

Causes of Burnout: Lessons from Non Governmental Organisations Responding to Emergencies in the Midlands Region of Zimbabwe

Shepherd Shumba
Midlands Region of Zimbabwe.

ABSTRACT:- This paper seeks to establish causes of burnout which Non Governmental Organisations Emergence Workers in Midlands Region of Zimbabwe experience. The paper was prompted by the fact that in Zimbabwe, NGO Emergence Workers complain of burnout yet very little has been done to establish the cause. Thus this study was qualitatively rooted in the interpretive paradigm and conducted at two NGOs that were responding to humanitarian emergencies in Midlands Region of Zimbabwe. The sample was made up of 26 participants from field staff purposively sampled. Data was collected through open ended questionnaires and interviews. Ethical considerations were adhered to through seeking permission and consent from the selected NGOs and participants. Data analysis was based on grounded theory and findings indicated that overworking, idealistic expectations and irrational thinking were some of the major causes of burnout. Hence, it can be concluded that in Midlands Region burnout is caused by these factors. The first key recommendation is that before any intervention strategy is put in place the possible causes of burnout should first be established so that the intervention approaches will be appropriate.

Key words:- *Burnout, Non-Governmental Organization and Zimbabwe*

I. BACKGROUND

Hitherto, there are various definitions of burnout. In most cases these definitions only show conditions and symptoms of burnout. Lack of a single operational definition of burnout is a hindrance to understanding burnout and its causes. Tracy (2000:6) define burnout as “a psychological term for the experience of long-term exhaustion and diminished interest (depersonalization or cynicism), usually in the work context”. On the other hand Maslach and Jackson (1986) gave a tripartite definition of burnout which is widely accepted as most comprehension across literature. Maslach and Jackson (1986) cited in Schaufeli et al, (1993:20) described burnout as “a psychological syndrome of emotional exhaustion, depersonalisation and reduced personal accomplishment that can occur among individuals who work with other people in some capacity”. Burnout is frequently associated with workers who work in the humanitarian sector and often do long term, “people oriented” work under conditions of chronic stress. Burnout has become a worrying issue these years, in the humanitarian sector. Some of the research findings indicate that burnout affects employees mentally, physically and spiritually, is costly to humanitarian organisations and harmful to human service providers (Cherniss, 1980; Goldberg and Steury, 2001). Maslach and Leiter, (1997) point out that employees with burnout offer poor services and are not dedicated to their work. According to Maslack and Schaufeli (1993) burnout is associated with reduced job contentment hence great need to establish causes of burnout so as to combat them for quality service provision to prevail. Awareness of causes of burnout in different settings, organisations and countries will also trigger research on how to deal with burnout which in a way will result in reduction in high staff turnover and employee’s ineffectiveness that may be linked to burnout (Mayor, 2001; Navare, 2008). Powell (2011:1) points out that:

Burnout is an important topic for leaders to be thinking about right now. Because of the present economy, many organizations are finding themselves trying to accomplish equal or more work with fewer employees. This translates to greater workloads and job demands, which in turn results in higher levels of stress. Too much stress reduces employee effectiveness and puts people at risk for burnout. In developed countries such as America and developing countries such as India causes of burnout in different settings and organisations are unidentified first before any intervention strategy as a remedy for burnout is put in place (Joshji, 2011). Unfortunately in Africa burnout issues are not treated seriously and thus why very little has been done to establish the root cause of burnout being experienced by humanitarian workers who respond to emergencies and disasters (Chitura and Chitura, 2014). Probably this is the reason why employees resort to anything they think can treat burnout. In Midlands Region NGO workers who respond to emergencies and disasters experience burnout yet in Zimbabwe particularly in Midlands Region there are no meaningful studies

on what really causes burnout which NGO employees experience (McKay, 2007). In their endeavour to treat or combat burnout workers end up depending on unethical, immoral and illegal means such as sexual abuse of minors and beneficiaries, drug abuse and misuse of resources because they are not aware of the causes of burnout (Simango, 2007). What are the causes of burnout which operational NGO employees responding to emergencies in Midlands Region experience?

