PERSONNEL IN A CENTRAL STATE ONE STOP: IMPACT AND EFFECTS FROM ADMINISTRATIVE BURDEN AND BURNOUT ON PERFORMANCE

by

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Abstract

The pith of this treatise is to bring an action research view to the operational challenges facing a nonprofit One Stop that focus on understanding how administrative burden and burnout affect performance and capacity. This mixed method approach tested 21 staff members and utilized two testing instruments. The first testing instrument was the Kopitke Administrative Burden Dialog Exploration, an open-ended, face-to-face interview instrument that focused on administrative burden, burnout and emotional coping mechanisms. The second testing vehicle was the Maslach Burnout Inventory, which measured burnout through scaled responses. The One Stop nonprofit focused on homelessness, employment, basic medical services, "challenged youth" interventions, suicide prevention, food issues, and coordinating social service agency style responses. Administrative burden and burnout are two key concepts in the field of public administration; given the current era of living in a faltering economy these topics shall remain active. From an action research view the study evaluated coping skill options for staff as they navigated through an environment of administrative burden and burnout. The study also measured and investigated how budgets and fundraising interact with administrative burden and burnout. Action research findings include recommendations for improved coping skill alternatives and fundraising participation strategies among staff. Future research could test how effective a staff-lead fundraising campaign impact budgets and staffing in relation to lowering administrative burden and burnout. Future participatory testing could also measure levels of burnout reduction as various coping skills are introduced.

Dedication

This work of thought is dedicated to my wife and best friend Annie, and to our *Beloved* dear son Amado.

This treatise is also dedicated to all who labor with so much passion, integrity and love of mankind in the field of public administration. May we forever be able to see in our minds eye the lanterns on the green at Lexington and Concord, and hear the trumpets of Gettysburg, and ride in spirit on the Higgins boats towards the shores of Normandy, and forge through the Cumberland Gap, and hear Doctor King summoning us to higher plateaus

May we forever remember who we are. Whether free born or naturalized, we are each children of the great American Covenant; that Covenant is duty, honor, and county.

May we as public administrators renew our hearts to this great and noble quest in acting as a stabilizing force for good under the banner of our Beloved and Inspired Constitution of the United States of America towards an American Renaissance.

While arm chair historians read of the glorious public administrators of the past like Madison, Jefferson and Washington, let us remember that their days are past, and the times we live in today require modern day public administrators arising to their level. There has never been a more exciting time to live in our nation where the daily dramas of Freedom are more interesting and vital, as to dwarf any TV show.

For all those who have the spark of Liberty in their being, may we serve with distinction and effectiveness in carryout our oath of appointment or office. May we ever be up and doing in the Cause.

Acknowledgments

There are nine people who deserve to be noted for their encouragement and support. The first two are my wife Annie and my son Amado; their love and prayers have sustained me. The third person I would like to acknowledge is my Committee Chair and Mentor, Doctor Robert Wright; I would never have made it this far without his guidance, suggestions and genuine concern for my success. The fourth person is Doctor Boyd Johnson; his many years in the saddle of guiding graduate students helped me glean from his wisdom and experiences. The fifth person is Doctor Cherise Moore; Doctor Moore had been thoughtfully and heartfelt encouraging; just when I needed a push forward; she provided motivating words. The sixth person is Doctor John Darland, who is the Dean of the School of Public Service Leadership here at our beloved Capella University. Dean Darland has provided clear constructive criticism with the bark off the tree in a most poignant manner. The seventh person that deserves mentioning is my late high school teacher, Robert M. Stephen, Jr. Besides my parents, he helped me at such a personal and scholarly level that it changed my life. The eighth person that is recognized is my late former Lutheran pastor, Walter Roschke; he helped me with tender spiritual growth. The ninth person is Craig Wurtz who helped my family during critical hours of need. Remiss would be I, for failure to acknowledge His Holy and Atoning Hand in my dissertation journey within the Capella universe at Capella University. I humbly invoke upon the readers of this work the same Spirit that has so accompanied me along this academic foraging. And now for words that have inspired me.

The Holy Bible, Old Testament, (KJV), Jeremiah 32:17: Ah Lord God! ….. and there is nothing to hard for Thee.

The Holy Bible, New Testament, The Gospel of Saint Mark, chapter 9 condensed: And one of the multitude answered and said, Master, I have brought unto thee my son, which hath a dumb spirit; And wheresoever he taketh him, he teareth him: and he foameth, and gnasheth with his teeth….., and I spake to Thy disciples that they should cast him out; and they could not. (Jesus) rebuked the foul spirit, …. saying … I charge thee, come out of him, and enter no more into him….. Jesus took him by the hand, and lifted him up; and he arose. And when He was come into the house, His disciples asked Him privately, Why could not we cast him out? And He said unto them, This kind can come forth by nothing, but by prayer and fasting.

The Book of Mormon, 2nd Nephi 26:33: …..for He doeth that which is good among the children of men; and He doeth nothing save it be plain unto the children of men; and He inviteth them all to come unto Him and partake of His goodness; and He denieth none that come unto Him, black and white, bond and free, male and female; and He remembereth the heathen; and all are alike unto God, both Jew and Gentile.

