index

The factors that showed the highest level of satisfaction are 'Mission, ideology, strategy of the organisation' (78.6 percent), 'The job's significance for society' (78 percent), 'The overall atmosphere in the team, relations with colleagues' (78 percent), 'The essence of the job, the work itself' (77.8 percent) and 'Attitudes on the part of immediate supervisors' (76.9 percent). Those factors also received the highest scores in terms of importance.

The factors that showed the lowest marks were 'Connection between compensation and achievements' (59.4 percent), 'Salary' (59.2 percent), 'Benefits package' (59.1 percent) and 'Career growth opportunities' (57.8 percent). Of these factors, salary was most important for the respondents (fifth most important among all other factors) and requires special attention.
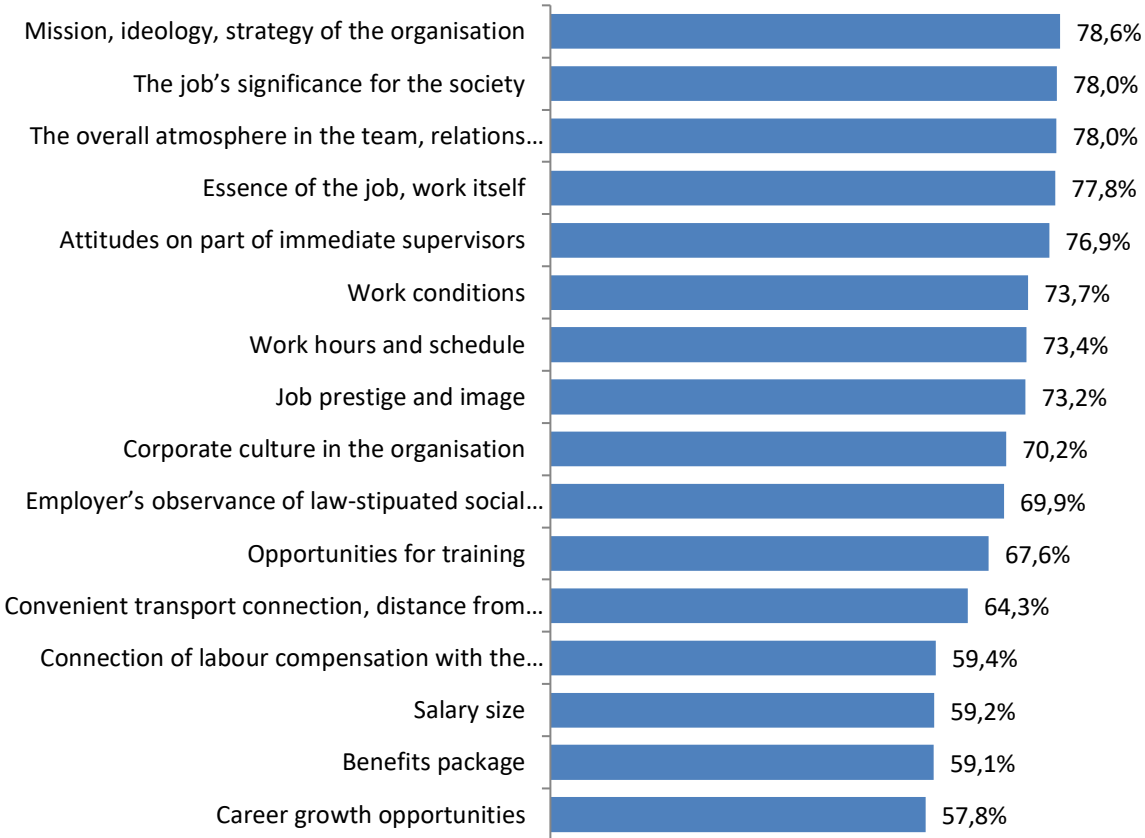

Fig. 1.3. Levels of satisfaction by job factors

Among the main drivers that influence job satisfaction, the main factor, by a considerable margin, was attributed by the respondents to 'The job's significance for society, the possibility to help people' (62 percent of the respondents indicated that this is the factor they like the most about their job). This factor is also connected with the fact that humanitarian professionals see the real results of their work (13 percent) and experience satisfaction with the mission and ideology of the organisation where they work (3 percent). Sixteen percent of the respondents noted they were very satisfied with their functional duties and the essence of their work. A significant number of respondents liked the fact that their work was related to communication with people (26 percent). Sixteen percent of the respondents like their prospects for professional development. Fourteen percent said that the main factor that they liked was the positive atmosphere in the team and relationships with their colleagues.

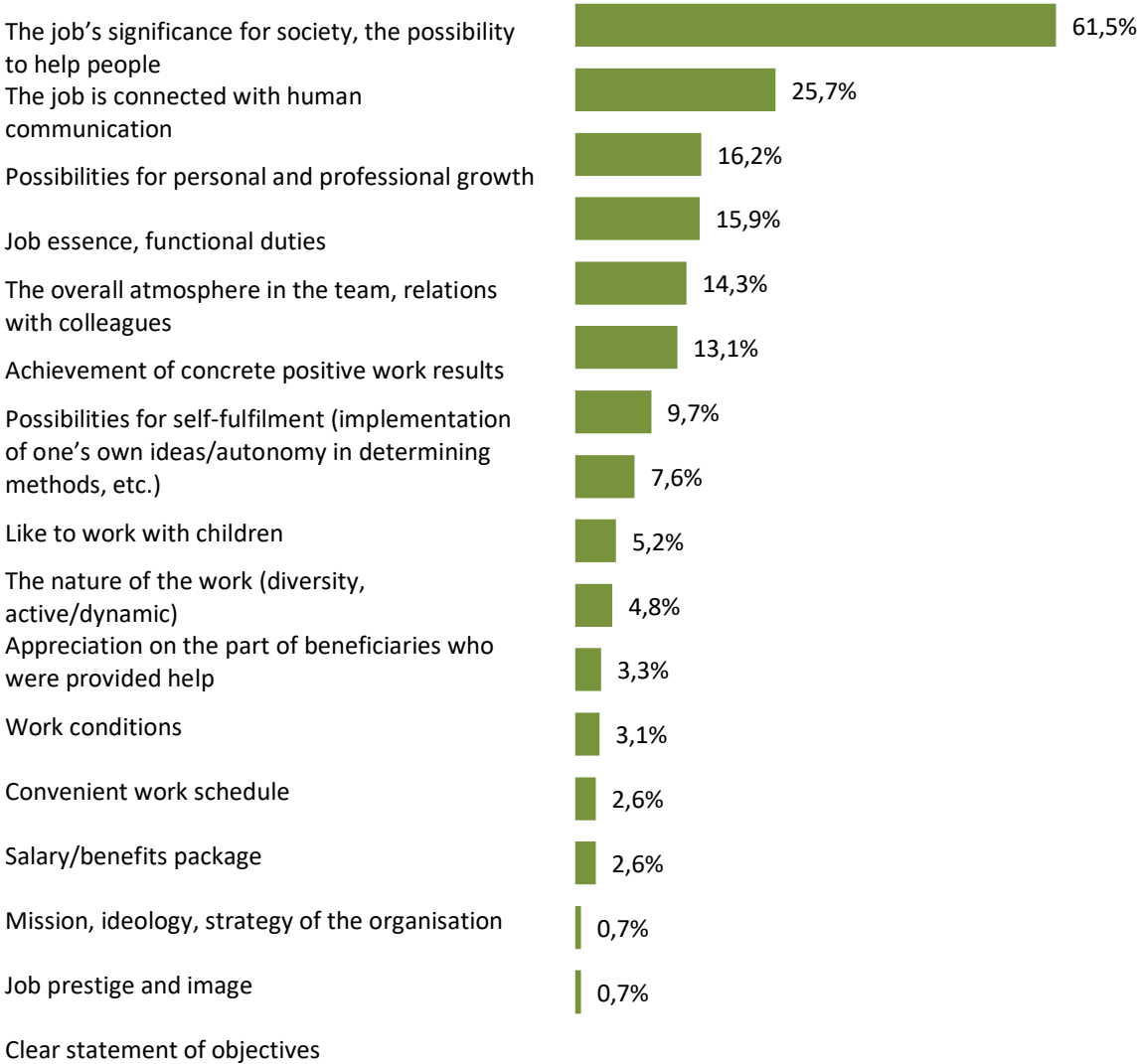| Factor	Percentage
The job's significance for society, the possibility to help people	61,5%
The job is connected with human communication	25,7%
Possibilities for personal and professional growth	16,2%
Job essence, functional duties	15,9%
The overall atmosphere in the team, relations with colleagues	14,3%
Achievement of concrete positive work results	13,1%
Possibilities for self-fulfilment (implementation of one's own ideas/autonomy in determining methods, etc.)	9,7%
Like to work with children	7,6%
The nature of the work (diversity, active/dynamic)	5,2%
Appreciation on the part of beneficiaries who were provided help	4,8%
Work conditions	3,3%
Convenient work schedule	3,1%
Salary/benefits package	2,6%
Mission, ideology, strategy of the organisation	2,6%
Job prestige and image	0,7%
Clear statement of objectives	0,7%

Fig. 1.4. Please tell us what exactly you like about your job.

In determining the negative aspects, a quarter of the respondents could not say what they did not like about their work. The factor identified as the most demotivating for workers were negative attitudes and the lack of appreciation on the part of some beneficiaries, as well as conflicts with beneficiaries (12 percent of respondents indicated that this was the factor that they did not like the most). In addition, among the factors that were most frequently mentioned by respondents as those that they did not like, the most often mentioned was an inability to help all those who need help (9 percent) and the large amount of paperwork

and cumbersome reporting requirements (9 percent). Eight percent of respondents also indicated significant emotional exhaustion and stress. A small portion of respondents noted their low salary (6 percent) and lack of stability, as well as being tied to projects (5 percent). Among negative factors, five percent of the respondents noted the lack of coordination/unclear priorities and significant work load.

Factor	Percentage
Attitudes on the part of some beneficiaries/their propensity for conflict/lack of gratitude	11,9%
No opportunity to help all those in need	8,8%
A lot of paperwork/reporting	8,6%
Emotional exhaustion, fatigue, stress	7,6%
Salary level	5,9%
Temporary employment/projects limited in time	5,0%
Inconsistency in actions, lacking priorities	4,8%
Overload	4,8%
Influence of external factors/dependency on donors	3,6%
Functional duties	3,6%
Procedures/rules	3,3%
Work schedule (irregular)	2,9%
The atmosphere in the team/attitudes on the part of the management	2,4%
Insufficient funding	2,4%
Lack of interest/resistance on the part of the authorities	2,4%
Risk to life (checkpoints, etc.)	2,4%
Imperfect legislation/frequent changes in laws	2,1%
Routine, monotonous work	2,1%
Lack of qualified personnel	1,4%
Lack of time	1,2%
Specialised training, development	1,2%
Working conditions	1,2%
Interaction with certain partners	1,0%
Insufficient duration of leave	0,7%

Fig. 1.5. Please tell us what you do not like about your job.

Employees at international organisations have a slightly higher overall satisfaction level (with a satisfaction index of 73.9 percent) than employees at national organisations (69.2 percent). In terms of different factors related to their work activities, the most noticeable differences can be observed in the levels of satisfaction with their salary and social package. Employees of international organisations expressed a greater level of satisfaction with these criteria. Similarly, employers' observance of social guarantees, as provided by law, and work conditions and the organisation's mission, ideology and strategy received a somewhat better assessment.

Levels of satisfaction by job factors	International organisations	Domestic organisations
Mission, ideology, strategy of the organisation	84.3%	77.2%
Work conditions	79.2%	72.3%
Employer's observance of social guarantees	75.7%	68.1%
Salary	73.8%	55.3%
Benefits package	67.2%	56.4%

As for the geographical breakdown, there were no differences in the overall job satisfaction index between employees who were working directly in the Donetsk and Luhansk Oblasts and those who were working in other regions. Respondents from the Donetsk and Luhansk Oblasts, however, assessed their wages and the dependence of their wages on their work results higher than workers from other regions.

Levels of satisfaction by job factors	Donetsk and Luhansk Oblasts	Other regions
Salary	61.8%	52.3%
Connection between compensation and achievements	62.7%	51.7%

Unlike younger workers, older employees (46 to 55 and older than 55) have lower levels of satisfaction with their salaries and see fewer prospects for their career development. The overall level of satisfaction has no significant differences across age groups.

Levels of satisfaction by job factors	18-25	26-35	36-45	46-55	56 and older
Salary	59%	61%	62%	51%	46%
Opportunities for career development	60%	58%	59%	51%	43%

Analysis of job satisfaction among men and women showed no significant differences either in terms of overall satisfaction or among individual factors.

There is no difference in the general index of satisfaction between employees of different levels: managers/coordinators and those who provide services directly (68 percent and 71 percent, respectively). Some work aspects received a lower assessment from management than from workers.

Levels of satisfaction by job factors	Supervisor/coordinator	Provides services directly/works with people
The overall atmosphere in the team, relations with colleagues	73.9%	79.8%
Attitudes on the part of immediate supervisors	72.4%	78.6%
Work conditions	68.9%	75.8%
Working hours and schedule	66.0%	76.4%
Corporate culture in the organisation	65.0%	72.6%
Connection between compensation and achievements	53.0%	62.6%

The period of time that an employee spent with an organisation affected their satisfaction with their salary level. For example, among those who worked in an organisation up to one year, that indicator was 63 percent; among those who worked more than one but less than five years, it was 56 percent, and among those who worked for more than five years, it dropped to 51 percent.

Differences in the level of satisfaction with salaries were also observed among employees at different employment levels. Some 65 percent of respondents who were working full-time were satisfied with their compensation, while only 47 percent of those who were working part-time (but more than 50 percent of full-time employment) were satisfied with their salary. For employees with less than 50 percent of full-time employment, this indicator was 41 percent.

In the course of focus group discussions, participants noted the following as the main positive factors:

- Specific positive results in terms of the organisation's humanitarian efforts (eight of eight organisations in one focus group and seven out of eight in the other). Beneficiaries of the organisations predominantly receive the assistance they need, and the organisations' employees can get a sense of the importance of their work for society and understand the relevance of their work for the implementation of changes in the country.
- The system of management and administration in these organisations, and the loyalty and support of immediate supervisors was noted in all eight organisations. Overall, the participants noted that the management system in their organisation was properly structured and that employees had opportunities for self-fulfilment, although they also noted certain inconsistent aspects, such as the lack of regular evaluations, excessively high workloads and sometimes-uneven distribution of the workload between employees.
- A positive atmosphere in the team, a sense of mutual support, possibilities to exchange experiences between employees (seven organisations). Only one organisation noted that there had been some conflicts between workers.
- Opportunities for professional development, which is reflected in regular attendance of training seminars. It was noted, however, that not all seminars were useful or interesting. Employees were involved in external seminars whenever such an opportunity arose, without regard to workers' real professional needs.
- Three organisations indicated that they were generally satisfied with their salary, but the majority of participants said that they did not have confidence in their future after the projects where they were working had finished.

WORK GOALS AND ESSENCE. OVERALL PERCEPTION OF WORK. WORK PROCEDURES

In general, respondents highly assessed factors connected with the mission and goal of the organisation where they were working. Thus, practically all respondents fully understood the goal for which the organisation was operating (9.55 points on a 10-point scale). The mission of the organisation as a whole was meaningful for the employees (9.30 points on a 10-point scale). Somewhat lower values are given to the relevance of the goals of the organisation to the needs of its target groups, but this value was nevertheless still quite high (8.84 points on 10-point scale). The effectiveness of the organisation and the successful implementation of its goals were also highly assessed (9.06 points on a 10-point scale).

The goal of the organisation is understandable — 9,55
The goal of the organisation is acceptable — 9,30
Tho goal is relevant for the clients' needs — 8,84
The goal of the organisation is achieved successfully — 9,06
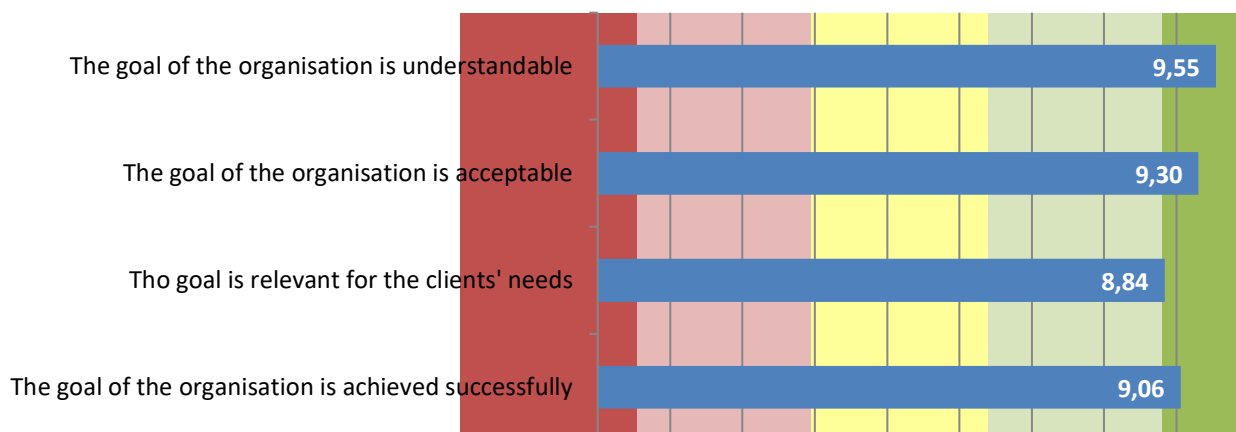
Fig. 2.1. Assessment of factors connected with the mission and goal of the organisation

Compared with the employees of national organisations, employees of international organisations tend to perceive their organisation's mission as more meaningful to them. In addition, workers displaced from the Donetsk and Luhansk Oblasts felt that the mission of their organisations was much more meaningful for them.