The operating environment of NGOs in the Midlands Region

The operating environment of NGOs in the Midlands Region is characterised by an uneven or asymmetrical relationship situation deemed different to most human relationships which are symmetrical which triggers high level of emotional stimulation caused by direct, repeated and intense interaction with emergence beneficiaries. Daily activities are endless, heartbreaking and fast paced leaving little or no room for employees to replenish. Midlands Province has more than twelve NGOs that respond to emergencies and disasters and these include Christian Care and Caritas. Christian Care was formed in 1967 by the Zimbabwe Council of Churches has been offering humanitarian assistance to the victims of emergencies and disasters for the past five decades. Emergency activities executed throughout the Midlands province have seen pain and suffering being alleviated from the targeted groups (Simango, 2007). Caritas Zimbabwe is the service arm for the Catholic Church involved in both emergency and development work. The overall aim of Caritas is to empower vulnerable and disadvantaged households to meet their basic needs (NANGO, 2006).

During the 2008 elections, the environment in which the NGOs operated in was characterised by displacement of several people from their places of residence as a result of the political violence in the period leading to and immediately after. Emergency assistance for the displaced required visits to affected areas for physical rapid assessment of extent of displacements and resources required for possible assistance (Simango, 2007). This was followed by registration, distributions of food and non-food items and provision of national documents to victims of displacements. Direct observation at sites of disasters resulted in high arousal of emotions and depletion of internal resources resulting in emotional exhaustion. Natural disasters have also compounded the problem. The country has since experienced alternate years of drought and floods resulting in economic decline which had negative and crippling effects on the populace (Mbohwa, 2009). The distressed population had to live with high poverty levels (over 80% living below the poverty datum line), very high unemployment (over 80%) which resulted in millions of Zimbabweans needing emergency support primarily provided through donor funded, NGO implemented programmes which exposed NGO workers to burnout (Raftopoulos, 2009).

The NGOs employed field staff responsible for projects implementation in different parts of Midlands Region where NGO employees worked in a social environment characterised by vulnerable people needing urgent humanitarian assistance. The environment is also typified by poverty susceptible households which are not able to cope with effects of emergency situations on their own. NGO employees' routine duties were to rescue victims of emergence and disasters and assist victims of disasters to handle, to control and live on, to adapt and adjust so that they improve their lives and livelihoods. Although these employees complain of burnout very few meaningful studies were carried out to find out the real causes of burnout. Hence this paper seeks to establish causes of burnout operational NGOs employees responding to emergencies and disasters experience. The study applies to NGO sector responding to humanitarian emergencies in the Midlands Region of Zimbabwe whose roles were to rescue victims of disasters, implementing general feeding programmes, schools supplementary feeding programmes and home-based care feeding programmes for the terminally ill especially the HIV and Aids patients and counselling. The paper did not cover causes of burnout in life domains other than work, like crossover of causes of burnout among marital partners.

II. THEORETICAL FRAMEWORK

This interrogation on causes of burnout is guided by the cognitive behavioural approach. The cognitive behavioural theorists argue that people have the capacity to choose beliefs, perceptions, attitudes and behaviour that leads to contentment. Cognitive theorists such as Ellis (2004) indicate that happiness and dissatisfaction hinges on one's rational or irrational beliefs. Ellis's Rational Emotive Behaviour Therapy (REBT) postulates that adaptive behaviour is linked to rational thinking while maladaptive behaviour is caused by irrational thinking. According to the REBT emotional disturbances, physical fatigue and psychic numbness which are some of the signs of presents of burnout are the results of irrational thinking (Joshi, 2011). REBT believes that a person is responsible for his/her feelings attitudes and actions and a person's destructive emotion and dysfunctional behaviour are the product of irrational thinking. Ellis's REBT focuses on the present or current held perceptions, attitudes, hurtful emotions and maladaptive behaviour that interfere with a fuller experience of life (Ellis, 2004). On burnout occurrence REBT concentrate on dealing with irrational thinking and maladaptive beliefs that create conducive environment for development of burnout in an environment where psychological help can be given and received (Nelson-Jones, 2001). This means that workers get burnout because of being not

rational. They get burnout when they irrationally think that they will get promoted if they become a yes person which results in being overloaded. On the other hand they do not get burnout when they rationally think that they do not need to be a yes person for one to be promoted.