The Doctrine and Covenants, Section 8:11: ….. and according to your faith shall it be done unto you. And Section 11:29: Behold, I am Jesus Christ, the Son of God. I am the life and the light of the world.

The Pearl of Great Price, The Book of Moses 1:39: For behold, this is My work and My glory – to bring to pass the immortality and eternal life of man.

The Apocrypha, Wisdom of Solomon 16:26: That Thy children, O Lord, whom Thou lovest, might know, that it is not the growing of fruits that nourisheth man: but it is Thy word, which preserveth them that put their trust in Thee.

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CHAPTER 1. INTRODUCTION

Introduction to the Problem

The action research case study sought to measure the effects of administrative burden and burnout on performance, and how administrative burden and burnout are related to one another in the setting of a nonprofit organization within the field of public administration. Administrative burden is one of the most important and compelling topics emerging in the field of public administration today due to budget cuts which are forcing staff reductions (Burden, Cannon, Mayer, & Moynihan, 2012; Herd, DeLeire, Harvey, & Moynihan, 2013; Moynihan, Herd, & Harvey, 2014). For the purposes of this treatise, the researcher *defines administrative burden* as *neoclassical administrative burden* which is the cost to nonprofits, government agencies and the private sector due to increased reporting requirements from government funding sources (Moynihan, 2008). *Pastel administrative burden* is defined as when higher level staff members perform what was previously done by lower level staff members; thus taking them away from their previous prescribed primary duties (Robert Wright, personal communication, August 22, 2013). Pastel administrative burden can also apply to lower level staff. The hypothesis was that the extra workload was causing burnout and a poorer work performance.

The test site for this study was a One Stop service center in a metropolitan area with a population of over 70,000 citizens that was situated in a continental state that had faced, and continues to face, massive unemployment due to the closing down of significant numbers of the manufacturing base. According to United States government statistics, the community that hosted the study site had a high short-term and long-term unemployment rate, and a high rate of crime rate in terms of murder, arson, drug usage and violent crime. Also according to United States government statistics is another major social challenge impediment to social stability; that being the host site had a major rate of home foreclosures.

During its boom years, this community was a significant manufacturing metropolis; a hub of industry where there was a steady stream of jobs and tax revenue. Since the loss of this manufacturing base, the population has declined, and unemployment has sky rocketed; comes now the arson from abandoned houses. This unique urban environment was a juxtapose of crime, arson and high rates of recidivism, which was a dangerous mixture of elements (Dickens, Sugarman, Edgar, Hofberg, Tewari, & Ahmed, 2009).

The study participants were the staff and management of the One Stop service center, and their affiliates. The case study utilized two testing instruments (1) the Maslach Burnout Inventory (MBI), which measured burnout through an online scaled response interface, and the (2) Kopitke Administrative Burden Dialog Exploration (KABDE), which was a researcher created 18 question tool that measured administrative burden, burnout, and explored burnout coping skills. Both of the testing instruments were administered on-site at the host site.

The One Stop service center and their associates are on the frontlines of the war on poverty; they deal with everything from crime, recidivism, drugs, homelessness, foreclosure prevention, medical referrals, counseling, support, giving food assistance, utility assistance, shelter issues for women, to education. Last year they moved into a new building and have been facing funding challenges based on the current economic realities of our day. The faltering economy means fewer funding dollars for nonprofits, even as the level of poverty increases which placed an even greater demand for services from such nonprofit agencies. The modern times which we live in, in which nonprofits face daily and hourly challenges, are a mixture of administration burden and burnout; this is an ever increasing trend among nonprofits due to a faltering economy (Moynihan, Herd, & Harvey, 2014).

This One Stop service center found that due to funding cuts, especially from the federal government, they were tasked to do more with fewer resources. With positions being eliminated, there were fewer staff available to perform basic paperwork and other tasks; so what was done paperwork wise by a lower level staff member was being done by a higher level staff member. This then took higher level specialized staff way from their former roles and caused them to spend more time performing the tasks that were previously performed by a lower level staff member. This is a form of *pastel administrative burden* (Robert Wright, personal communication, August 22, 2013).

Because of this administrative burden of performing tasks that were previously performed by another lower level staff member, the higher level staff member now has less time to complete their normally assigned tasks (Robert Wright, personal communication, August 22, 2013; Burden et al., 2012). This pressure, it is hypothesized, is leading and causing a higher level of burnout, and it is also hypothesized that it is causing a lower level of employment performance. For discourse purposes, it is then hypothesized that Administrative burden = burnout which then = lower performance.

Burnout is a factor among government and nonprofit agencies that causes stress that leads to a lower performance (Sutton-Brock, 2013).

Natural action research questions then became, what can be done to lower administrative burden, what action research considerations can lower the rate of burnout, and what from an action research perspective can raise performance. We also explored if there were techniques that would vent burnout and raise performance trends, and analyzed if there were measurable products or tasks that could mitigate high levels of administrative burden and burnout, and thus bring about higher levels of performance.