	International organisations	Domestic organisations
The goal of the organisation is understandable	9.6	9.2

	Displaced people	Hosting populations
The goal of the organisation is understandable	9.5	9.2

The respondents showed a degree of awareness about the strategy/development plan for their organisation for the near future (8.21 points on a 10-point scale); at the same time, respondents' personal professional plans generally coincided with the organisation's plans for the near future, i.e., the following year (8.64 points on a 10-point scale). In this regard, possibilities to influence the organisation's strategy and decision-making related to its development were assessed at an average level (6.30 points on a 10-point scale).
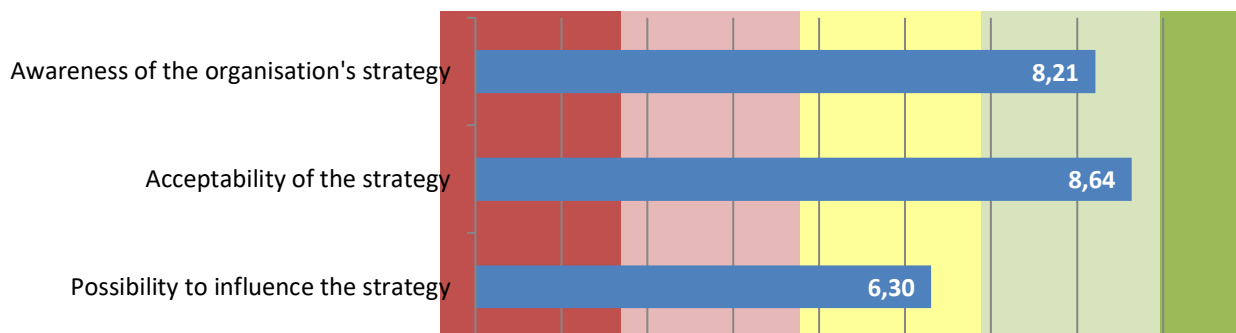
Fig. 2.2. Assessment of factors associated with the organisation's strategy

In terms of the above factors, there are significant differences between the respondents working in international organisations and those working in nationalorganisations. For example, employees of international organisations were less aware of the development strategy of their organisation and had fewer possibilities to influence it.

	International organisations	Domestic organisations
Awareness of the organisation's strategy	7.7	8.3
Possibility to influence the strategy	4.5	6.7

Similarly, a significantly greater awareness of the organisation's current strategy and greater opportunities to influence the organisation's development plan is observed among managers and activity coordinators compared to those employees who work directly with beneficiaries and provide services.

	Supervisor/ coordinator	Provides services directly/ works with people
Awareness of the organisation's strategy	8.7	8.0
Possibility to influence the strategy	7.7	5.7

Respondents working in the Donetsk and Luhansk Oblasts believe that they influence the development strategy of their organisation to a lesser degree than respondents from other regions. In terms of this factor, a correlation with respondents' age can be observed. Thus, the older workers are, the more possibilities they have to take part in formulating the organisation's strategy and influence its development plans.

	Donetsk and Luhansk Oblasts	Other regions
Possibility to influence strategy	6.1	6.9

	18-25	26-35	36-45	46-55	56 and older
Possibility to influence strategy	5.7	6.2	6.3	6.7	8.0

Analysis of factors associated with an organisation's strategy in terms of the respondents' gender showed that men's professional plans were more consistent with an organisation's plans for the short-term future than women's.

	Men	Women

Awareness of the organisation's strategy	8.9	8.5

Respondents were well aware of their functional duties and the tasks that were assigned to them (9.21 points on a 10-point scale), and were certain that they were fulfilling them well (8.63 points on a 10-point scale).
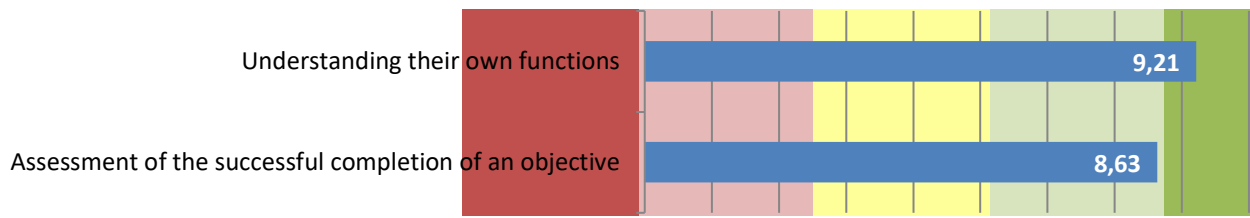

Fig. 2.3. Evaluation of factors related to the assessment of functional duties

Employees of international organisations, compared with those with domestic organisations, felt more confident that they were successfully coping with their functional duties.

	International organisations	Domestic organisations
Assessment of the successful completion of functions	9.2	8.5

A difference in assessments of successful performance was also observed between the leaders of organisations and the actual service providers: managers/coordinators were more critical of their activities and less prone to believe that they were able to manage their responsibilities compared to employees who provide services.

	Supervisor/coordinator	Provides services directly/works with people
Assessment of the successful completion of functions	8.4	8.7

In general, the work was assessed as being sufficiently interesting (8.84 points on a 10-point scale) and diverse, without a routine (7.96 points on a 10-point scale).
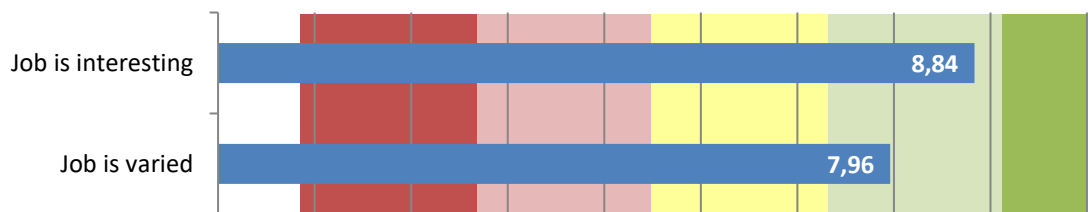
Fig. 2.4. Assessment of the job being interesting and varied

According to the managers, their work is more diverse than that of the employees who directly provide services and work with beneficiaries.

	Supervisor/ coordinator	Provides services directly/works with people
Job is varied	8.3	7.8

The work performed by the respondents generally corresponded to their knowledge, skills, qualifications and abilities, although some respondents noted that their knowledge and skills were beyond what the work required.

Overall, respondents often had to perform additional tasks that were directly specified in their job description, although not all the time. The frequency of being assigned additional work was estimated at 5.51 points on a 10-point scale.

Procedures within the organisations that were related to the performance of functional duties by the employees were assessed as effective (8.29 points on a 10-point scale).
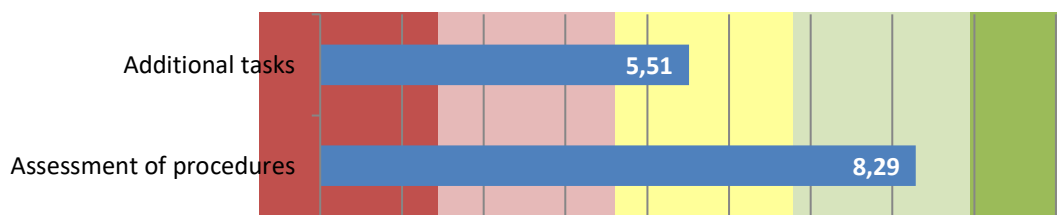
Fig. 2.5. The frequency of additional tasks and assessment of the effectiveness of work procedures

Additional functions that were inconsistent with functional duties had to be performed by employees of nationalorganisations more frequently than by employees of international organisations.

	International organisations	Domestic organisations
Additional tasks	4.8	5.7

In terms of different categories of employees, managers had to perform work that was not envisaged by their direct duties much more frequently compared with direct service providers. At the same time, their assessment of the effectiveness of procedures in the organisation was lower.

	Supervisor/coordinator	Provides services directly/works with people
Additional tasks	7.0	4.9
Assessment of procedures	7.9	8.4

Job availability in humanitarian organisations relies heavily on existing projects supported by donors. Only 23 percent of respondents held a permanent position and functional duties that were independent from projects implemented by the organisation. Forty percent of respondents had a job tied to a specific project and did not know what work they would be doing in their current organisation after its completion.
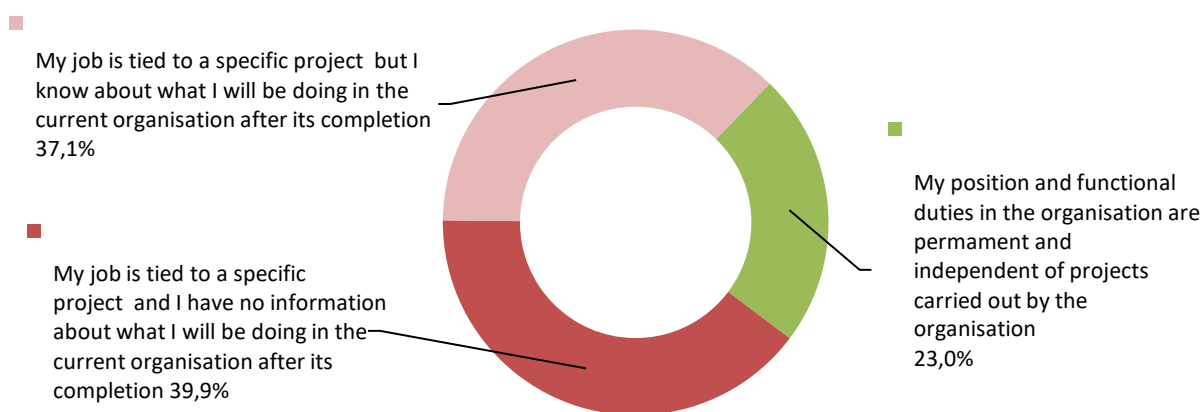
My job is tied to a specific project but I know about what I will be doing in the current organisation after its completion 37,1%

My job is tied to a specific project and I have no information about what I will be doing in the current organisation after its completion 39,9%

My position and functional duties in the organisation are permanent and independent of projects carried out by the organisation 23,0%

Fig. 2.6. Please choose the statement that best describes your work at the moment

In international organisations, respondents' work was associated with projects to the same degree as in domestic ones, but a significantly smaller share of workers were aware of the work they would be doing in the current organisation after their projects were finished.

Please choose the statement that best describes your work at the moment	International NGOs	National NGOs
My position and functional duties in the organisation are permanent and independent of projects carried out by the organisation	26.9%	22.2%
My job is tied to a specific project, and I have no information about what I will be doing in the current organisation after its completion	50.0%	37.6%
My job is tied to a specific project, but I know what I will be doing in the current organisation after its completion	23.1%	40.2%

Among managers, a significantly higher share of respondents had a permanent position in the organisation that was not associated with projects, as compared to workers who directly provided services. Direct service providers were less certain than managers about what they would be doing in the organisation after their projects were completed.

Please choose the statement that best describes your work at the moment	Supervisor/coordinator	Provides services directly/works with people
My position and functional duties in the organisation are permanent and independent of projects carried out by the organisation	42.1%	14.9%
My job is tied to a specific project, and I have no information about what I will be doing in the current organisation after its completion	22.2%	47.5%
My job is tied to a specific project, but I know what I will be doing in the current organisation after its completion	35.7%	37.6%

In the course of their work, only 11 percent of respondents did not have to deal with beneficiaries that they personally found unpleasant to work with. A large part of the respondents (43 percent) had to work with such beneficiaries (sometimes, often, and very often).
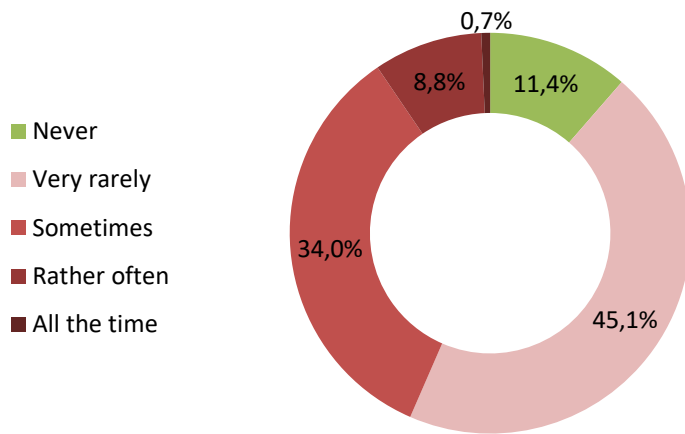
Fig. 2.7. How frequent are there situations when you have to work with beneficiaries that you personally find unpleasant to work with?

Organisations' management and coordinators had to work with people that they personally find unpleasant to work with more often than direct service providers did.

% of respondents who have to work with beneficiaries that they personally find unpleasant to work with RATHER OFTEN or ALL THE TIME	Supervisor/coordinator	Provides services directly/works with people
The need to work with 'unpleasant beneficiaries'	16.7%	6.4%

The majority of respondents assessed the impact of their personal problems on their work as quite low (3.52 points on a 10-point scale). At the same time, they believed their organisations took into consideration employees' personal problems in their workflow on a level that was above average (though not fully) in setting objectives, distributing work assignments, etc. (7.2 points on a 10-point scale).
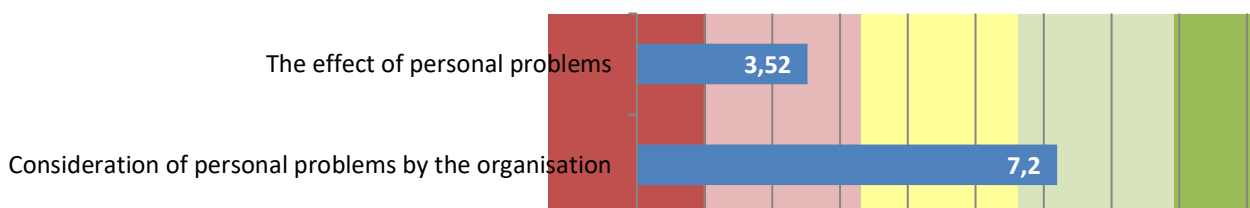
Fig. 2.8. Personal problems in work processes

The impact of personal problems on one's work was assessed on a higher level by employees of national organisations than international ones and by managers compared to direct service providers.

	International organisations	Domestic organisations
Influence of personal problems on work	2.9	3.7

	Supervisor/ coordinator	Provides services directly/ works with people
Influence of personal problems on work	4.2	3.2

Twenty-eight percent of respondents said that their work was in one way or another connected with danger to their health or life. Only a quarter of respondents did not face any threats in performing their professional duties. In that respect, according to the respondents, organisations ensured employees' safety at a level above average (7.88 points on a 10-point scale).
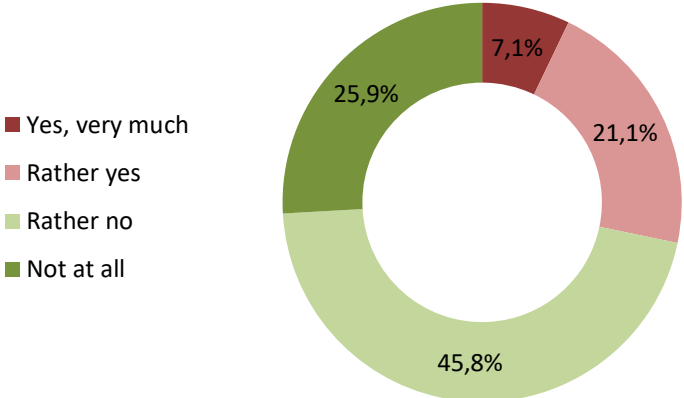

Fig. 2.9. Please tell us whether your work is associated with a danger to your health or life.

A significantly higher level of danger to one's life and health was felt by respondents who worked in the Donetsk and Luhansk Oblasts.