III. RESEARCH METHODOLOGY

This research was qualitative in nature which used a case study design. A qualitative, interpretivist paradigm was preferred. The aim of this paradigm is to understand how people in everyday settings create meaning and interpret events in their world (Wimmer and Dominick, 2000). In this regard, the phenomena of causes of burnout would unfold naturally in that it has no formulated hypothesis to be tested such as would occur in quantitative research (Seidel, 2010). Moreso, the qualitative method was preferred because the actual findings of the study are beyond anticipation of the researcher (Fine and Gary, (2003). This research was descriptive and inductive in nature as it focused on causes of burnout that NGO employees responding to emergencies experience. Hence, the focus was on theory building than theory testing which is qualitative (Chisaka, 2013). I used the qualitative research methodology drawing largely on the case study which allowed me to go deeper into investigating causes of burnout. Case studies are extremely useful for understanding a particular and unique problem in an in-depth way by focusing on few participants (Stake, 2005). The use of a case study made it possible for me to understand causes of burnout through the use of open ended questionnaire and interviews (Patton, 2002).

Only two NGOs (Caritas Gweru and Christian Care) were purposively selected. 26 participants were purposively selected from a study population of 60 workers. Thirteen field staff members were purposively selected from each organization giving a study sample of 26 participants consisting of 8 females and 18 males. In this research the sample size targeted was relatively small due to the nature of the study (qualitative) and the limited resources available to the researcher. 10 out of 26 participants were interviewed and 16 out of 26 participants completed the open ended questionnaires.

All the selected 26 participants met the inclusion criteria for this research paper. The inclusion criterion was centred on the following considerations. First, field staff had to work in an emergency programme, such as implementing activities that are emergent in nature like assisting victims of disasters, vulnerable group feeding and other activities that cause emotional exhaustion. More so, the participant was to be someone with tertiary qualification in social sciences and someone with burnout, or who has been treated for burnout or offered services for burnout at workplace.

In this paper I selected the semi-structured interview technique to dig deeper into the issues at stake through probing the participants for clarification and interpretation of the given data pertaining to the causes of burnout. Eight field employees were interviewed to establish causes of burnout. I also used the open ended questionnaires protocol, a tool with open-ended questions was designed to capture qualitative data, meant to solicit specific responses from participants in terms of causes of burnout. Taking into consideration that most of the targeted participants were field officers, open ended questionnaires became very convenient in getting the needed information from these participants. Thus, through open ended questionnaires burned out participants involved in humanitarian emergencies in Midlands Region answered the questions at their convenient time. The open ended questionnaires were administered to 16 NGO employees responding to humanitarian emergencies who were selected from Christian Care and Caritas. Part A of the open ended questionnaires solicited demographic data such as age, sex, designation and number of years that the employee has been working for his/her organization and Part B of the open ended questionnaires solicited data on major causes of burnout amongst NGO employees responding to humanitarian emergencies. All the 16 open ended questionnaires were hand delivered. A cover letter explaining the purpose of the study and the procedures of how to complete the open ended questionnaires were included in the packet of materials. The completed open ended questionnaires were collected after 5 days. Reminders against receiving outside help were made both orally and in writing through personal delivery. On picking up the open ended questionnaires, effort was put to check with the participant to make sure he/she had answered all the questions himself/herself. Hand delivery and collection resulted in high response rate (16/16) 100%.