Background of the Study

Nonprofits that operate in large urban metropolitan areas, whose day to day mission is to alleviate the plight of the underprivileged and socially challenged, are facing lowering amounts in terms of federal grants, and lower amounts of funding from foundations. The lowering amounts of federal grants is partly occurring due to higher payments on the national debt; this causes fewer funds available for discretionary spending enacted by the United States Congress through their annual federal budget. Foundation grants are also being reduced to urban nonprofits as foundations are now making more "glamorous" donations where their name is etched on a building, or under the banner of a long-term program, or where positive media exposure is enamored.

This in turn is causing nonprofits in these urban areas of blight and plight to have a reduced funding level to carry out their mission and organizational goals. If this is not bad enough, the serviceable community population of the underprivileged is growing exponentially. Nonprofits now have more people to serve with fewer funds to do it with.

An example of this is the over 10% federal funding cutback from the Department of Housing and Urban Development (HUD) that the One Stop service center under consideration had received since 2012. This 10% plus funding reduction is then matched to the United States government statistics showing a high stagnant unemployment rate, a high murder rate, a high violent crime rate, high foreclosure rate, and high arson rate.

These statistics show that the One Stop has more people to service that are extremely socially challenged with a reduced amount for their annual operational budget. With fewer funding dollars supporting the operational budget, staff redundancies are acute; this causes other staff, including management, to perform tasks that others used to perform, and takes them away from their previous primary duties; this is called "administrative burden." This formula can lead to stress; the stress factor can lead to burnout; burnout combined with administrative burden can transform into poor performance (Burden et al., 2012).

Statement of the Problem

Generally a statement of the problem can be one or two sentences, but this is a complex problem that has many facets. The problem statement for this dissertation is layered. The first layer is that the staff of the One Stop service center had the burden of performing more tasks that other staff used to perform; this took them away from their core assigned duties. The hypothesis was that this was causing a lower capacity of carrying out measurable deliverables. The public administration definition for this is "administrative burden."

The second layer is that funding from federal grants, state agencies, foundations and individual donors and corporations was reduced. It is a challenge to readjust programs that previously existed when there were grant reductions by federal agencies that funded specific programs that the One Stop service center operated and engaged in. State agencies also reduced their level of funding, as did local funding foundations.

Another layer to the problem was that the population that the One Stop service center services continued to grow. The client target population was expected to continue to be massive given the economic forecasts. Even through the prism of strict fiscal fiduciary integrity, any CEO of a nonprofit operating in the public service sector can only do so much to balance budget limitations with needed programs and staffing issues. The stress from the added workload and performing the tasks that others used to perform is leading to burnout. Burnout of staff then, is still another layer of the problem.

Purpose of the Study

There were five main categories for the purpose of the study; (1) theoretical definitions, (2) expanded theoretical understandings of inferences, (3) testing instruments, (4) action research deliverables, and (5) areas of further study.

From a theoretical definition viewpoint, the purpose of this study was to enlarge the definition of administrative burden, and also to enlarge the theoretical definition of burnout as it applied to the field of public administration within the constraints of a nonprofit organization. The expanded theoretical understanding inferences sought to coalesce the relationship between administrative burden and burnout as it was applied to performance within the realm of a nonprofit organization.

The application of the two testing instruments was an important purpose for this study; the study utilized the Maslach Burnout Inventory (MBI), and the researcher invented Kopitke Administrative burden Dialog Exploration (KABDE). While the MBI has been used to measure burnout, its results have never been applied to administrative burden. The study further sought to determine if the MBI could be used in conjunction with the Kopitke Administrative Burden Dialog Exploration as an effective measuring tool for administrative burden and burnout. The study also sought to learn if the Kopitke Administrative Burden Dialog Exploration could help produce action research deliverables through the open-ended questioning format that increased coping skills and lowered administrative burden and burnout.

The fourth purpose of the study was to produce action research deliverables that would have an impact on the One Stop service center in the areas of administrative burden and burnout, which would thus increase performance. For an action research case study to be viable, it must provide product deliverables that have the potential to make a change in the organization it is analyzing and researching. If designed correctly, these deliverables should be able to be modified by other One Stop service centers in different geographical locations.

The fifth and last purpose of the study was to produce fathomable areas for additional research and further study. While this study sought to add to the theoretical development of the definition of administrative burden, and also burnout in relation to public administration in the nonprofit sector, there will still be a need for further theoretical development. There will also be a need for further research and study concerning the two testing instruments herein provided to determine if there is more validity to their findings. A third area of follow-up will be in the testing of the action research deliverables; as to whether they had made an actual difference in the One Stop service center under consideration.

Lastly, because of the new realities of government cutbacks and foundation cutbacks in regards to funding, there was a critical need for these areas to be explored through scholarly research.

Rationale

The rationale for the study was that there was a need for change; an action research change is therefore a contribution to society. We first focus on how the study improved a current practice. This study is based on the public administration principle of action research. The purpose of action research is to make a positive change in the entity that is the focus of the study. Stringer (2007) notes "The intent is to ensure that changes evolving from action research processes are systematically integrated into the life of the agency, organization, department, or institution in which the research took place" (p. 145).

The current practice of the One Stop service center was one of doing more with less as funding had been cut, and the number of staff positions did not match the needs of the client population, due to the high level of poverty in the major metropolitan area under consideration and research. By understanding the relationship between administrative burden and burnout, we were better able to identify performance obstacles and options, which will lead to better performance.