Please tell us whether your work is associated with a danger to your health or life.	Donetsk and Luhansk Oblasts	Other regions
Yes, very much; rather yes	34.0%	13.6%
Rather no; not at all	66.0%	86.4%

A significant portion of respondents, 44 percent, were to a certain extent afraid of losing their jobs. Among respondents, only 8 percent were not afraid of being left unemployed.
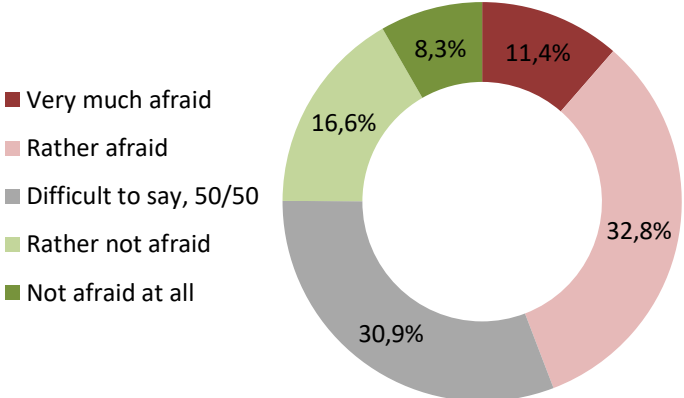

Fig. 2.10. Are you afraid of losing your job?

In terms of the fear of losing their jobs, there were significant differences across different groups of respondents. For example, employees of international organisations were more afraid of losing their jobs

than those of nationalorganisations; respondents from the Luhansk and Donetsk Oblasts were more afraid of losing their jobs than employees from other regions; service providers were more afraid of losing their jobs than managers.

Are you afraid of losing your job?	International organisations	Domestic organisations
Very much afraid; rather afraid	56.4%	41.4%
Rather not afraid; not afraid at all	17.9%	26.5%

Are you afraid of losing your job?	Donetsk and Luhansk Oblasts	Other regions
Very much afraid; rather afraid	46.5%	38.1%
Rather not afraid; not afraid at all	20.1%	37.3%

Are you afraid of losing your job?	Supervisor/coordinator	Provides services directly/works with people
Very much afraid; rather afraid	38.1%	46.8%
Rather not afraid; not afraid at all	34.1%	21.0%

Are you afraid of losing your job?	IDPs	Hosting populations
Very much afraid; rather afraid	51.9%	39.6%
Rather not afraid; not afraid at all	16.0%	30.2%

WORKING CONDITIONS

The respondents sufficiently appreciated their work schedule (8.81 points on a 10-point scale). Their workload, however, was assessed as somewhat too much. In addition, a significant part of the respondents (52 percent) had to work in the office on weekdays after regular hours. Only 16 percent of respondents did not stay at work after regular working hours. Only a quarter of the respondents never had to work on weekends; 40 percent had to go to work on weekends, at various intervals (sometimes, often, and very often). The situation was similar with the need to take work home: only 23 percent never did so, and 45 percent had to work on work assignments at home.
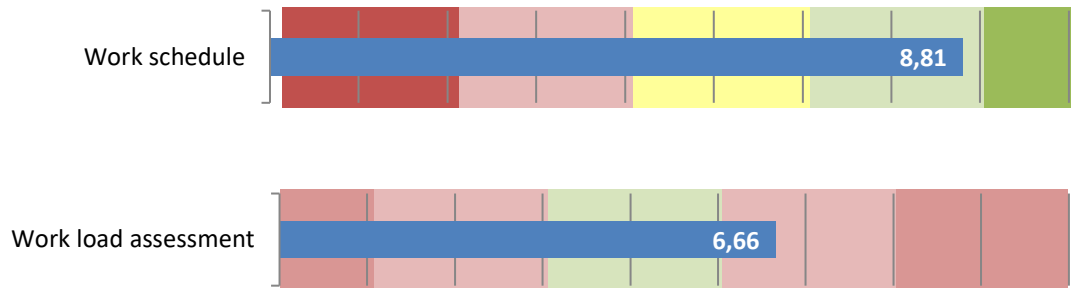

Fig. 3.1. Assessment of work schedule and workload

■ Never ■ Very rarely ■ Sometimes ■ Rather often ■ All the time

Do you ever have to work in the office on weekdays after regular hours?

Do you ever have to work in the office on weekends?
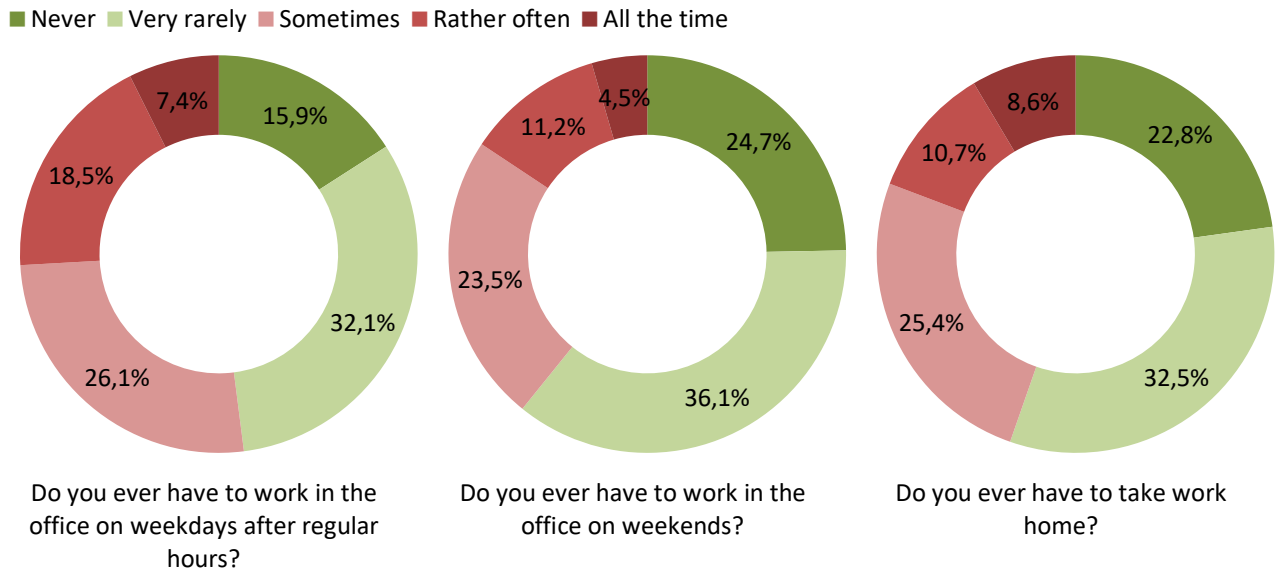
Do you ever have to take work home?

Fig. 3.2. Overtime work

Executive and managerial staff respondents were less satisfied with their work schedule than direct service providers and estimated their workload as higher. This was caused by the fact that managers/coordinators had to work in the office after hours and on weekends and had to take work home significantly more often than employees who worked directly with beneficiaries.

	Supervisor/coordinator	Provides services directly/works with people
satisfaction with their work schedule	8.4	9.0
workload assessment	7.5	6.3

% of respondents who had to do the following RATHER OFTEN or ALL THE TIME	Supervisor/coordinator	Provides services directly/works with people
work in the office on weekdays after regular hours	51.6%	14.9%
work in the office on weekends	30.2%	9.5%
have to take work home	35.7%	12.2%

Compared to employees of domestic organisations, employees of international organisations had to work in the office on weekends less frequently.

% of respondents who had to do the following RATHER OFTEN or ALL THE TIME	International organisations	Domestic organisations
work in the office on weekends	6.4%	17.8%

Employees' habit of working overtime (on weekdays, on weekends and taking work home) increased with the duration of their employment at their current organisation.

% of respondents who had to do the following RATHER OFTEN or ALL THE TIME	Work experience with the organisation		
	Up to 2 years	2-5 years	Over 5 years
work in the office on weekdays after regular hours	17.8%	30.3%	50.0%
work in the office on weekends	9.1%	24.0%	13.2%
have to take work home	13.0%	24.0%	31.6%

Less than half of the respondents (43 percent) had a possibility to take leave on a regular basis. Over the preceding six months, 35 percent had taken a vacation; another 28 percent of humanitarian sector workers surveyed had taken leave 6 to 12 months before.

■ Do not take leave/take virtually no leave
■ Quite irregularly   ■ Rather irregularly
■ Rather regularly   ■ Regularly
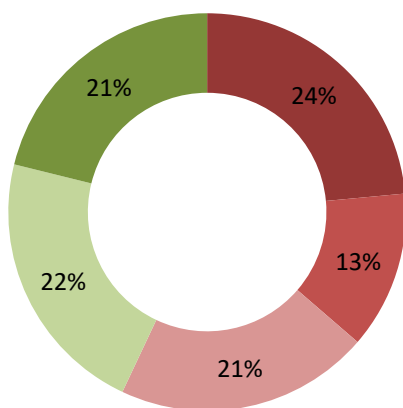
Do you take leave regularly?
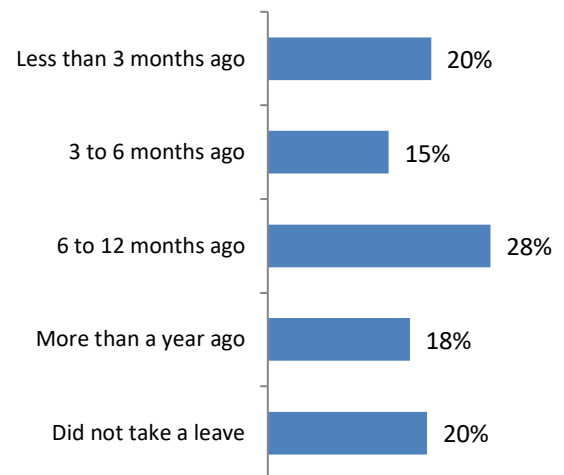
When was the last time you took leave?

Fig. 3.3. Leave

Employees of international organisations took leave more regularly than employees of national organisations. Thus, the share of those who took leave regularly or rather regularly was 59 percent in international organisations, compared to 39 percent in national organisations.

Regarding satisfaction with comfort in the workplace (the arrangement of the rooms where respondents worked) and material and technical support at work, respondents showed a fairly high assessment of these factors (8.10 and 8.32 points on a 10-point scale, respectively).
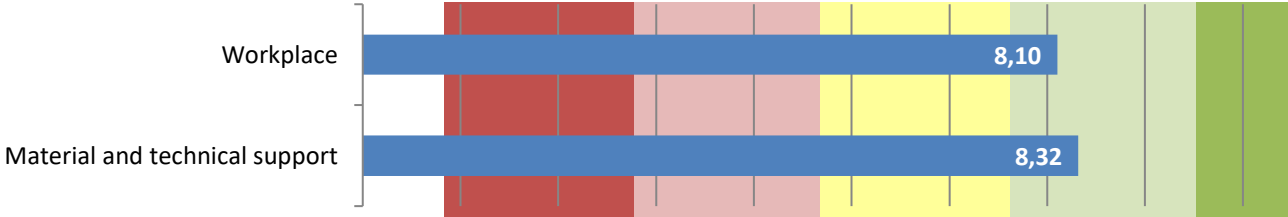

Fig. 3.4. Evaluation assessment of satisfaction with the workplace and material and technical support

A greater degree of satisfaction with workplace arrangement and material and technical support was observed among respondents who worked for international organisations.

	International organisations	National organisations
Satisfaction with the workplace	8.5	8.0
Satisfaction with material and technical support	9.1	8.1

Among the issues that respondents wanted to improve in terms of their work conditions, first place was occupied by office equipment (26 percent).
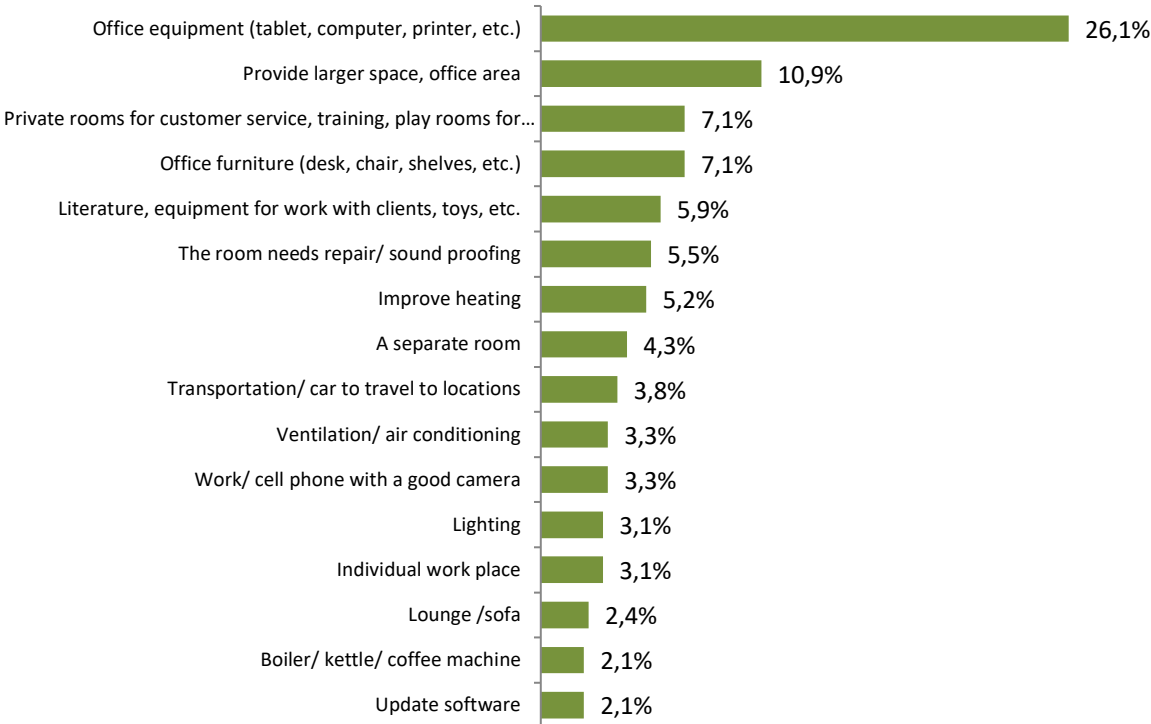

Fig. 3.5. Please tell us in detail what you would like change in regarding your working conditions.

PERFORMANCE EVALUATIONS AND MOTIVATION

About three quarters of respondents said that their organisations held regular meetings on activity planning. In this respect, the organisations faced certain problems related to the introduction of a performance evaluation system for employees, with only about half of respondents undergoing regular evaluation of their performance, and 7 percent receiving no evaluation at all. The objectivity of respondents' evaluation is at a sufficiently high level (8.60 points on a 10-point scale).
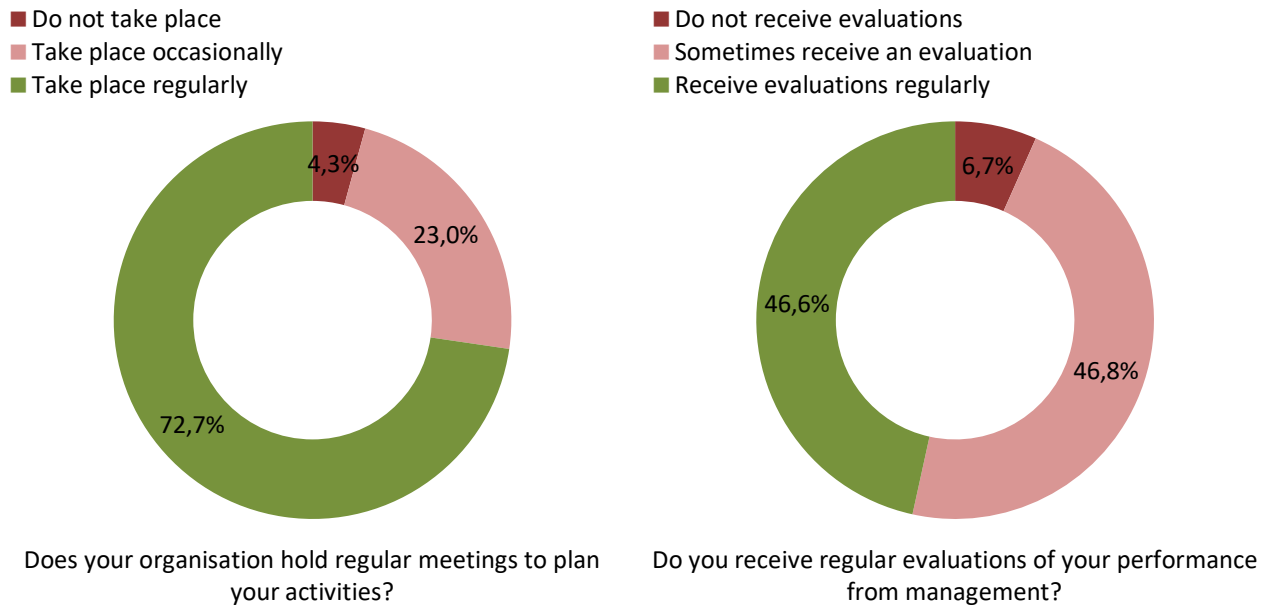
Legend (left chart):
- Do not take place
- Take place occasionally
- Take place regularly

Legend (right chart):
- Do not receive evaluations
- Sometimes receive an evaluation
- Receive evaluations regularly

Left chart — Does your organisation hold regular meetings to plan your activities?
- 4,3%
- 23,0%
- 72,7%

Right chart — Do you receive regular evaluations of your performance from management?
- 6,7%
- 46,8%
- 46,6%

Fig. 4.1. Work planning and performance valuation
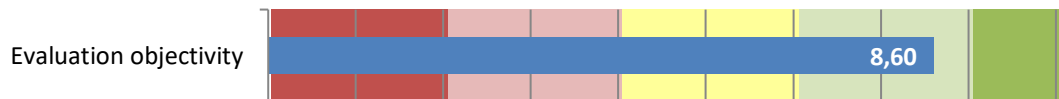
Evaluation objectivity: 8,60

Fig. 4.1. Objectivity of performance evaluations

International organisations held planning meetings more regularly than nationalorganisations did. The frequency of performance evaluations was on the same level; employees of international organisations considered their performance evaluation to be more objective compared with respondents who worked for national organisations.