In carrying out my research I observed research ethics and investigations were done without harming participants. In this research, informed consent was sought from all the participants (Chisaka, 2007). The purposes of the research and potential reparations to the participants were made explicit to them. In addition, participants were told that they reserved the right to choose whether or not to participate (Johnson and Christensen, 2004). Participants were not deceived in order to take part in the research and no misplaced promises were made to participants. Participation was voluntary. Issues of confidentiality and anonymity were assured in the open ended questionnaires.

The Causes of Burnout on Emergency Workers in the Non Governmental Organisation Sector in the Midlands Region.

This section of the paper focuses on demographic data, presentation, analysis and interpretation of the research findings. The section also discusses causes of burnout before giving conclusions and recommendations.

Demographic Data

The final sample demographic makeup was as follows. There were 8 females (30.7%) and 18 males (69.3%). Participants' ages ranged from 24 to 47 years. Field staff length of employment (running contracts) ranged from 5 months to 6 years. The academic qualifications of participants ranged from diplomas to masters degree with most 12 out of 26 participants having first degree qualifications and 6 out of 26 having masters' degrees in the two organizations.

The aforementioned biodata shows that the selected sample was qualified and experienced enough to respond to burnout issues.

IV. FINDINGS

This section of the paper deals with the findings focusing on definition and causes of burnout, conclusion and recommendations.

Definition of Burnout

Burnout was described by participants as feeling exhausted or prolonged stress due to working for long hours with very little time to rest and for some participants it is characterized by fatigue, lack of interest and motivation and feeling sapped. These are some of the statements extracted from the interview:

Feeling tired due to excessive loss of energy which results in a state of hopelessness

The end result when a person failed to cope with stress due to shortage of resources.

Is initiated by stress and develops over time due to continuous depletion of bodily energy.

Depletes internal bodily resources and interfere with the capacity to revert back to normal after resting.

This is in line with definition from authorities like Maslach, Jackson and Leiter, (1996) who say burnout can develop due to prolonged exposure to activities that deplete one's internal resources resulting in physical exhaustion, emotional fatigue and cognitive weariness, Whereas Katja (2010) points out that burnout happens when internal bodily resources are depleted resulting in exhaustion and lastly burnout. This shows that participants in the Midlands Region know burnout and have experience in burnout issues. However these statements from participants and researchers show that there is no agreed common definition of burnout and the reason why burnout definition is expressed in variety of conditions and symptoms. Powell (2011) points out that even causes of burnout differ from one setting to another.

V. CAUSES OF BURNOUT

All participants cited overworking followed by irrational thinking, expending too much effort at work while having too little recovery services and time, idealistic expectations, lack of resources and political interference as major causes of burnout. Some of the participants viewed executing work that go against your personal values as something that results in burnout. This list is different from causes of burnout indicated by (Cortis, Hiferty, Chan and Tannous, 2009) who included low salaries, conflicts and isolation. Probably the reason is that in Zimbabwe NGO field employees earn high salaries (Above 800.00USD) in United State dollar (NANGO, 2013). Hence in this case increasing salaries as a way of preventing burnout may not work because remuneration is not causing burnout.

Overworking

On how overworking causes burnout, participants indicated that overworking causes employees to have very little time for restitution which affect one's health in a negative way. These supporting statements were extracted from the interviews:

We do not set limits within the helping emergency situations which depletes our internal body energy resulting in mental weariness and hopelessness.

Besides working long hours at times we do work that is too difficult and beyond our capacity which results in psychic numbness

All participants pointed out that being tired makes a person rely on drugs such as alcohol or mbanje more in order to keep going with one's hectic pace. The participants also argued that eating itself may be characterised by grabbing junk food which is harder for digestive system to process and in turn can cause problems like heartburn, gas pains, constipation or diarrhoea. Rose and Wilson (2001) argue that overworking produces a "fight or flight syndrome" where the body is constantly asked to perform, and then extreme fatigue sets in. On

the other hand (Major, 2012) says under stressful situations such as overwork, the body will pump up adrenaline to perpetuate performance. Once the job is done for the day, cortisol hormones are released because now the body must be protected and slowed down. This constant upheaval of up and down due to stress creates the condition of burnout.