We shall now consider how the study will impact the field of public administration. Due to the realities of our economy, and the loss of funding for government agencies and nonprofit organizations, the topic of administrative burden is becoming a key product in the field of public administration (Burden et al., 2012). Speaking of administrative burden, Barry Burden (B.C. Burden, personal communication, January 23 2014) states that there is a need "to further refine the concept and develop new ways to measure it and its effects." He adds that there is a need "to create good measures of "burnout" and "performance" as they relate to administrative burden (B.C. Burden, personal communication, January 23 2014) to see how they relate to perceptions (or realities) of administrative burden.

Sutton-Brock (2013) adds that the term "burnout" needs a more conceptualized definition for these times in the field of public administration. Initial burnout measuring tools (Maslach & Jackson, 1986) show that there is wide-spread burnout among mental health workers. While burnout measuring instruments continue to be refined (Maslach, Jackson, & Leiter, 1996), they had not focused on the relationship between public administration in relationship to administrative burden.

Lastly, we are asked to consider how this study will have a practical impact on the site location of the One Stop service center. Budget cutbacks are a way of life now, due to the loss of property tax income, and manufacturing tax revenue is declining as manufacturing has been increasingly outsourced overseas; the new reality for federal government and especially local governments, and nonprofit agencies is that cut-backs are the new norm. With an ever increasing national budget deficit, this trend is not going to change; especially as an increasing percentage of the federal budget only pays for interest on the growing national debt.

The positive impact on the One Stop service center from this study will be through a better work flow and higher morale. This in turn will cause the quality of life to improve for staff and management, which was expected to lead to a better overall work performance to better serve the community suffering from the plaques of want and despair. Thus, in theory, as services are delivered more efficiently, the murder rate, and the violent crime rate, along with the arson rate, will go down, because this public agency will be more effective in carrying out their assigned tasks of helping offenders to not commit more crimes. In addition, the homeless will be better able to find housing, home owners will be more likely to remain in their homes, the unemployed will be more likely to find jobs, and persons without insurance are more likely to find assistance, and those facing utility shut-off for lack of payments will be able to find resources to help them make payments and thus keep their water, heat and power turned on.

In summary, the underprivileged will have a heightened level of service from the One Stop service center. In essence, the practical implications should be a better work flow, lower administrative burden, less burnout, and a higher performance and higher morale.

Research Questions

The research questions for this mixed methods action research case study were based upon the goals and objectives that were developed through the process of completing the Scientific Merit Action Research Template, which served as the research plan for this work. The goals and objectives are listed below.

Goals and Objectives:

1. For the local One Stop, identify procedures that could be done more effectively.

2. Discover better ways to address administrative burden to lower the risk of burnout, and thus promote a more professional daily performance.

3. Develop a list of self-help activities staff personnel can do to lower burnout and administrative burden.

4. Perform a form review to consider if forms could be changed to accomplish more with less time; thus reducing administrative burden.

5. Increase the definitions of administrative burden and burnout.

For action research to be successful there should be a positive change in the organization under study. These goals and objectives were designed to assist the local One Stop, and also to expand the knowledge base for administrative burden and burnout as they relate to performance within a public administration nonprofit setting. These goals and objectives were then translated into three research questions, which are listed below:

1. How do administrative burden and burnout affect performance?

2. Is there a correlation between administrative burden and burnout leading to poor performance?

3. How do staff personnel change their work habits when administrative burden becomes excessive?

Significance of the Study

In consideration of the significance of the study we are reminded that "governance leads to the conclusion that the role of public administration, and of public administers, is not simply to execute policy developed by others, but to autopoietically generate government" (Little, 1994, p. 209).

The significance of the study seeks to expand the theoretical knowledge base and definition of administrative burden and burnout as applied to the field of public administration. The thorough literature review revealed a gap in the literature for a clear definition of administrative burden, and also for the issue of burnout as it pragmatically appertains to public administration.

The study also sought to expand the knowledge base on how burnout and administrative burden affect performance. Inasmuch as burnout and administrative burden are projected to be continuing obstacles for public administration related organizations and agencies due to reduced funding realities, developing methods to negate the affect on staff that served valiantly in the nonprofit sector was a worthy and needed task for consideration and research. From an action research perspective, the study sought remedies that will lower burnout, by providing the One Stop service center staff with coping skill options. The study sought to determine if staff personnel had available adequate coping skill options; providing more options may enlarge the coping skill-sets that may lower burnout. It also empowered management with ways to reduce the impediments causing burnout by changing the paradigm in which management views the causes of burnout and intervention modalities.

Also from an action research perspective, the study reviewed ways to migrate through times of administrative burden at the One Stop service center. This review also posed providing specific actionable items that management can undertake to understand and resolve the root causes of administrative burden. Action research must meet the threshold of being significant by creating, inventing and incorporating positive changes in an organization. If a research project is designed appropriately, the creating and inventing partitions often come from the front-line staff and front-line management upon reflection of their daily tasks and daily obstacles through insightful testing instruments.

Definition of Terms

To provide a contextual boundary map, a lengthy definition of terms is laid forth. A number of these terms were not under consideration prior to the beginning of the dynamic application of the testing instruments in the field; they arose as responses from the participants. Where appropriate, the definition of the included terms will begin with a researched definition, followed by how the definition is applied to the One Stop service center that is at the center of this action research case study.