Please tell us whether your organisation holds regular meetings to plan your activities?	International organisations	Nationalorganisations
Do not take place	9.0%	3.2%
Take place occasionally	9.0%	26.2%
Take place regularly	82.1%	70.6%

	International organisations	Domestic organisations
Objectivity of performance evaluations	8.9	8.5

The majority of respondents received a salary on a regularly basis; only 10 percent of respondents faced problems with delayed salary payment. Forty-three percent of respondents had a raise during the preceding year, while another 10 percent had a raise a year or two earlier. Forty-six percent had no salary increase at all. Thirty-one percent of respondents stated that their organisations had a system of additional material incentives for employees (bonuses, overtime payment, etc.).

Do you receive your salary regularly?

Does your organisation have a system of additional tangible incentives for employees?
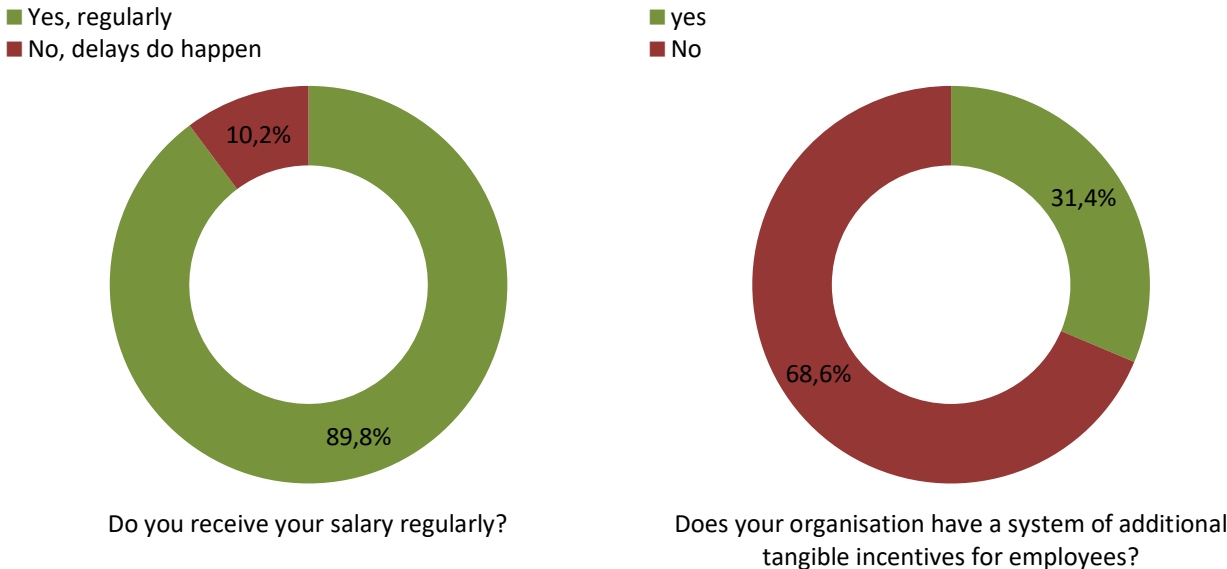
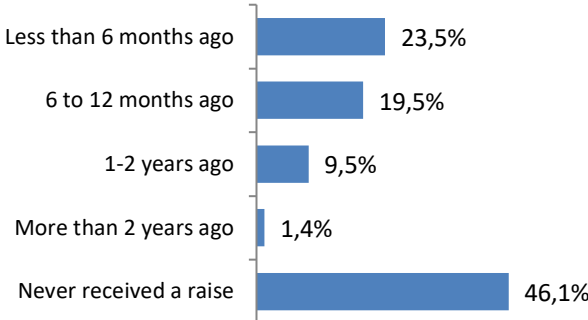Fig. 4.3. Frequency of salary payments and additional tangible incentives

Fig. 4.4. When was the last time you received a raise?

Delays in salary payment were more typical for employees of nationalorganisations than of international organisations.

Do you receive your salary regularly?	International organisations	Nationalorganisations
Yes, regularly	96.2%	88.3%
No, delays do happen	3.8%	11.7%

One third of respondents assessed the financial situation of their organisations as unstable (rather unstable or totally unstable). Many employees had to seek other income sources in addition to their main job: 38 percent sometimes, and 14 percent all the time.
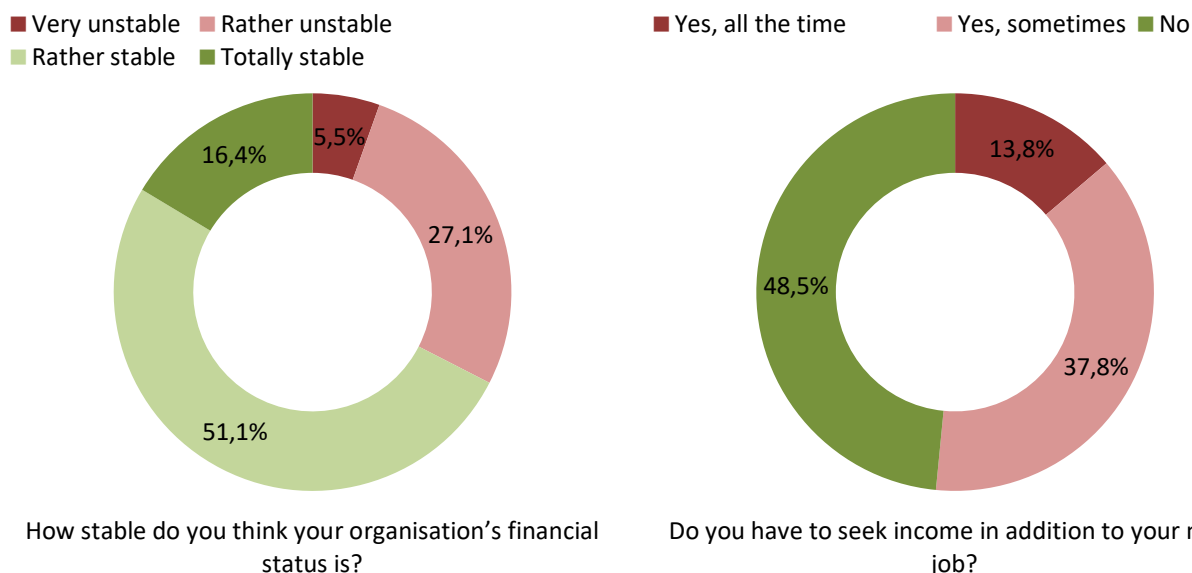
Fig. 4.5. Stability of financial situation

Employees of international organisations considered their organisations' financial situation to be more stable. In addition, they sought additional income much less frequently than employees of nationalorganisations.

How stable do you think your organisation's financial status is?	International organisations	Nationalorganisations
Very unstable; rather unstable	20.5%	35.3%
Rather stable; totally stable	79.5%	64.7%

	International organisations	National organisations
Do not have to look for extra income	71.8%	43.1%

Among those who did not have to seek extra income in addition to their main job, the majority are employees who directly provided services. Respondents from the Donetsk and Luhansk Oblasts sought extra work less frequently than respondents from other regions.

	Donetsk and Luhansk Oblasts	Other regions
Do not have to look for extra income	53.1%	36.4%

	Supervisor/coordinator	Provides services directly/works with people
Do not have to look for extra income	38.9%	52.5%

	IDPs	Host populations
Do not have to look for extra income	55.8%	44.2%

The surveyed humanitarian professionals estimated their career growth opportunities as rather low (5.49 points on a 10-point scale). At the same time, the objectivity of the career progress system received somewhat higher points, although not the maximum (7.05 points on a 10-point scale). The majority of

respondents (66 percent) had not received a promotion in the organisations where they worked. Over the preceding year, 23 percent of respondents had been promoted.
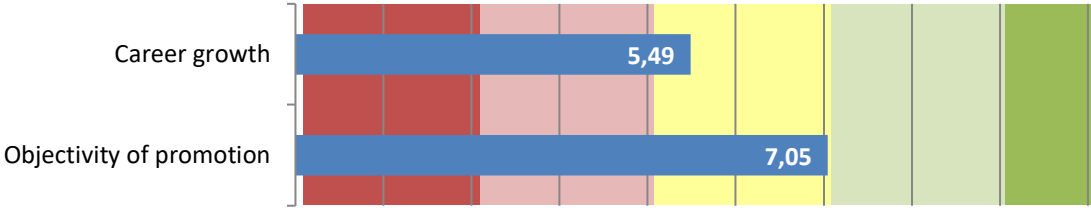

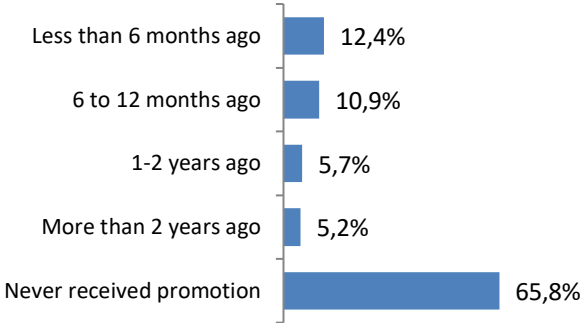Fig. 4.6. Career growth opportunities

Fig. 4.7. When was the last time you were promoted in your organisation?

Employees of international organisations assessed their career prospects and regarded the career progress system in their organisations as being less objective compared with employees of domestic organisations.

	International organisations	Domestic organisations
Career growth	4.8	5.7
Objectivity of promotion	6.4	7.2

Managers/coordinators saw greater opportunities to progress in their career compared with employees who provided services and worked with beneficiaries.

	Supervisor/coordinator	Provides services directly/works with people
Career growth	6.2	5.2

Satisfaction with professional development possibilities and qualification upgrading at the current position was estimated higher than the career growth opportunities and is 7.63 points on the 10-point scale. Eighty-nine percent of respondents indicated that their organisations had a qualification upgrading system. In most cases, this referred to training sessions on various subjects (mostly external), courses, seminars and workshops. In this respect, the participating organisations surveyed did not have any formal, structured system of continuous training — none of the respondents mentioned the availability of individual development plans or systematic staff training programmes.

Forty-three percent of respondents noted that their organisations had a system of intangible incentives.

Professional development — 7,63

Fig. 4.8. Assessment of professional growth opportunities

Does your organisation have a qualification upgrading system?

- Yes
- No

11,4%

88,6%

Does your organisation have a system of tangible and intangible incentives for employees?

- Yes
- No

42,5%

57,5%
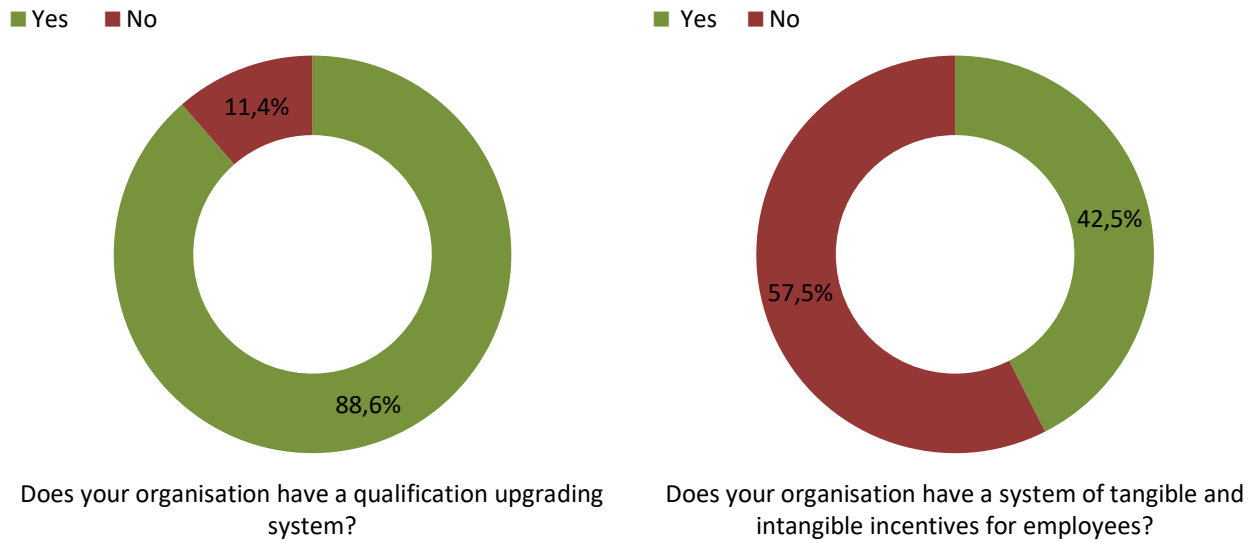
Fig. 4.9. The qualification upgrading system and intangible incentives

The most frequent methods of intangible incentives used in the surveyed organisations, as stated by respondents who noted the availability of such methods (179 people), included commendations and certificates of merit (45 percent), extra days off (32 percent) and corporate and team-building events (29 percent).

Commendments, certificates of recognition	45,3%
Extra days off	32,4%
Corporate team-building events	29,1%
Training, qualification upgrading	7,8%
Tours, interesting trips, participation in events	7,3%
Medical insurance	5,6%
Convenient schedule	3,9%
Career opportunities	2,2%
Tour vouchers	2,2%
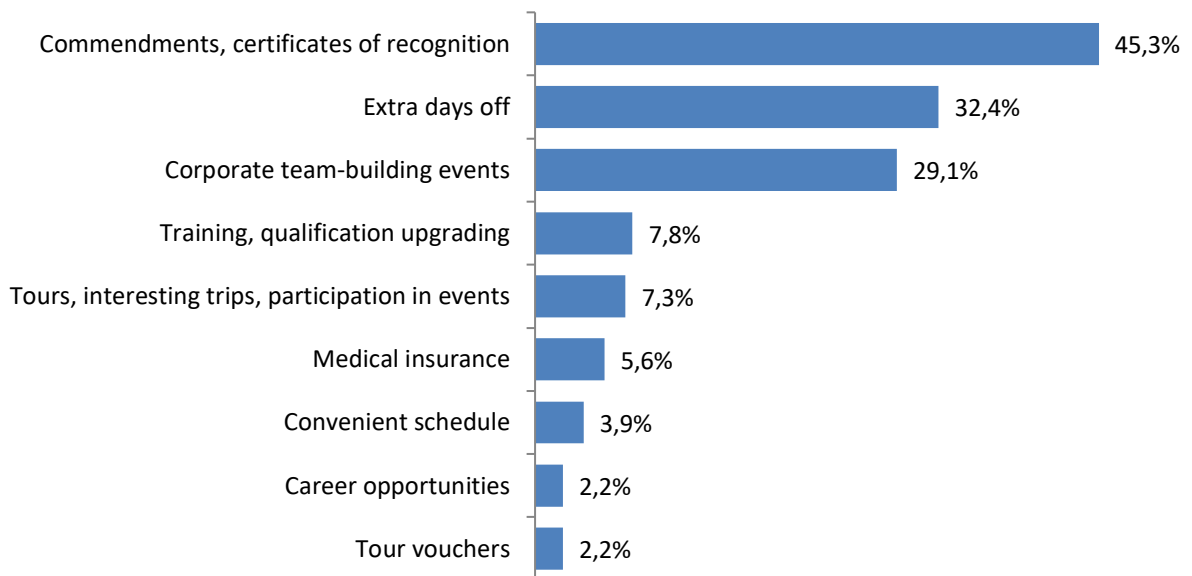
Fig. 4.10. Please describe what measures your organisation implements as intangible incentives for employees

Among the improvements in the employee motivation system (tangible or intangible) that would be desirable from respondents' point of view, the top priority was given to increasing salaries or applying bonuses (51 percent). In second place were qualification upgrading, on-the-job training and exchanges of experience (28 percent).
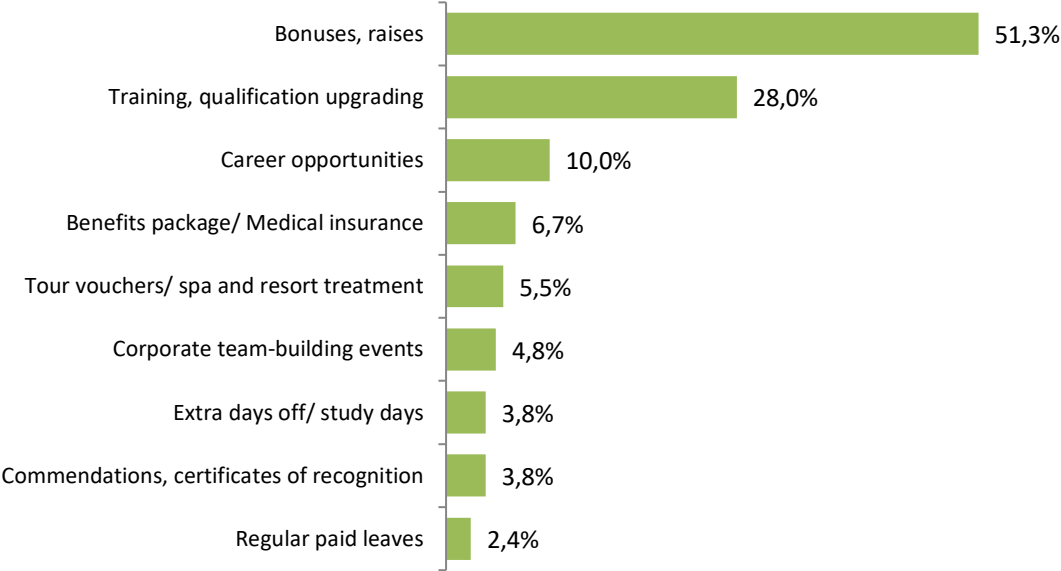
Fig. 4.11. What changes or improvements in the motivation system in your organisation would you like to see introduced?