Irrational thinking

On how irrational thinking causes burnout, the participants said at times they overwork with the intention of making their supervisors happy so that they will in turn remember them when employees' contracts terminate. Participants believe that working tirelessly without any complain is a way of making sure that one may not be laid off. In other words participants believed that employees are supposed to please management at whatever cost so that they remain employed or get promoted. The following statement summed it all:

We think taking more assignments will facilitate good relationship building with management so that they will remember us and renew our contracts upon termination.

Participants pointed out that if an employee takes more responsibilities and work too hard without protest, even if working hours are doubled or even if the employee is asked to do other employees' jobs management will one day notice and reward the employee. They think that if they remain dedicated, strong and not give up one day along the way someone will remember them. These supporting statements were extracted from the interviews:

We offer emergence assistance to too many beneficiaries with very little time to rest hoping that management will recognise and praise us.

The participants also think that workers who go the extra mile and work additional hours have better chances for a promotion faster than an employee who only works the stipulated hours a week. They believe that those who overwork will be the first workers to get rewarded when the organization get expanded. This is in line with Faber's (2000) findings in his study in Spain which indicated that workers seduced by ideas of moral superiority put themselves under pressure caused by their exaggerated need to obtain acknowledgment, promotion, distinction and praise. Marin et al, (2009) take the debate further supporting this stance and argued that workers risk their health and neglect their personal lives thinking that if they please those in management they will be appreciated and get recognition or promotion. Probably this is the reason why employees always think that they have to do the unusual and avoid the ordinary if one is to be appreciated and get promoted which makes them susceptible to burnout.

The participants highlighted that irrational thinking result in the workers having little time with their friends and family which denies them access to social support regarded by researchers as a shield against burnout (Powell, 2011). Mayor (2001) argues that employees with families or children exhibits less emotional exhaustion than those without, hence families act as buffer against emotional exhaustion (Ellis, 2004). Irrational thinking can trigger overworking and other causes of burnout which is the reason why irrational thinking is regarded as the major cause of burnout in many different setting and countries. This is in line with Ellis's REBT theory which regards irrational thinking as the source of burnout. Hence, those who want to put up a model that deals with burnout may try those that are in use in other countries.

Lack of resources

Participants pointed out that Resources availed by the organisation resulted in the communities selecting the most vulnerable people but those left in most cases were also vulnerable and could cry for help especially at food distributions. Some expecting beneficiaries after spending 3 nights without eating anything were really a sorry sight for workers and to let them just go empty handed was a major source of burnout. The major problem was where to get the extra food and how to diplomatically dismiss the affected members of the communities. The following statements summed it all:

It is heartbreaking to hear the noise of screams of anguish and pain from community members who would have failed to get food assistance from us. This creates a psychological discomfort for workers.

If they fail to get food from us they cry and getting extra food was very difficult and stressful because of shortage of funds.

At times we end up using our personal resource when pregnant mothers were omitted from the register which was emotionally draining.

Expending too much effort at work while having too little recovery services and time

Participants highlighted that when employees spend too much effort at work without having enough time to rest and recover means life is all about working which denies the workers the chance to get enough rest and time to utilise social assets. Expending to much effort at work was viewed by participants as something that depletes internal body energy. The participants argued that without a getting a chance for restitution the employees will experience exhaustion cognitive weariness, hopelessness and feel discouraged and lethargic.

This is in line with Karon's (2013) views where the researcher says too much work without resting results in exhaustion, reduced performance and finally burnout.

Unrealistic Expectations

Participants argued that in most cases they are expected to do too many tasks to too many beneficiaries which results in loss of energy with very little room to replenish. Participants also pointed out that at times they expose themselves to burnout because they set for themselves idealistic expectations. The following statements summed it all:

At times we set ourselves targets that are unachievable such as saving life at all cost when rescuing victims of disasters which make us susceptible to burnout

We do not think of resting when assisting victims of disasters we feel for the victims and forget about our needs to save life without fail.