Action Research. In his first presidential inaugural address, Richard Milhous Nixon said, “The American Dream does not come to those who sleep” (Nixon, 1969). Action research is the essence of Americana, where citizens at the street level work hard to fix problems. Action research is the process of making suggestions and creating change that improves an organization under study. Action research can be applied to many fields of study, but in this case study, it is applied to the field of public administration. For true action research to be codified there must needs be an improvement resulting from the study that directly affects the organization under review.

Administrative Burden. Historically, administrative burden is the process of delays and frustrations brought on by increased federal government paperwork forms that are used for reporting purposes (Moynihan, 2008). The definition of administrative burden has grown to where it now covers not only government paper forms from the federal government but also levels of government outside of the federal domain, such as state and county governments. For nonprofits, foundations that supply donations through the fundraising sphere of the organization, also now require more reporting through increased enhanced forms. The definition of administrative burden continues to evolve so as to include the process to where upper management, front-line management and staff are unable to perform their previous primary duties due to having to perform the duties of lower level staff who have been removed or reassigned due to budget cutbacks. This occurs chiefly at a One Stop service center as grants from foundations or government agencies or companies and corporations are reduced or are terminated. An example of this is when the nonprofit CEO has less time to do fundraising because they now have to perform some of the tasks that their office assistant used to perform, but who was made redundant due to budget cut-backs.

Definitions of Administrative Burden *Neoclassical Administrative Burden* The cost to nonprofits, government agencies and the private sector due to increased reporting requirements from government funding sources. *Pastel Administrative Burden* Higher level staff, front-line staff and non-managerial staff, performing what was previously done by lower level staff; thus taking them away from their previous prescribed primary duties.

Figure 1. Describes the evolving definitions of administrative burden.

From a public administration viewpoint, the root causes for administrative burden as well as the root solutions can be different from the nonprofit sector versus the government agency sector. The solution alleviation paths and tools to resolve the root causes of the problems also differ from the nonprofit sector compared to the government agency sector. This dissertation deals primarily with the nonprofit realm.

Administrative Burden Theory. To date, the term "administrative burden" has not been used, though studies have been made in this area under the context of increasing the terminology of administrative burden. There have also been peer-reviewed articles in scholarly academic journals discussing administrative burden (Burden et al., 2012; Herd et al., 2013; Moynihan, Herd, & Harvey, 2014). With the projected national deficit growth, and with a continuing higher level of annual federal budget expenditures going towards the payment on the interest alone on the national debt, the topic of administrative burden will continue to grow as an astute reality in the field of public administration.

Budget Cutbacks. Nonprofit agencies operate on an annual operating budget; this generally means they have to plan out spending cycles.

Services, which can be tied to a particular foundation grant or a government grant partnership can vary from year to year. When funding for a grant particular service decreases, or there is a reduction in overall income and donations to the nonprofit, a budget cutback scenario occurs. Nonprofit agencies cannot operate in a negative balance sheet manner; if they did they would not qualify for various foundation grants and government grants.

Burnout. Burnout is a mental condition that leads to physical aspects in a negative manner that lowers the ability and outward performance of staff. According to Halbesleben and Buckley (2004), "interest in burnout, from academics and managers alike, has in-creased dramatically as we have begun to understand the significant negative impact it has on employees" (p. 859).

Burnout is a morale issue, but also leads to physical impairment that causes the duties of staff to be performed at a lower level of professionalism. Burnout can lead to outbursts of anger, more staff absenteeism, lower levels of productivity and a lower level of staff suggestions. Moore (2011) states that "Burnout is also recognized as an insidious phenomenon which develops slowly" (p. 1). According to Weber and Jaekel-Reinhard (2000), burnout is a "disease of modern societies" (p. 512). This "psychological phenomenon" (Evans, Bryant, Owens, & Koukos, 2004, p. 350) was seminally pioneered by Maslach and Pines in 1977 (Maslach & Pines, 1977).

Compliance Burden. Compliance burden is a part of administrative burden. Nonprofits are facing a growing amount of paperwork to be filled out that tracks more specific results through step by step compliance of goal tasks. Often these required compliance paperwork burdens are mandated with the text of the grant funding document. They often have to be entered on a website, and the paperwork field notes are subject to physical review during on-site inspections by foundations or government granting agencies. These burdensome paperwork requirements are more and more not covered by the budget of the specific project grant, and have to be covered and paid by a nonprofit's operating budget. An example of this is when the One Stop receives a grant to combat homelessness, but does not receive additional funds to cover hiring staff to fill out the required tracking and progress forms.

While some grants do come with a "set-aside" for administrative operations, which is typically a percentage of the overall grant, the "set-aside" is not increased in proportion to the level that the reporting requirements have been increased.

One of the root causes of administrative burden is a shift in the percentage that government agencies and foundations give to nonprofits for reporting purposes. In the past a grant would give a 10% amount for paperwork compliance, but in some cases it has been reduced to 5%. This 5% is not a realistic amount to cover the actual work related costs of grant administration paperwork expenses. The One Stop is literally asked to fill out more forms but is not given staff funding to hire the additional staff to fill out these additional forms.