GROUP COHESION, COMMUNICATION WITH COLLEAGUES

The overall psychological atmosphere in the team was assessed using the semantic differential method. Respondents were offered 10 pairs of words with opposite meanings that they could use to describe the atmosphere in their team. Each pair corresponded to a scale mark, according to the proximity of one of the words. Based on assessments involving all the semantic pairs, the overall index of satisfaction with the atmosphere in the team was calculated.

The overall level of assessment of the psychological atmosphere in the team was quite high, at 85 percent. This assessment confirmed the satisfaction calculated regarding job factors, according to which the atmosphere in the team (relations with colleagues and attitudes on part of immediate supervisors) had some of the highest ratings. Indicators related to all criteria that were part of the aspects of the general atmosphere in the team were also positive, which testifies to the overall friendly atmosphere in teams within humanitarian organisations and the low presence of destabilising factors in these teams.
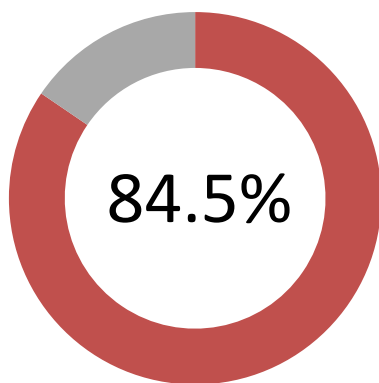
Fig. 5.1. The overall Index of satisfaction with the psychological atmosphere in the team

	Value	
Hostility	7,05	Friendliness
Disagreement	6,57	Agreement
Dissatisfaction	6,45	Satisfaction
Unproductiveness	6,73	Productivity
Aloofness	6,89	Warmth
Discord	6,74	Cooperation
Unfriendliness	6,93	Mutual support
Indifference	6,69	Dedication
Boredom	6,78	Interest
Failure	6,79	Success

Fig. 5.2. Assessment of psychological atmosphere criteria

The level of group cohesion (an index that indicates the degree of integration of a team, its unity into one whole) was assessed as rather high. The overall team cohesion index across the entire sample was 87 percent. It should be noted that an absolute majority of respondents identified the level of cohesion in their team as either high or above average, and only 4 percent of respondents assessed the cohesion level as average. No team within the organisations surveyed had an index below average.

Overall team cohesion index	Distribution of respondents by the team cohesion level

Fig. 5.3. Team cohesion

Overall, the respondents felt that they were valuable members of their teams. A very small share of respondents said they would change teams if an opportunity arose (6 percent). More than half of respondents (63 percent) believed that the relations between employees in their organisations were bett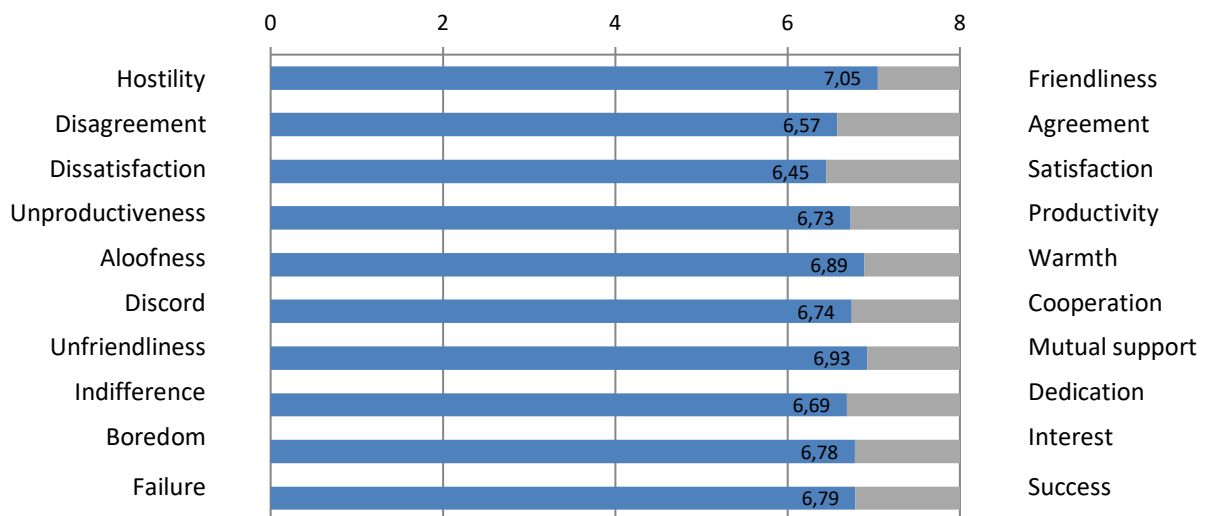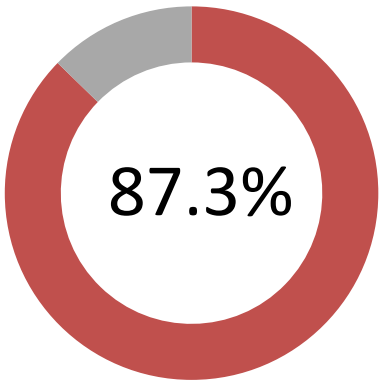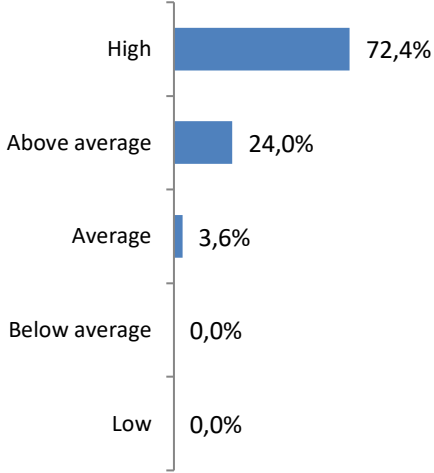er than in other organisations, and they said the same regarding employees' attitude to work (62 percent). Similarly, attitudes on the part of supervisors were also rated as better than in other organisations (noted by 66 percent of respondents). In this respect, 78 percent said that they felt they received support and approval from their management. Only 5 percent of respondents felt misunderstood and opposed by their managers. According to respondents, their management sufficiently understood the specifics and content of their work (8.68 points on a 10-point scale).
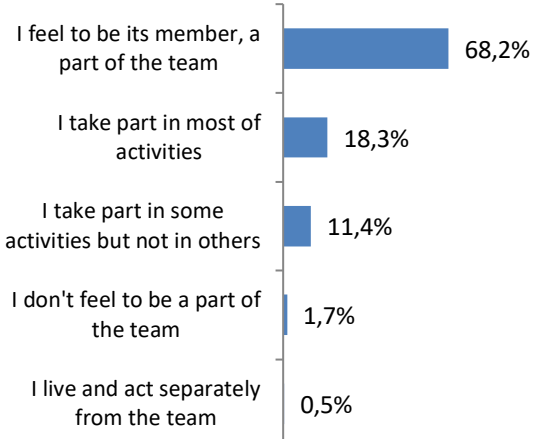
How would you assess the degree to which you are a part of your team?
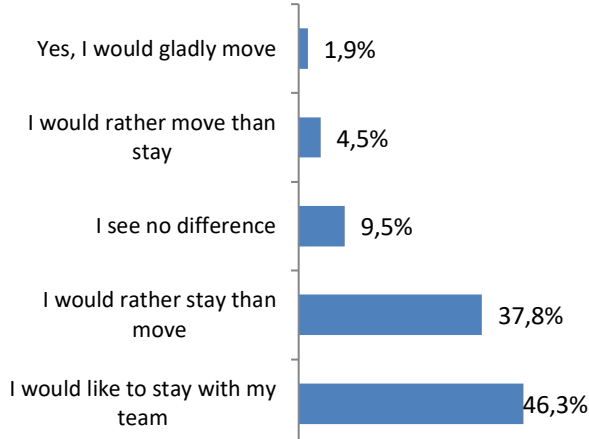
Would you move to another team if you had a chance (without changing other conditions)?

Fig. 5.4. Integration with the team

Better than in most teams	63,4%
About the same as in other teams	30,6%
Worse than in other teams	1,7%
I don't know, difficult to say	4,3%
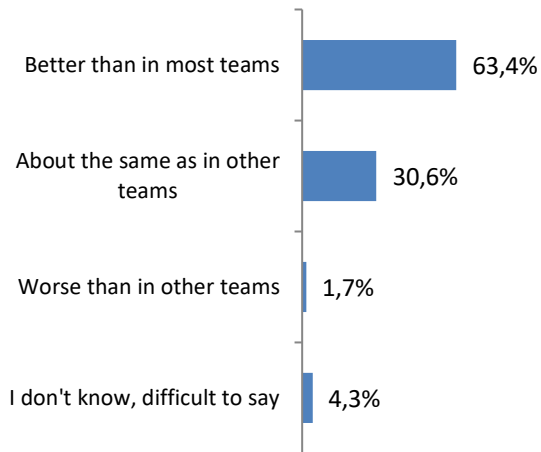
What are the relationships like between the members of your team?

Fig. 5.5. Relationships between colleagues

Better than in most teams	62,5%
About the same as in other teams	37,1%
Worse than in other teams	0,5%
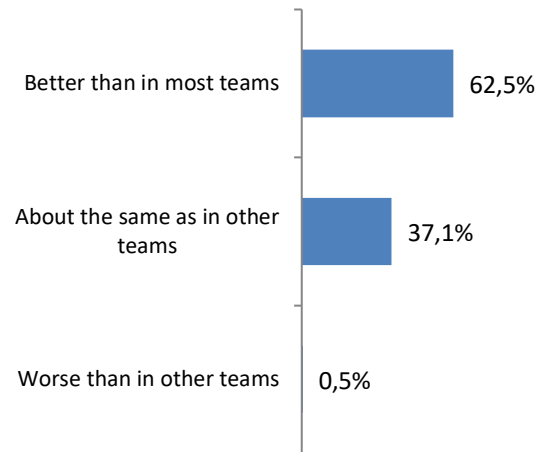
What is your team's attitude towards work?

Better than in most teams	66,0%
About the same as in other teams	32,5%
Worse than in other teams	1,4%
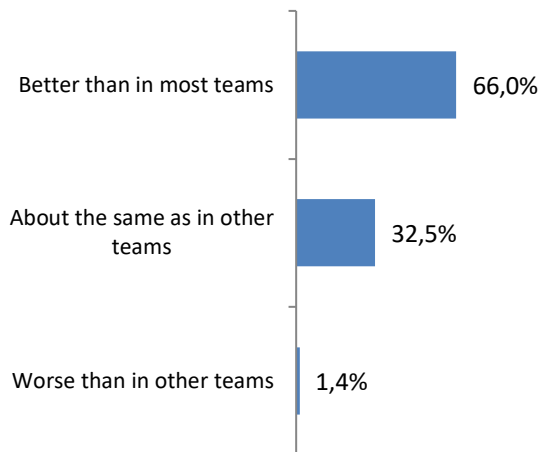
What is your relationship with management?

I feel support, approval	78,1%
Neutral, neither praise nor reprimand	16,6%
I feel pressure and lack of understanding	5,2%
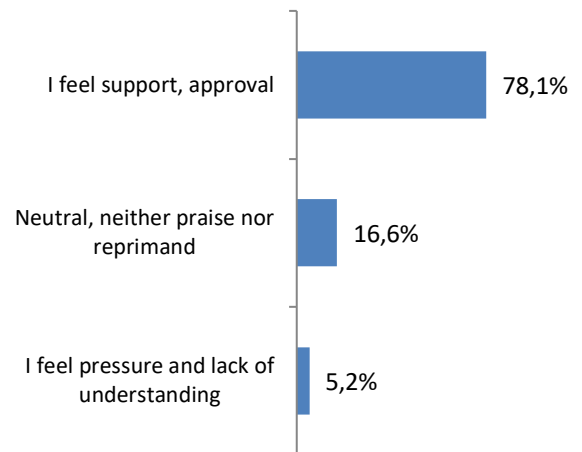
How would you describe your relationship with management?

Understanding of the job specifics by the management	8,68

Fig. 5.6. Relationship with management

Some respondents provided suggestions about what they wanted to change in their relations with management. Overall, the majority of respondents found it difficult to answer this question because they were satisfied with everything. Nevertheless, 8 percent of respondents said they would like their managers to meet with employees more often, and 6 percent of respondents said they would appreciate a better understanding of their work on the part of management.

Meet and communicate more often	7,6%
Better understanding of my work specifics	6,4%
Demonstrate understanding and support	4,0%
Set the objectives more clearly, consider the work load	3,6%
Get regular feedback	2,9%
Respect and tact towards colleagues	2,4%
Hear the views of employees	2,1%
Timely and fully share information	1,9%
More incentives/ commendments	1,4%
Provide opportunities for professional and career growth	1,2%
Fair/ equal treatment of all subordinates	1,0%

Fig. 5.7. Please describe what you would like to improve in interaction with your management

ASSESSMENT OF JOB BURNOUT LEVELS

In order to assess the level of job burnout among humanitarian professionals, two methods were used:

1. The MBI burnout assessment method developed on the basis of the three-factor model by C. Maslach and S. Jackson and adapted by N. Vodopyanova and E. Starchenkova. This method makes it possible to assess the overall burnout level among employees, as well as the present burnout structure according to three sub-scales:
   - Emotional exhaustion;
   - Depersonalisation;
   - Reduction of personal achievements.

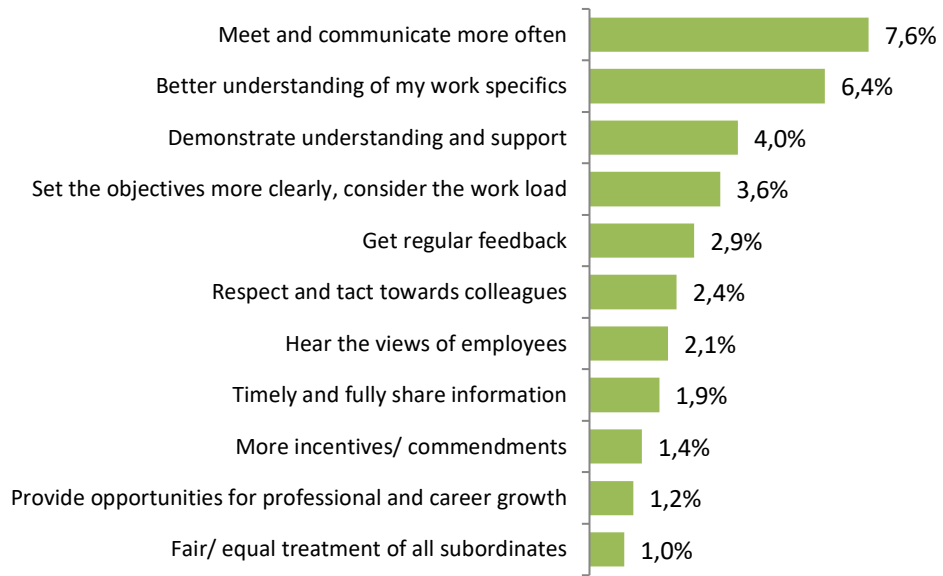The method created by V.V. Boyko to assess the level of emotional burnout that occurs in people in the course of the performance of various activities connected with prolonged exposure to a number of adverse stress factors. The methodology provides a detailed picture of emotional burnout syndrome as a dynamic process that occurs gradually, in full compliance with the stress development mechanism. The emotional burnout level is estimated according to 12 scales that correspond to three phases:

- Tension phase: a forerunner and trigger in the formation of emotional burnout. Tension is dynamic in nature, and it is caused by the exhausting regularity or aggravation of the effect of factors related to psychological trauma;
  Resistance phase: resistance to increasing stress;
- Exhaustion phase: characterised by a more or less pronounced decline in physical energy and weakening of the nervous system.