We do not expect ourselves to get tired when in emergency situation which is not realistic

These statements show that burnout amongst NGO workers who respond to emergencies and disasters may be caused by having excessive striving to reach unrealistic expectations which employees impose on themselves. At times idealistic expectations are imposed on workers by the values of the organisation which add to employee's susceptibility to burnout. This is in line with Maslach (1986) who points out that unrealistic expectations result in burnout. While Jameson (2004) says inappropriate aims such as a strong desire for approval, great need for appreciation and expecting positive feedback all the time creates an environment conducive for development of burnout. Probably this is the reason why workers often fall prey to depression, anger and resentment which may end up in an emotional breakdown.

Political interference

On political interference participants cited instances where the organisation failed to implement food aid programme activities such as food distribution to starving communities due to interference by politicians like Member of Parliament or party chairperson who forced field staff to distribute food to their party members instead of the targeted vulnerable households. Some participants interviewed gave the following statements:

At times some politicians force us to give food earmarked for disadvantaged people to their party members which is stressful and frustrating.

We are always afraid of losing employment due to government ban of NGOs.

At times some politicians abuse us claiming that we belong to a wrong political party.

Political interference as a cause of burnout shows that burnout sources are not confined to the individual and organisational level but sources can also be viewed at national level.

Executing work that go against your personal values

Participants pointed out that doing work that violets your values results in guilt feelings and over neglecting other areas of life also produce high anxiety and in ability to focus or concentrate which end up in a condition of burnout. Some of the values and needs that were cited by participants which were being violated at workplace include safety needs, social needs and esteem needs. On social needs, participants argued that at times they are separated from their families for a long time which denies them access to social assets such as family and friendship where their affections are satisfied. This is in line with Rabiell, Nakhaee and Pourhosseini's (2014) point of view who argues that satisfaction of social needs prevent worries and burnout and failure to satisfy these needs result in lack of self-confidence and powerlessness which is conducive to onset of burnout.

VI. CONCLUSIONS

It is concluded that burnout amongst NGO field employees responding to emergencies and disasters in Midlands Region of Zimbabwe is caused by overworking, irrational thinking and being expected to do too many things to too many people. These causes of burnout indicate the multidimensional nature of burnout as highlighted in the literature by (Hobfoll and Shirom, 2000; Powell, 2011) who point out that burnout is a multi faceted phenomena which is caused by various factors such as overworking, low salaries and conflict at workplace. However this differ a bit with the REBT position which emphasis on irrational thinking as the source of burnout. Hence NGO employees responding to humanitarian emergencies and disasters in Midlands Region of Zimbabwe experience burnout which is caused by factors which are different from those found in other settings, hence need specific

intervention strategies appropriate to their setting. It is concluded that burnout cannot be prevented before a thorough investigation on its causes is done.

VII. RECOMMENDATIONS

I recommend that causes of burnout should be identified first before any intervention is applied and in the Midlands Region of Zimbabwe the intervention strategy should focus more on irrational thinking since other causes depend on it. Hence irrational thinking is central to development of burnout and it also creates a conducive environment that sustains burnout. I also recommend that field staff should be discouraged from using any method of preventing and treating burnout before the cause of burnout is established. Using any treatment may target symptoms of burnout which may be wastage of time and harmful to the body. I further recommend that NGO field employees should encourage community participation which will reduce the workload on the employees thus preventing development of burnout. Moreover the employees should also utilise government existing structure which will add manpower to the lean NGO field staff which is usually occasioned by non availability of funds for recruitment of enough project staff complement. I also recommend that NGO field employees should collaborate with other government extension staff so that they utilise local expertise. This will in turn allow them to focus on what they are good at which prevent development of burnout associated with executing work that go against your personal values and being expected to do too many tasks to too many beneficiaries.