Compensation Issues. Compensation issues typically relate to pay issues, health benefits, performance incentives, paid holidays, and vacation allowances. Discrepancies in pay due to allowable costs as dictated by the nuances of specific grants from foundations and government agencies can play a factor in burnout. For example, the One Stop has two grants; the first is from the YTB foundation, and the other is from the YOM foundation. Both grants come with a percentage to be used for administrative management and reporting compliance needs. However, the grant that comes from the YTB foundation gives a 10% "set aside" for grant management, where as the YOM foundation only gives a 5% "set aside" for operational costs. With tight operating budgets, nonprofits do not generally have the fiscal capacity to increase staff payroll in order for both staff to be paid the same amount of compensation. Thus, accordingly, the staff member "A", who is managing the grant from the YOM foundation, has a better attitude because they are being paid more. Staff member "B" that is assigned to manage the grant from the YTB foundation, is often resentful over doing the same amount of work, but is being compensated at a lower level.

Coping Skills. Increasing coping skills is one of the objectives of this case study. When the stress from burnout and administrative burden thrash One Stop staff, enhanced coping skills levitate said staff to higher ability to cope and thus maintain a higher performance level. From an action research view, providing One Stop staff with additional coping skill options is a goal task.

Fundraising. Fundraising, fundraising endorsement and fundraising strategies are vital issues for nonprofits. These issues surfaced during the interview process from the Kopitke Administrative Burden Dialog Exploration (KABDE). Fundraising as a science, artifies the ability to raise funds to meet operational costs, program goal expenditures, and capital improvements.

Fundraising Endorsements. In the modern era of fundraising, endorsements from political leaders, social, entertainment, corporate leaders and celebrities are an important aspect in the overall fundraising campaign. Celebrity endorsements can be a key factor in the yearly nonprofit fundraising campaign, which would typically have a start date and an end date, plus an amount goal.

Fundraising Strategies. Fundraising strategies are the nuts and bolts of how the annual fundraising campaign is adhered to, and also how additional fundraising efforts that scope over the entire year are planned and achieved. The depth and strength of these unique intricacies will determine the success or failure of fundraising efforts.

Homelessness. Who would have thought that this deep into the 21st century that homelessness would still be a social pariah on the conscientiousness of our society? Homelessness has several factions and factors. There is acute homelessness, long-term homelessness, foreclosure homelessness, and rapid re-housing; the One Stop service center engages with each of these societal abnormalities.

Kopitke Administrative Burden Dialog Exploration (KABDE). This is one of two testing instruments that was used to measure administrative burden and burnout as it is related to performance. This testing instrument was designed by the researcher. In a face to face, sit down, closed door environment, the eighteen questions from this testing instrument were administered. During the design phases of this instrument, consideration was given specifically to how it would be related to the action research process and the research questions. The Kopitke Administrative Burden Dialog Exploration (KABDE), measured administrative burden, burnout, and coping strategies and skills. The data from the KABDE was analyzed in comparison with to the results from the Maslach Burnout

Inventory (MBI), action research deliverables were developed to lower administrative burden and burnout factors.

Marketing & Public Relations. In the modern day nonprofit galaxy, marketing and public relations are key factors in the fundraising atmosphere. Annual events, Twitter postings on the One Stop Twitter account, having a Youtube page that is regularly updated with new videos, a Facebook page, award recognition dinners, and newspaper stories are all the solemn retorts for an effective presence in society for a nonprofit.

Mentally Fogged. One of the elements causing administrative burden and burnout, is the day to day servicing of clients that are mentally fogged due to organic mental health issues, or drug abuse induced mental health issues, or medically prescribed drug induced mental health issues. Many of the clients have a decreased capacity to understand basic content and life skill functioning. Some clients who are in the process of having their medically prescribed prescriptions adjusted, and also those who are not compliant with taking their medically prescribed prescriptions, can come to the One Stop in an altered mental state having a possible avenue to violence. The high emotional advent from engaging with a mentally fogged population causes burnout issues.

Administrative burden, as seen through the lens of engaging in serving the mentally fogged, is a stress increasing formula. Increased reporting requirements mean that staff members need more information from clients. The longer a mentally fogged client has to sit in a chair and be asked questions that require an answer, or grow in frustration because they are asked to fill out additional forms, elevates safety issues.

Maslach Burnout Inventory (MBI). This is the second testing instrument that was used during the testing in the field. The MBI was a series of questions that measured burnout via a scaled response. Participants participated in the MBI by through an on-line setting in the same room in which the Kopitke Administrative Burden Dialog Exploration was administered. The purposes of using the Maslach Burnout Inventory (MBI), was to determine if the staff of One Stop service center were exhibiting signs of burnout, at what length of service did the phenomenon of burnout begin, and how it manifests itself in relation to performance. The additional goal of using the MBI, was to analyze its data against the data from the KABDE, to determine if there were unique causes of burnout and administrative burden that could be identified. Another goal was to determine action research deliverables that could negate burnout and administrative burden issues and causes.

New Public Management Theory. The core of this theory indicates that government agencies and the nonprofits that partner with said government agencies have to be more audacious and effective in their spending of public tax dollars, and that their results should be measureable and be published for the public to scrutinize.