According to the data gathered, the burnout problem is very acute for humanitarian professionals. Only 22 percent had a low burnout level, while 42 percent of employees had a high or very high burnout level, and another 36 percent were in the high-risk zone (average burnout level).
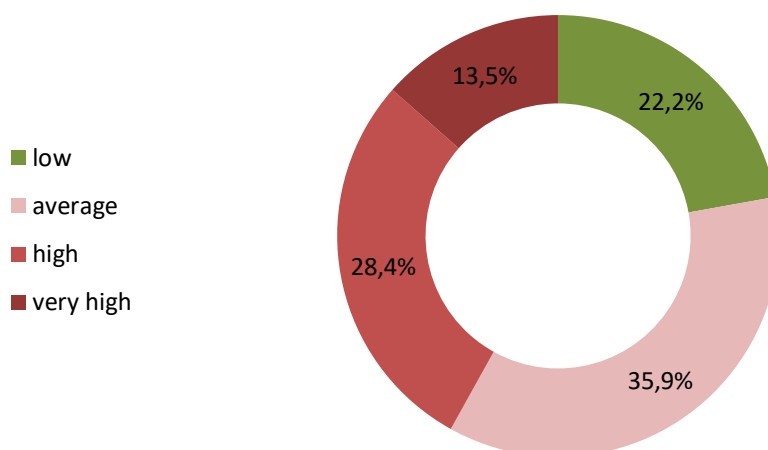
Fig. 6.1. Overall burnout level

The most significant manifestations of burnout among study participants were observed in the form of **depersonalisation,** which may be manifested in strained relationships with other people, such as increasing negativism, cynicism in attitudes and feelings towards beneficiaries, colleagues, etc. A high level of depersonalisation may lead to inhuman attitudes towards people, as beneficiaries are no longer perceived

as real, living people. High levels of this aspect of burnout was found in 35 percent of employees, while only 17 percent of respondents showed no signs of depersonalisation. This form of burnout can occur as a psychological defence mechanism in the process of professional adaptation.

The syndrome of **emotional exhaustion** was found at a high level in 26 percent of the respondents. This form of burnout manifests itself through a decreased emotions, indifference or emotional oversaturation caused by work. It should be noted that a significant proportion of respondents (43 percent) demonstrated no signs of this form of burnout. In terms of all forms of burnout, the highest share of respondents who had low levels was observed in emotional exhaustion.

Twenty percent of respondents had a high-level **reduced feelings of personal achievement**. At the same time, 54 percent of respondents were at risk and had an average burnout level in terms of this form of burnout. Reduced feelings of personal achievements may be manifested by a tendency to negatively evaluate oneself, one's professional achievements and successes, and to underestimate job benefits and opportunities, personal worth, limiting one's capacity and responsibilities in relation to others.

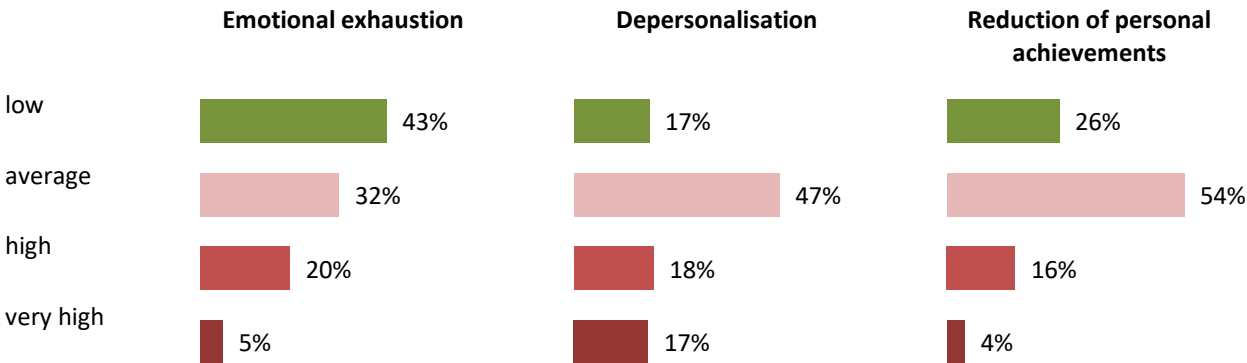|	Emotional exhaustion	Depersonalisation	Reduction of personal achievements
low	43%	17%	26%
average	32%	47%	54%
high	20%	18%	16%
very high	5%	17%	4%

Fig. 6.2. Levels of various forms of job burnout

In terms of analysis of manifestations of burnout symptoms by phases, the first phase, **tension,** was found in 24 percent of respondents (having already formed in 7 percent of respondents and seen as forming in 17 percent). As part of this phase, the most characteristic syndrome in respondents was **experiencing psychological trauma** (existing and formed in 45 percent of respondents). This symptom manifests itself as an awareness of factors related to psychological trauma in activities that is difficult to eliminate. Frustration and resentment accumulate. The absence of a solution to the situation causes the development of other burnout phenomena.

Symptoms of **dissatisfaction** and **feeling cornered** were manifested in the smallest number of respondents (16 percent and 15 percent, respectively). Dissatisfaction results from a failure or inability to influence circumstances related to psychological trauma; people usually feel dissatisfied with themselves, their profession and with specific responsibilities. It triggers an 'emotional transfer' mechanism, whereby the energy of emotions is directed inward rather than outward. Feeling cornered occurs when circumstances related to psychological trauma create pressure and nothing can be changed, thus giving rise to a sense of helplessness.

The symptom of **anxiety and depression** is manifested (being formed or already formed) in 30 percent of the employees surveyed. In the presence of this syndrome, employees experience inner anxiety and frustration with themselves and their profession or job. This symptom is the extreme point in the formation of the first, tension phase in the development of emotional burnout.

The second phase of burnout, **resistance,** manifests itself in the largest number of respondents, 49 percent (having already formed in 23 percent of respondents and seen as forming in 27 percent). This phase of job burnout manifests itself in employees in the activation of internal mechanisms for protection from external circumstances related to psychological trauma in an attempt to reduce the pressure of external factors. Among the symptoms inherent to the resistance phase, respondents most often demonstrated **inadequate selective emotional response** (49 percent of respondents had formed this symptom or showed symptoms of its formative stage), a **reduction of professional duties** (47 percent) and **saving emotions** (44%).

Inadequate emotional response syndrome manifests itself in a professional who is no longer able to determine the difference between two fundamentally different phenomena: selective saving of emotional reactions and inadequate emotional reactions. The first one is a useful skill in interaction with beneficiaries — to select emotions of a rather limited scope and moderate intensity, no demonstration of flatness or rudeness. In the latter case, the employee inadequately 'saves' on emotions, limiting their emotional feedback by responding to a situation selectively. The 'I do or do not want principle starts to function: if I deem it fit, I will pay attention to the beneficiary, if I am in the mood, and I will respond to their situation and needs. The person often believes that they are behaving in an acceptable way, but the other party notices something different, i.e., emotional callousness, rudeness, indifference.

The symptom of a reduction of professional duties is manifested in an attempt to simplify or reduce one's duties that entail emotional costs. As a result, beneficiaries are deprived of basic attention.

The symptom of 'saving emotions' may be transferred beyond professional activities, to one's home and in communication with friends and acquaintances.

Within the resistance phase, slightly fewer respondents showed symptoms of **emotional and psychological disorientation** (40 percent), but that value is very high nevertheless. The symptom is a logical continuation of inadequate responses in dealing with beneficiaries. An employee may both recognise the fact that they are not demonstrating the proper emotional attitude to a beneficiary and also find justification for that, e.g., 'people like them do not deserve sympathy', 'why should I care about all of them?', etc.

The second-most-pronounced phase among humanitarian professionals is that of **exhaustion**. This is the most difficult phase of burnout. It is characterised by a decrease in the overall energy and weakening of the nervous system. Burnout becomes an inherent aspect of a person. Among respondents, the exhaustion phase was observed in 29 percent of the people surveyed (with 10 percent having formed the phase, and 19 percent in the process of forming it).

It is the symptoms of **emotional alienation** (49 percent) and **emotional deficit** (41 percent) that are most clearly manifested in respondents within that phase. In a situation of emotional deficit, a worker begins to feel that they are emotionally incapable of helping their beneficiaries, unable to understand their situation, to empathise. They become irritable, resentful, abrupt, and rude. The employee gradually becomes accustomed to working as a soulless machine. They eliminate emotions from their professional activities. In other areas, their lives are full of emotions.

The next burnout syndrome, **personal alienation,** was manifested in 22 percent of respondents. This symptom was manifested both at work and outside the scope of professional activities. A worker develops a misanthropic mood, and they say that working with people is not interesting, brings them no satisfaction, and has no social value.

The symptom of **psychosomatic and psycho-vegetative disorders** was, in varying degrees, demonstrated by 27 percent of respondents. This symptom is manifested at the level of physical and mental health. It is formed on the basis of a conditioned reflex connection of a negative nature: much of what concerns professional activities provokes deviations in physical or mental conditions. Sometimes, even the very thought of certain

people or contact with them causes a bad mood, insomnia, sensations of fear, discomfort in the chest, cardiovascular reactions, exacerbation of chronic diseases.

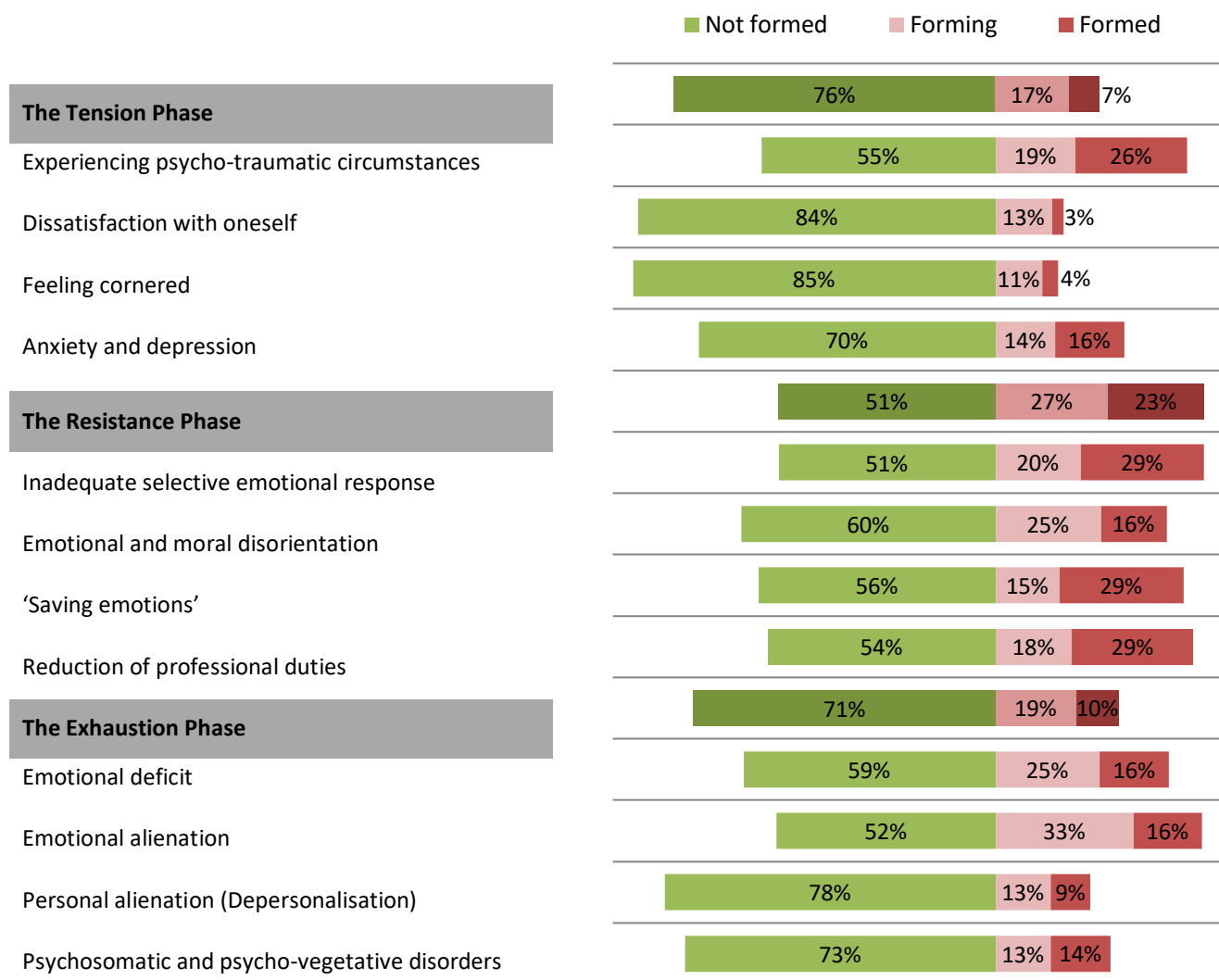|	Not formed	Forming	Formed
The Tension Phase	76%	17%	7%
Experiencing psycho-traumatic circumstances	55%	19%	26%
Dissatisfaction with oneself	84%	13%	3%
Feeling cornered	85%	11%	4%
Anxiety and depression	70%	14%	16%
The Resistance Phase	51%	27%	23%
Inadequate selective emotional response	51%	20%	29%
Emotional and moral disorientation	60%	25%	16%
'Saving emotions'	56%	15%	29%
Reduction of professional duties	54%	18%	29%
The Exhaustion Phase	71%	19%	10%
Emotional deficit	59%	25%	16%
Emotional alienation	52%	33%	16%
Personal alienation (Depersonalisation)	78%	13%	9%
Psychosomatic and psycho-vegetative disorders	73%	13%	14%

Fig. 6.3. Levels of job burnout by phases of manifestation

No significant differences were found in the overall burnout level and the manifestation of various forms of burnout among employees of international organisations and of domestic organisations. Similarly, **there were no significant differences in burnout levels between respondents who worked in the Donetsk and Luhansk Oblasts and those working in other regions**.

Among the humanitarian professionals, surveyed, high (and very high) burnout levels were more typical for women than men (45 percent vs. 34 percent). At the same time, no significant differences were observed between the two groups in terms of satisfaction with work factors, which may indicate the presence of other gender-sensitive factors that are not directly related to work and affect the overall burnout level. Regarding these groups, burnout manifests itself to a significantly greater extent in women than in men in the form of emotional exhaustion (19.79 points vs. 15.86 points on a 30-point scale).

% of respondents who had HIGH or VERY HIGH levels of burnout	Men	Women
Overall level of burnout	**34.2%**	**44.9%**
Emotional exhaustion	22.8%	26.6%

	28.1%	38.2%
Depersonalisation	28.1%	38.2%
Reduction of personal achievements	15.8%	21.3%

A significantly higher burnout level was seen in the group of respondents belonging to managerial staff compared with employees who were providing services directly to beneficiaries. For example, the share of managers with high overall burnout levels was 55 percent vs. 36 percent among direct service providers. Burnout among managers/coordinators was more evident in the form of emotional exhaustion (22.13 points vs. 17.27 points on a 54-point scale) and depersonalisation (10.88 points vs. 8.20 points on a 30-point scale), while there were no significant differences in terms of reduced feelings of personal achievement.

% of respondents who had HIGH or VERY HIGH levels of burnout	Supervisor/coordinator	Provides services directly/works with people
Overall level of burnout	**55.3%**	**36.3%**
Emotional exhaustion	39.0%	19.9%
Depersonalisation	46.3%	30.8%
Reduced feelings of personal achievement	23.6%	18.2%

A trend towards an increase in burnout levels was observed in a comparison of groups of workers with different work experience in their current organisation. There was an evident trend towards an increase in the overall burnout level the longer one worked in an organisation.