REFERENCES

- [1] Cherniss, C. (1980). *Professional Burnout in Human Service Organizations*. New York: Praeger.
- [2] Chisaka, B. C. (2007). *Ability streaming: a stumbling block to teaching and learning*. Harare: University of Zimbabwe.
- [3] Chisaka, B. C. (2013). *Action research. A tool for practitioner theory creation*. Harare: Zimbabwe Open University Publications.
- [4] Chitura, D. & Chitura, M., (2014). Burnout Syndrome in Intensive Care Unit Nurses in Zimbabwe. *European Scientific Journal*, edition ISSN: 1857 – 7881
- [6] Denscombe, M. (2002). *Ground Rules for Good Research: A Ten Point Guide for Social Research*. London: Open University Press.
- [7] Ellis, A. (2004) *Rational Emotive Behavior Therapy: It Works for Me—It Can Work for You*. Amherst: Prometheus Books.
- [8] Fine, Gary A. (2003). Towards a peopled ethnography developing theory from group life. *Ethnography*, 4(1), 41-60.
- [9] Goldberg, R. & Steury, S. (2001). Depression in the workplace: costs and barriers to treatment. *Psychiatric Services*, 52, 1639 -1643.
- [10] Johnson, B. & Christensen (2004) *Educational Research: Quantitative and Qualitative Mixed Approaches. (7th Edition)* Boston: Pearson.
- [11] Joshi, G. (2011). *Workplace Counseling Are We Ready For It ?* Mumbai
- [12] Keyton, J. (2001). *Communication Research. Asking Questions, Finding Answers*. London: McGraw Hill.
- [13] Major, A. (2012). *Overworking*. London: Taylor and Francis.
- [14] Masimira, T. (2002). *Midlands AIDS Service Organisation Annual Report*. Gweru: MASO
- [15] Maslach, C. & Jackson, S.E. (1986). *Stress, Burnout And Work Holism*. Washington D.C: America Psychological Association.
- [16] Maslach, C. & Leiter, M. P. (1997). *The truth about burnout*. San Francisco: Jossey-Bass.
- [17] Mayor, S. (2001). Review Confirms Workplace Counseling Reduces Stress. *BMJ, Stress Journal*, 4: 322 - 637.
- [18] Mbohwa, C., 2009. *Identifying challenges and collaborations areas in humanitarian logistics*. Johannesburg: University of Johannesburg
- [19] McKay, L. (2007). *Psychological and Spiritual Support for Humanitarian Relief and Development. Workers / Stress and Working in Non – Governmental Organizations*. USA; Headington Institute
- [20] NANGO. (2006). *Zimbabwe NGO Corporate governance manual*. Harare: NANGO.
- [21] Navare, S. (2008). *Counseling At Workplace A Proactive Human Resource Initiative*. India: Drishti Human Resource Centre.
- [22] Nelson-Jones, R. (2001). *Therapy and Practice of Counseling (Third Edition)*. New York: Continuum.
- [23] Patton, M.Q. (2002). *Qualitative Research and Evaluation Methods*. London: Sage Publication.
- [24] Powell, J. (2011). *Job Burnout: Definition, Contributing Factors, What You Can Do*.
- [25] Raftopoulos, B., (2009). *The crisis in Zimbabwe, 1998-2008.*, in B. Raftopoulos, and A.

- Mlambo (eds) *Becoming Zimbabwe: A history from the pre-colonial period to 2008*. Harare; Weaver Press.
- [26] Schaufeli, W. B. & Dierendonck, D. Van (1993). The construct validity of two burnout measures. *Journal of Organizational Behavior*, 14, 631-647.
- Seidel, J. V. (2010). *Qualitative data analysis*. Retrieved from www.qualisresearch.com on 12 October 2011.
- [27] Stake, E.R. (2005) Qualitative Case Studies, In N. K. Denzin Y. S. Lincoln (Eds) *The Sage handbook of Qualitative Research* (3rd Ed) Thousand Oaks: Sage Publications.
- [28] Tracy, S. (2000). *Becoming a Character for Commerce Emotion*. Management Communication Quarterly. Volume 2.
- [29] Wimmer, R.D. & Dominick, R.G. (2000). *Mass Media Research: An Introduction*. Toronto: Wads Worth Publishing.