One of the products created under the new public management theory was the Workforce Investment Act of 1998 (*Federal Register*, 1998) that gave birth to the One Stop service center model. According to Wright (2008), this "theoretically positioned the public, private, and nonprofit sectors to work together in order to more effectively serve the unemployed" (p.1).

By bringing in the business community, it brought in leaders with critical thinking and planning skills. The business sector has been a more aggressive partner as a form of social responsibility, which has led to profitable contracts (Friedman, 1962). The advent of no bid contracts awarded to the private sector has been a growing trend; heartbreaking that many no bid contracts are awarded to major political donors.

Nonprofit. A nonprofit service organization, which a One Stop service center is, operates year to year on an operating budget that is examined through regular audits to ensure fiduciary integrity. The mission and purpose of a One Stop nonprofit service center is to serve the community with ambient and altruistic goals towards elevating societal ills. A nonprofit subsists on funding from outside sources such as grants from foundations, and government agencies. In the past, nonprofits tended to have a specific set of goals and programs. Modern nonprofits have a much more expanded scope of service. Whereas in the past a nonprofit used to have a focus only on homelessness, now the same nonprofit would incorporate educational and medical services into their range of services. Part of this change has come through the expansion of the role of government agencies in making grants more wide in their purpose and areas of delivery. Some government grants are only available if a wide range of services are to be delivered. Due to the literal "deregulation" of nonprofits, they can move into many areas at once. This deregulation follows the government deregulation in the private sector where large banks can gobble up smaller banks, and larger corporations can buyout smaller competitors. Generations ago this would not have been allowed under anti-trust regulations and laws which have been now circumvented by Congress and federal agencies due to political donations and lobbying efforts.

Nonprofits and government agencies fit under the umbrella of public administration, but differ significantly. For example, a nonprofit is funded through their own fundraising efforts, or from donations from individuals or through the form of grants and contracts with foundations and government agencies at varying levels. A government agency normally receives their funding through the process of an annual operating budget or special appropriation from their governing body. In this example, the Department of Housing and Urban Development would receive their annual budget from the appropriation bill enacted by the United States Congress and signed into law by the President of the United States. However, a special circumstance or issue may arise where the United States Congress may create an especial appropriation to meet pressing needs, such as an extra appropriation to fund relief efforts for a geographic area devastated by a hurricane.

A nonprofit may hold stocks and bonds for income generation, as well as large landholdings that generate rent income, whereas a federal agency would not own stock. Other differences between nonprofits and government agencies include how staff is hired, how staff is trained, how staff is promoted into management, the length of programs, how policy is changed, the ascendancy of pay raises and promotions. A board of trustees typically governs a nonprofit in the United States, and is run by a CEO or president, whereas the leader of a government agency is often a political appointment, while high internal managers are promoted from applications, or from within the agency. Often in the government sector, leaders rise through the ascendancy of pay grades. Government agencies perform audits on nonprofits, but nonprofits do not perform audits on government agencies.

It is important to understand how the nonprofit sector and the government sector are different when designing policy, considering policy changes, and social and staff related interventions.

One Stop Personnel. The One Stop service center draws their personnel from a wide swath of possible sources. Some personnel were hired as full-time staff, while others were hired as part-time staff; some staff members were only hired to manage one particular grant.

Staff personnel also included unpaid volunteers. The location of the One Stop service center was near several colleges and universities. The One Stop service center had developed relationships with several of those schools that had developed into a steady flow of work-study students, and also interns. Because it was a community based nonprofit, it was open to receiving persons who had court ordered community service hours to be performed. Many of the part-time staff, interns, and work-study students aimed to be hired full-time by the One Stop service center. A mega issue that weighed on the staff members is that their hours may be cut as budget cut-backs occur.

One Stop Service Center. One Stop service centers vary in their application of services depending on the local community, funding sources, the programs and goals of other nonprofits organizations, for-profit organizations, and government agencies in the local community or geographic area of coverage. The targeted One Stop service center focused in on homelessness, homelessness rapid re-housing, domestic abuse shelters, youth programs for disadvantaged youth, a 411 telephone center, medical referrals, food distribution, resume building and other unemployment services The One Stop also served as a post office for homeless persons who did not have a physical address to receive mail.

According to Wright (2008), a "One Stop Center service delivery model specifically features the co-locations of various workforce development and social services organizations at a single service site" (p. 1). Wright (2008) adds that "One-Stop Centers typically involve many diverse employment security and social service entities from the local, state, and federal levels of the public and nonprofit sectors" (p. 27).

The study organization has literally been impaled by drastic cuts in funding. This includes primary funding from a local mega foundation, and other funding from a different local foundation, and also the Department of Housing and Urban Development (HUD), the Department of Labor, state funding housing authority, and a community based foundation. Local companies and corporations also make up some of their funding world. The One Stop partners with a youth support agency, and provides coalition and collaboration support for service agencies within the county.