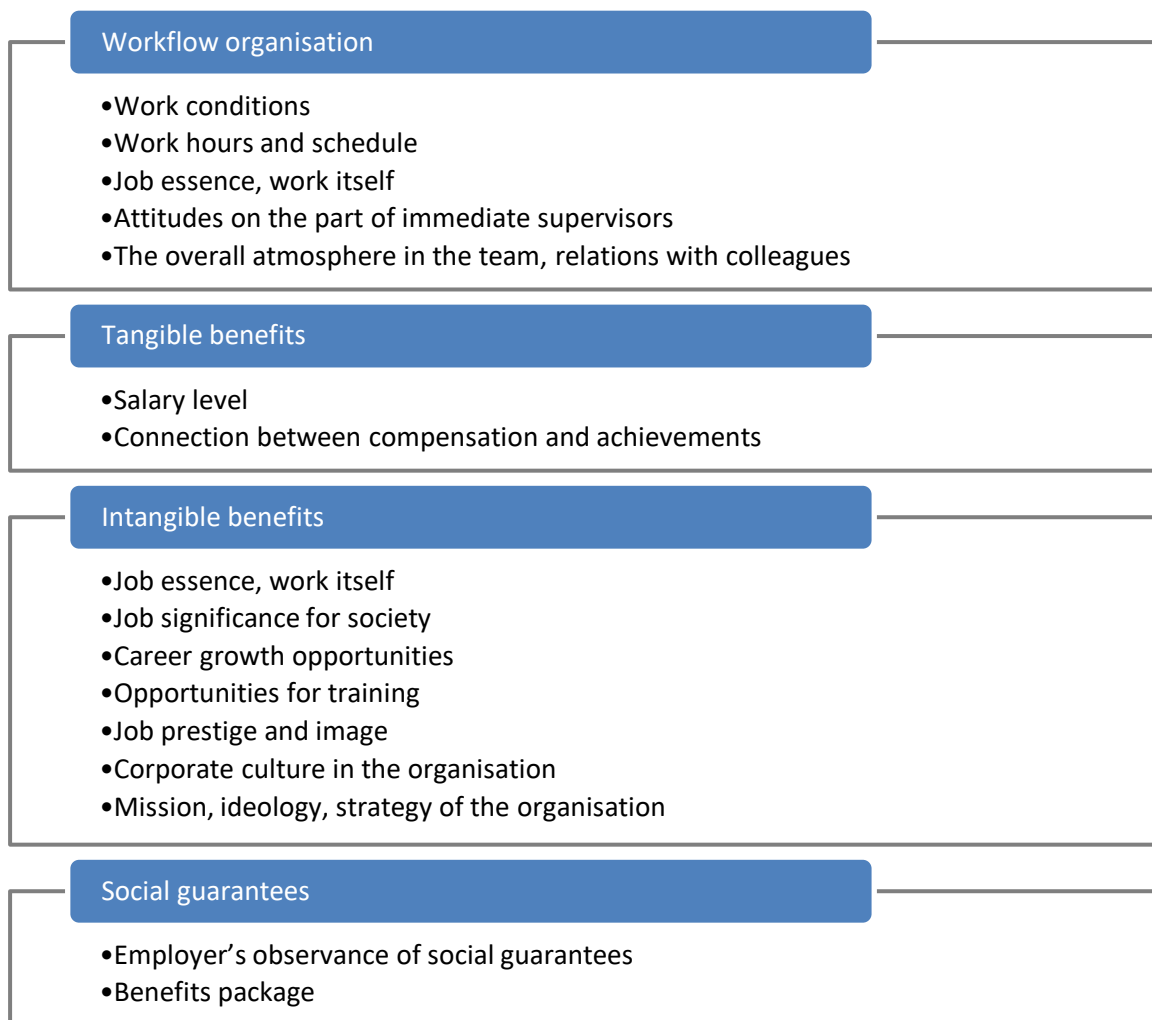| % of respondents who had HIGH or VERY HIGH levels of burnout	Work duration		
	Up to 2 years	2-5 years	Over 5 years
Overall level of burnout	**37.1%**	**43.0%**	**63.2%**
Emotional exhaustion	20.5%	27.9%	42.1%
Depersonalisation	30.2%	37.8%	52.6%
Reduction of personal achievements	17.6%	18.6%	36.8%

Employees who are IDPs had higher burnout levels than other employees. For example, the share of IDP employees with high overall burnout levels was 48 percent vs. 38 percent among other workers. The differences in these groups were more apparent in the form of emotional exhaustion (20.01 points vs. 17.94 points on a 54-point scale).

% of respondents who had HIGH or VERY HIGH levels of burnout	IDPs	Host populations
Overall level of burnout	**48.1%**	**38.3%**
Emotional exhaustion	29.9%	23.0%
Depersonalisation	40.9%	32.2%
Reduction of personal achievements	20.1%	19.5%

The problem of burnout is complex and usually touches upon all areas of professional activity. The dependence of burnout on various work factors was analysed in several stages. During the first stage, a factor analysis was conducted between the criteria that were part of the overall job satisfaction index to reduce the number of variables that have a strong correlation with one another. Following the analysis, the work criteria were grouped into four groups (factors):

1. Workflow organisation: a group of criteria related to formal organisation of work processes and procedures for activities.
2. Tangible benefits: a group of criteria related to tangible benefits from work.

3. Intangible benefits: a group of criteria related to the essence and nature of work and those benefits that an employee gains within their organisation (in intangible terms, the importance and prestige of the activity, possibilities for self-fulfilment).
4. Social guarantees: Group criteria related to social guarantees for employees.

Workflow organisation

- Work conditions
- Work hours and schedule
- Job essence, work itself
- Attitudes on the part of immediate supervisors
- The overall atmosphere in the team, relations with colleagues

Tangible benefits

- Salary level
- Connection between compensation and achievements

Intangible benefits

- Job essence, work itself
- Job significance for society
- Career growth opportunities
- Opportunities for training
- Job prestige and image
- Corporate culture in the organisation
- Mission, ideology, strategy of the organisation

Social guarantees

- Employer's observance of social guarantees
- Benefits package

In the course of determining the degree of burnout dependence on various criteria connected with professional activities, correlation analysis was conducted between the four grouped factors of work activities and the overall burnout level.

The analysis showed a significant correlation between such factors as 'workflow organisation', 'tangible benefits' and 'intangible benefits'. No significant connection between burnout levels and 'social guarantees' was revealed. The highest level of burnout dependence was observed in relation to the 'intangible benefits' factor (and, accordingly, in relation to all the criteria that it encompasses). In second place was the 'workflow organisation' factor. As for the 'tangible benefits', while having a significant correlation with burnout, the degree of interconnection between those categories is the lowest among other factors. All the factors have are inversely proportionate to the burnout level: the more an employee was satisfied with this or that work factor, the lower their burnout level was.
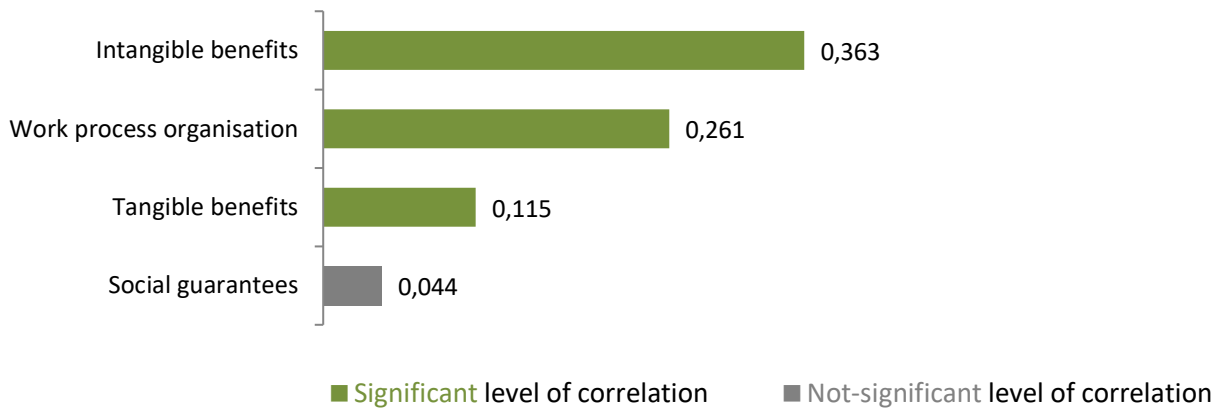
Fig. 6.4. Correlation ratios between the overall burnout level and work factors

The impact of work factors on various manifestations of burnout is not uniform either. For example, the 'intangible benefits' factor significantly correlates with all manifestations of burnout. The 'workflow organisation' factor has no interconnection with burnout manifestations due to a reduction of personal achievements. The factor of 'tangible benefits' is only connected with emotional exhaustion, and the factor of 'social guarantees', like with the overall burnout level, does not correlate with any manifestation of burnout.
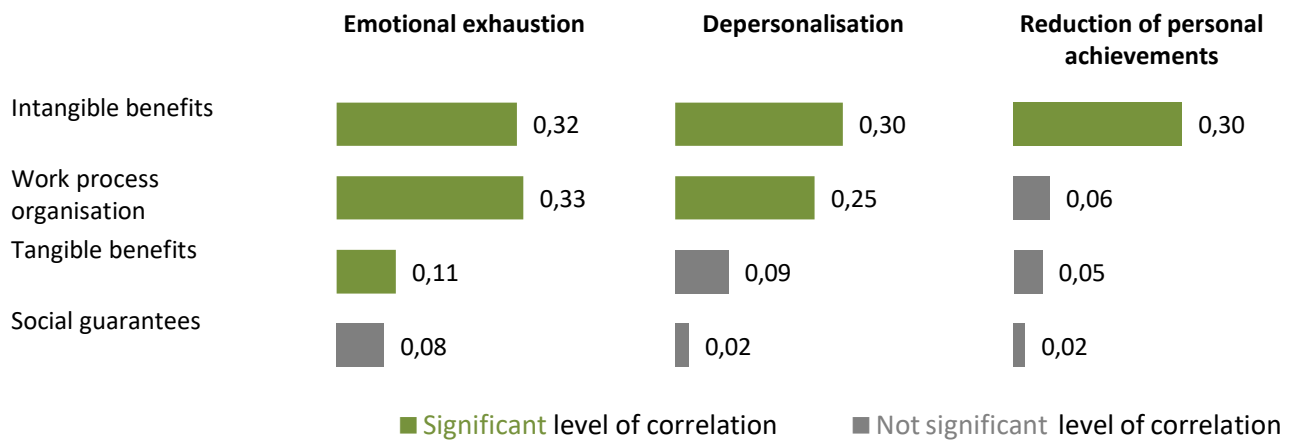

Fig. 6.5. Correlation ratios between burnout manifestations and work factors

An analysis of additional factors that may affect the burnout level revealed a trend in burnout depending on the employees' workload. Those workers who had to work after hours, on weekends or take work home had greater burnout levels than those who did not have to do these things.

% of respondents who had HIGH f VERY HIGH levels of burnout	Do you ever have to work in the office on weekdays after regular hours?				
	Never	Very rarely	Sometimes	Rather often	All the time
Overall level of burnout	23.1%	38.3%	40.4%	59.0%	60.0%

% of respondents who had HIGH or VERY HIGH levels of burnout	Do you ever have to work in the office on weekends?				
	Never	Very rarely	Sometimes	Rather often	All the time
Overall level of burnout	29.4%	41.6%	47.5%	59.6%	38.9%

	Do you ever have to take work home?

% of respondents who had HIGH or VERY HIGH levels of burnout	Never	Very rarely	Sometimes	Rather often	All the time
Overall level of burnout	25.3%	42.5%	43.4%	53.3%	65.7%

The overall level of burnout also tended to be worse in those who did not take leave regularly.

% of respondents who had HIGH or VERY HIGH levels of burnout	Do you regularly take leave?				
	Never	Very rarely	Sometimes	Rather often	All the time
Overall level of burnout	45.9%	63.5%	43.5%	37.0%	28.4%

Employees who reported that their organisations held regular meetings on activity planning had lower burnout levels than those who did not have such meetings or had them at irregular intervals. A similar trend was observed in those workers who were regularly evaluated by their management: their burnout level was lower than that of those who were not evaluated on a regular basis or not are not evaluated at all.

% of respondents who had HIGH or VERY HIGH levels of burnout	Does your organisation hold regular meetings to plan your activities?		
	No	Yes, irregularly	Yes, regularly
Overall level of burnout	52.9%	56.3%	36.8%

% of respondents who had HIGH or VERY HIGH levels of burnout	Do you receive a regular performance evaluation by your management?		
	No	I do, sometimes	I do, regularly
Overall level of burnout	48.1%	48.5%	34.5%

Burnout levels were significantly affected by feelings about instability an organisation's financial status (and that of the employees themselves), as well as the need to seek income opportunities in addition to one's main job.

% of respondents who had HIGH or VERY HIGH levels of burnout	How stable do you think the financial status of your organisation is?			
	Totally unstable	Rather unstable	Rather stable	Totally stable
Overall level of burnout	78.3%	50.9%	40.3%	19.4%

% of respondents who had HIGH or VERY HIGH levels of burnout	Do you ever have to seek income sources in addition to your main job?		
	Yes, all the time	Yes, sometimes	No
Overall level of burnout	57.1%	43.9%	36.1%

Activities within an organisation connected with its qualification upgrading system (to a greater extent) and intangible incentives (to a lesser extent) had a positive impact on reducing burnout among employees.

% of respondents who had HIGH and VERY HIGH levels of burnout	Does your organisation have a qualification upgrading system?		Does your organisation have a system of intangible incentives for employees?	
	Yes	No	Yes	No
Overall level of burnout	39.7%	59.6%	36.4%	46.0%

Focus group discussions provided more detailed information about the key factors that had an impact on the development of staff burnout syndrome in humanitarian professionals. In terms of the main causes of burnout, the following were identified:

1. The most important factors influencing the development of burnout were aspects related to the processes of project/organisation management and administration. The main reasons were the uneven workload for employees, overloading of workers and the need to work overtime, irregular use of vacations, the complexity and imperfection of work documentation, the lack or ineffectiveness of personnel evaluation systems and processes, staff failing to see prospects for further cooperation with the organisation, problems in cooperation with other organisations and local authorities, the lack of balance of employees' authority and responsibilities, the inadequate system of conducting needs assessments for target groups of beneficiaries, procedures and practices that shape consumer attitudes in beneficiaries, etc.

2. The second most important were aspects that were related to employees' personal problems. The main reasons were the existing high burnout level among some staff and the lack of effective assistance; some employees were IDPs or residents who were affected by the military conflict.

3. Beneficiaries' negative behaviour was also an important factor contributing to the emergence of burnout in employees. There is a lack of effective training for employees in dealing with negative beneficiary behaviour.

4. Professional aspects/personnel training. An analysis of responses shows that there was a lack of training to help staff perform their direct functions and duties. Many training seminars were held, but they were not systemic and were generally not related to employees' individual needs.

5. The team/atmosphere in the team. This aspect was not decisive in terms of the development of burnout in employees. The overwhelming majority of employees and teams noted high levels of team-building activities and establishing interaction in teams.

Thirty-four percent of respondents noted that their organisations implemented activities for preventing and/or overcoming burnout.
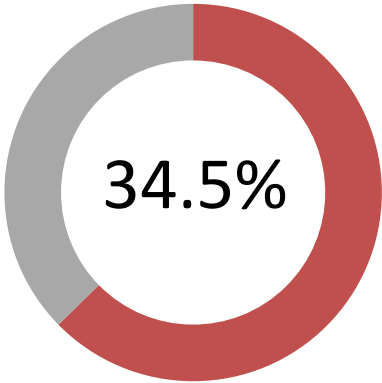

Fig. 6.6. Does your organisation implement any activities or measures to prevent or overcome burnout syndrome among employees?

Among the most popular activities aimed at preventing burnout were supervision (11 percent), burnout prevention training (11 percent) and psychological counselling (9 percent).

Burnout measures were implemented in national organisations more frequently than in international (28 percent vs. 36 percent). In geographical terms, activities to prevent and overcome burnout were implemented in organisations in the Donetsk and Luhansk Oblasts to a lesser extent than in other regions.

	International organisations	Domestic organisations
% of respondents who reported that their organisation carried out activities to prevent or overcome burnout	27.6%	36.0%

	Donetsk and Luhansk Oblasts	Other regions
% of respondents who reported that their organisation carried out activities to prevent or overcome burnout	31.2%	42.7%

Implementation of activities to prevent and overcome burnout produces a positive effect on the burnout level:

% of respondents who had HIGH or VERY HIGH levels of burnout	Does your organisation carry out activities to prevent or overcome burnout?	
	Yes	No
Overall level of burnout	39.9%	48.4%

All activities that were implemented to prevent burnout had a positive effect on burnout levels among employees. According to the results of the research, the most effective measure to prevent and/or overcome burnout was supervision.

Legend: Low, Medium, High and very high

Category	Low	Medium	High and very high
Supervision (N=45)	34,9%	37,2%	27,9%
Burnout prevention trainings (N=37)	27,8%	27,8%	44,4%
Psychological counceling (N=36)	25,0%	27,8%	47,2%
Team building activities (in and outside the office) (N=74)	23,0%	43,2%	33,8%
Do not emplement any activities (N=155)	16,1%	35,5%	48,4%
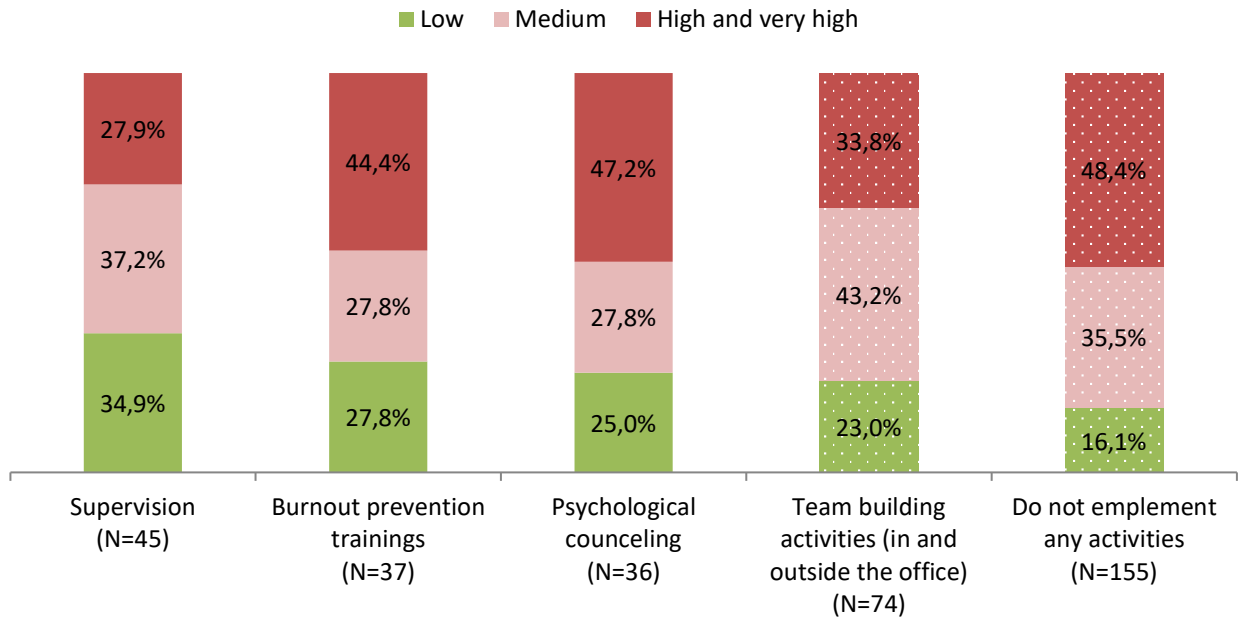
Apart from the available activities, the priority activities that respondents said that they would like to see implemented in their organisations to prevent and overcome burnout were team-building and collective recreation activities (indicated by 21 percent of respondents). A somewhat smaller share, or 16 percent, said they would prefer outdoor events (outings, tours, etc.), while 13 percent indicated various training seminars, and 12 percent mentioned thematic training on burnout.

Activity	Percent
Training	34,6%
Corporate events in the office	23,5%
Supervision	17,3%
Training on burnout	14,2%
Work with a psychologist	13,8%
Time off/ day for oneself	10,0%
Corporate leisure activities outside the office	9,6%
Common talks in the team	6,5%
Mutual support/ support by management	5,0%
Mind games	5,0%
Team building	5,0%
Art therapy, master classes, meditation	4,2%
Mental training	3,1%
Regular planning	3,1%
Body-oriented therapy	2,7%

Fig. 6.7. Please describe what kind of activities and measures to prevent or overcome burnout syndrome are implemented in your organisation.

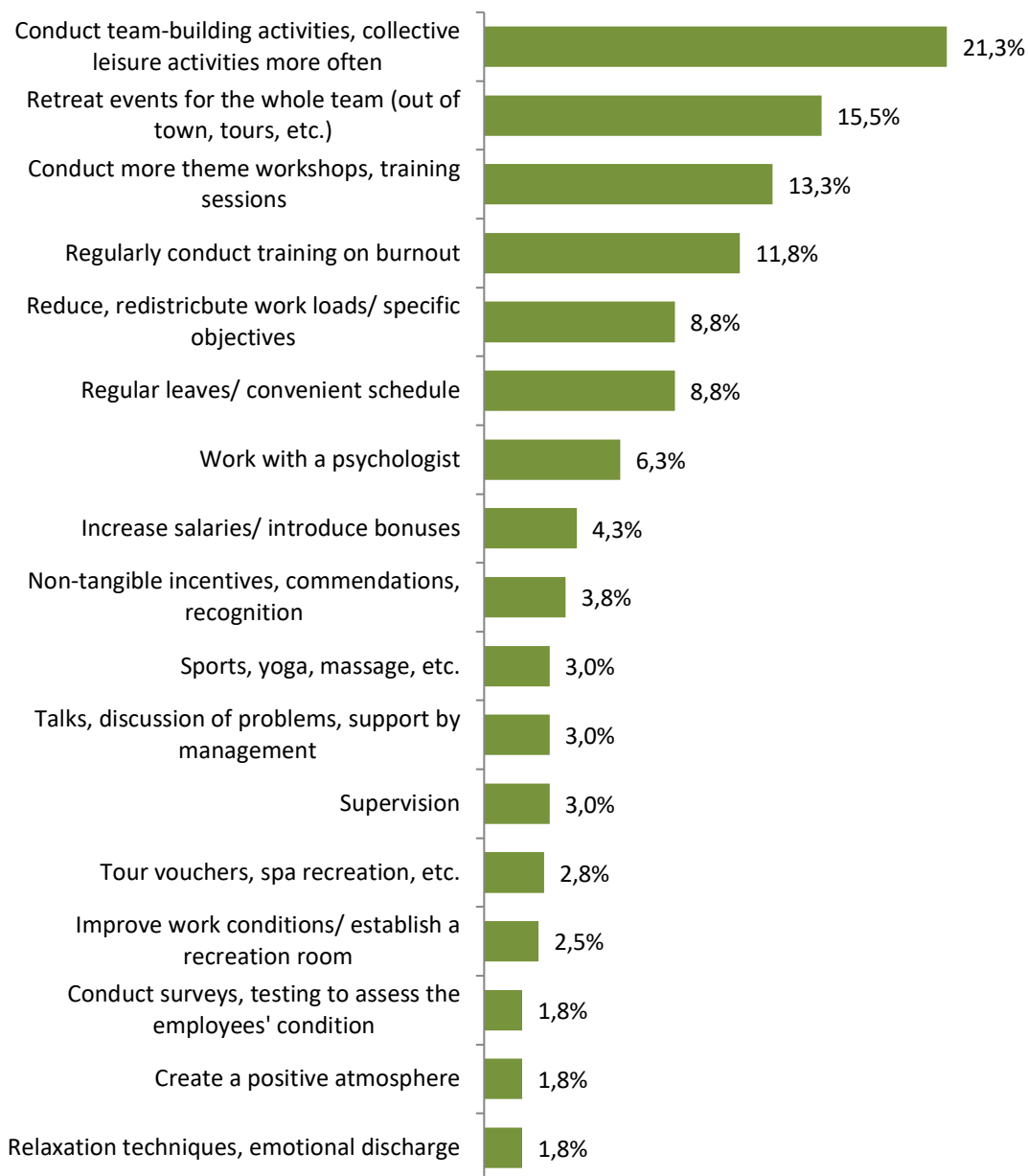| Category	Percentage
Conduct team-building activities, collective leisure activities more often	21,3%
Retreat events for the whole team (out of town, tours, etc.)	15,5%
Conduct more theme workshops, training sessions	13,3%
Regularly conduct training on burnout	11,8%
Reduce, redistricbute work loads/ specific objectives	8,8%
Regular leaves/ convenient schedule	8,8%
Work with a psychologist	6,3%
Increase salaries/ introduce bonuses	4,3%
Non-tangible incentives, commendations, recognition	3,8%
Sports, yoga, massage, etc.	3,0%
Talks, discussion of problems, support by management	3,0%
Supervision	3,0%
Tour vouchers, spa recreation, etc.	2,8%
Improve work conditions/ establish a recreation room	2,5%
Conduct surveys, testing to assess the employees' condition	1,8%
Create a positive atmosphere	1,8%
Relaxation techniques, emotional discharge	1,8%

Fig. 6.8. Please tell us what you would suggest implementing in your organisation in order to prevent and overcome burnout.

Following the focus group discussions, in the course of a joint discussion about existing and desirable measures that could be implemented in organisations in order to prevent and overcome burnout among workers, the following recommendations were formulated:

1) **Management and administration system:**
- Ensuring the sustainable operation of the organisation, taking into account the specific features of the project-based nature of the organisation's functioning. Namely, diversification of funding sources, allocation of areas of operation between local organisations based on the principle of 'from competition to cooperation'.
- Formation of packages of services/benefits that an organisation specialises in. Description of technologies and practices, process flow charts on internal and external interaction, improvement of work documents, creating a system for dividing the workload and a personnel-training system.
- Improvement of administration and management systems and processes for project activities and the organisation as a whole.
- Improvement of the personnel evaluation system, including evaluation criteria and frequency.

- Development of a system to incentivise/motivate and support employees.
- Introduction of managerial supervision.

2) Employees' personal problems:
- Implementation of employee assistance programmes (EAP).
- Introduction of external supervision/counselling, psychological support to resolve employees' personal problems.
- Introduction of flexible approaches to personnel management to take into consideration employees' personal needs and problems.

3) Professional aspects/personnel training:
- Personnel training on specific aspects of their work with target groups (subjects for training sessions: 'actions by employees in the event of a display of aggressive behaviour by beneficiaries', beneficiary' consumer attitudes').
- Training personnel in detecting signs of burnout and in actions in case burnout is detected, in accordance with the organisation's practices and policies.
- Introduction of mentoring regarding the direct fulfilment of functional duties and beneficiary services.
- Introducing the practice of developing an employee's individual plan for professional development.
- Personnel training in accordance with the employee's individual plan for professional development.

4) Cases of negative behaviour on the part of beneficiaries:
- Improvement of employees' professional level regarding working with displays of negative behaviour on the part of beneficiaries;
- Improvement of organisational procedures and practices regarding service to those beneficiaries (details of contracts, complaint procedures, etc.).

5) Team aspect:
- Development and implementation of policies within organisations regarding a fair workload and remuneration for team members.

CONCLUSIONS

The problem of burnout is very acute for the employees of non-governmental organisations working in the area of overcoming the consequences of the military conflict in eastern Ukraine. For example, only 22 percent of employees have low burnout levels, while 42 percent of employees have high or very high burnout levels and another 36 percent are in the high-risk zone (average burnout level).

Among all the factors that are associated with respondents' professional activities, the ones that affect burnout levels the most are those that are associated with intangible benefits that employees gain from work — related to the very essence and nature of the workand that an employee gains from working in the organisation in intangible terms — the importance and prestige of the activity, possibilities for self-fulfilment and professional growth. To a somewhat lesser degree, burnout is associated with the workflow organisation and working conditions (formal procedures and the existing system of vertical and horizontal professional relationships among employees). To a significantly lesser degree, professional burnout is associated with tangible benefits that employees gain from work.

Employees' excessive workload (those employees who work after regular hours and on weekends have significantly higher burnout levels) and regular holidays directly affect their burnout level. A sense of financial instability (their own and their organisation's) and the need to find sources of income in addition to their main job also negatively affect their burnout level.

Activities conducted by organisations to prevent and overcome burnout have a positive impact on burnout levels (the availability of such activities was indicated by 34 percent of respondents; in most cases, they meant different types of training on various subjects, as well as corporate events, supervision, burnout training seminars and work with a psychologist). In addition, lower burnout levels were present in those respondents who reported that their organisation had systems for regular planning and evaluation of staff, and that implemented employee qualification upgrading measures and had a system of intangible incentives.

There were no significant differences in the overall burnout level between employees of international and domestic organisations. Satisfaction levels, according to a number of criteria, in the two types of organisations were different. Thus, employees of international organisations accepted the mission and purpose of the organisation more often than those in domestic organisations, but they had fewer opportunities to influence strategy development and activity planning in their organisation. Employees of international organisations were more satisfied with the level of tangible compensation (amount and frequency of payments) and working conditions (material and technical support and organisation); they were more confident in the financial position of their organisation and they had to look for opportunities to earn additional income less frequently, but at the same time, fewer employees of international organisations, compared to nationalones, knew what they would be doing after their current project was finished. They also had significantly fewer opportunities for career growth and regarded the promotion system in their organisation as less objective compared with domestic organisations. In addition, domestic organisations implemented activities to prevent and overcome burnout more frequently.

Respondents working in the Donetsk and Luhansk Oblasts, compared to respondents from other regions, did not demonstrate any significant differences in overall burnout levels. Regarding negative factors present in employees from the Donetsk and Luhansk Oblasts, there was a sense of greater risk to their life and health in the course of performing their professional duties. In addition, their organisations implemented activities to overcome burnout less frequently. At the same time, employees in the Donetsk and Luhansk Oblasts were more satisfied with their compensation than respondents from other regions.

Those professionals who faced a higher risk of burnout were managers and activity coordinators; they had significantly higher burnout levels than employees who worked directly with beneficiaries and provided services. This is primarily caused by their significantly higher workload and the need to work overtime (after regular hours, on weekends).

Among the humanitarian professionals surveyed, high (and very high) burnout levels were to a greater extent present in women than in men (45 percent vs. 34 percent). At the same time, no significant differences between the two groups was observed in the level of satisfaction with work factors, which may indicate the presence of other gender-sensitive factors that were not directly related to work and that had an impact on the overall burnout level. An additional factor of vulnerability to burnout is being an IDP, as their burnout level was higher than that of other employees.

Another factor associated with employees' burnout was the duration of their work with their organisation. Professional burnout does not occur immediately but develops gradually; workers with a longer work period in their organisation also have higher burnout levels. For timely prevention, it is necessary to monitor the development of burnout and take appropriate action in time.

Since the problem of job burnout affects all professional fields, planning and implementing activities to prevent and overcome burnout must be carried out systematically and comprehensively. The most effective measures and approaches that may be implemented in work are as follows:

Personal level:

- Conducting regular external supervision of employees. Supervision is a method applied by a specialist (supervisor) appointed by the organisation, who helps employees (under his or her supervision) carry out the tasks specified in their job descriptions according to job standards. The supervisor has to help those under their supervision to clearly define their work goals and priorities, to see every aspect of the problem and their role in solving it. Supevisor can help employee to manage their own feelings about specific situations, to form a positive attitude to their work and to take responsibility for the results. A supervisor's main tasks also include the development of professional autonomy, independence of the individuals being supervised, stabilisation of their thoughts and feelings about their professional activities, formation of a model for problem analysis and competent resolution in interaction with beneficiaries.
- Providing professional psychological support to those groups of employees who work directly with beneficiaries (especially psychologists and social workers).
- Implementing employee assistance programmes (EAPs). An EAP is a set of services that assist organisations in the process of improving the productivity of their employees, helping the latter to detect and resolve personal issues that affect their performance. It includes short-term therapy aimed at resolving problem situations (individual, family counselling or personal counselling by phone, online or other electronic means), referring the organisation's employees to community resources, providing training and information consulting for managers, as well as post-programme support.

Professional level:

- Implementation of professional development measures. To increase effectiveness, these measures must be systemic in nature and meet employees' real needs. One effective method is the development and implementation of individual development plans for employees. The participation of workers in training and refresher courses is desirable, but it is necessary to evaluate employees' training needs regularly (preferably in connection with their individual development plans) and engage them only in that training that is necessary and helpful (since attendance of training seminars that are uninteresting from the point of view of content or form is perceived by employees as a waste of time).

Team level:

- Collective team-building activities. A large number of employees reported that this type of activity helped create a friendly, positive atmosphere in the team, making their work more pleasant. Organisations implemented a sufficient number of team-building events; this practice must be preserved at the same level.
- Introduction of a system of conflict detection and resolution within teams.

Organisational level:

- Introducing a clear division of functions and powers between an organisation's employees and informing every employee about their direct functions and place in the structure of the organisation.
- Introducing clear systems for activity planning and staff evaluation within organisations that specify the required effectiveness of the performance of functional duties by the organisation's employees, fulfilment of organisational objectives and consistency of employees' quality characteristics (capabilities, skills, motives) with the job or position requirements, evaluation of an employee's personal contribution to the operation/development of the organisation. These evaluation results are essential for creating individual development plans, as well as a system for employees' career growth.
- Effective workload distribution for employees (and among employees). Regular overtime work rapidly exhausts workers and results in burnout. In addition, an unfair distribution of the workload among employees also causes conflict in the team and produces a negative impact on the team.
- Involving an organisation's employees in planning the organisation's strategic development and regular provision of information concerning the organisation's plans both for the immediate future and in the long term.
- Provision of training in organisational development for organisations' management and activity coordinators. Over the past three years, work in the area of humanitarian relief has significantly developed in Ukraine; non-governmental organisations that are involved in overcoming the consequences of the military conflict in the east have expanded the scope of their activities and increased their staff. At the same time, a substantial number of organisations did not introduce respective management standards or approaches in their work over time, which had an impact on employees' performance and work satisfaction.