One Stop Website. The importance of websites for a nonprofit cannot be underscored enough. Modern websites for nonprofits assist in sharing the mission and message of the nonprofit, and also when designed properly, can most importantly assist in fundraising activities. It can also be a referral portal to point prospective clients in the correct destination for needed services, or to determine if the One Stop service center has the services that the prospective client requires for servicing. A dynamic and functional nonprofit website should be updated at least weekly to monthly. The One Stop service center website is an information hub that should inform the staff, the public, other government agencies and funders.

Policy Implementation Theory. This theory was developed by Pressman and Wildavsky in 1973, and discusses the "hows and whys" of being able to implement policy into the daily functional manners of nonprofit organizations and government agencies (Pressman & Wildavsky, 1973). Policy implementation theory views policy from a cost effective and production oriented view, and also is crafted through a process where a framework of design is created (Van Meter & Van Horn, 2006).

Political Lobbying. While a nonprofit does not donate directly to political campaigns, the reality is that staff and management are free to make donations as individuals; sometimes bundling occurs. Performing political lobbying is allowed under the expansion of nonprofit realities. Relationships with elected officials and foundation, and corporate leaders can ensure continued or new funding projects and grants. To be an effective player in the world of modern nonprofits, having a strong political lobbying strategy is essential.

In the world of modern nonprofits, lobbyists are hired to seek line item funding in the federal budget for specific nonprofits. Often government agencies will design projects tailored for a nonprofit to carry out, and will award the grant to the nonprofit organization under a "no bid" option.

Program Theory. Rossi, Lipsey, and Freeman (2004) define program theory as "The set of assumptions about the manner in which a program relates to the social benefits it is expected to produce and the strategy and tactics the program has adopted to achieve its goals and objectives" (p. 432). This theory exposes that a program should have structure and content.

Safety Issues. Safety issues are a relative issue affecting administrative burden and burnout. If there are unresolved safety issues, this will manifest itself in negative work performance issues. Safety issues reflect on how safe the staff feel in their work environment, and also how safe they feel in entering and exiting the building in which they are located.

Strategic Plan. The strategic plan for a nonprofit is developed by defining its mission and program goals; it is then molded by the annual fundraising campaign that promenades into the annual operating budget.

Theory of Human Motivation. The theory of Human Motivation states that humans, both male and female, are inspired to process and work towards achieving certain goals.

Workforce Improvement Agency (WIA). A Workforce Improvement Agency (WIA) normally has a strict focus of employment areas of service; a One Stop service center is more enamored in the whole social sphere that the economically, educationally, and socially challenged face. A WIA would not typically have a mental health component whereas a One Stop service center does. The Workforce Investment Act of 1998 (*Federal Register*, 1998), gives as its purpose in Section 106 the following:

> The purpose of this subtitle is to provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation. (*Federal Register*, 1998, p. 11)

The Workforce Investment Act (*Federal Register*, 1998), which was created by a Department of Labor legislative initiative, initially called One Stop service centers by the term, "providers" (p. 29) and also "one-stop partners" (p. 29). The Workforce Investment Act final rule (*Federal Register*, 2000), added the term "One-Stop service delivery system" (p. 49294). The initial purpose covered the sphere of employment and training, but currently a One Stop service center helps now service a myriad of social service programs and issues.

Assumptions and Limitations

There were a number of basic assumptions for this study:

1. Participants to the study are staff of the One Stop, or are staff of their affiliates.

2. Management supports this study.

3. Management expects this study will create action research change attributes of better effectiveness in carrying out the mission of the One Stop.

4. Staff will feel this study may help them in performing their overall assigned tasks.

5. Staff will have the expectation that their answers will be treated with respect, and given full consideration.

6. Staff will expect that their privacy and identity will be protected.

7. Staff will expect that their answers will not result in any form of career slanted recrimination.

8. Staff will expect they will be given a reasonable amount of time to participate in the study, and will not be rushed.

9. Staff expect that the study will cause them no physical or mental harm.

10. Staff expect that no one will hear their responses other than the interviewer.

11. Staff are expected to give truthful and complete answers.

12. Staff will expect that the researcher will be sensitive to their time issues.

13. Staff will expect the researcher to protect their anonymity.

14. Staff will expect the researcher to make arrangements that ADA barriers will be removed to facilitate a smooth interview process if needed.

15. Staff are expected to stay for the length of the study.

16. Staff participants can leave the study at any time and for any reason; they do not need to give a reason to the researcher for leaving the study.

17. Each participant will understand the informed consent form; they will need to sign it in order to participate in the case study. They will receive a copy of the signed informed consent form.

18. Study participants will understand and comprehend the interview questions.

19. Study participants will have an opportunity to review results after the study is published.

20. Participants have the capacity to enact recommended changes approved by the One Stop.

21. That participants have an internal natural desire to see the study succeed, as they have the assumption that the One Stop and the individual participants will be better for having participated in the study. The word "better" used here, transcends agency and personal economic, product deliverables, and emotional resilience.

Stringer (2007) states that an assumption of action research is "that knowledge inherent in people's everyday taken-for-granted lives has as much validity and utility as knowledge linked to the concepts and theories of the academic disciplines and bureaucratic policies and procedures" (p. 17).

The *external knowledge assumption* (Van Manen, 1990) befalls us to beware that theory does not always fit every action research assumption and result. Van Manen (1990) cautions action researchers to allow new information to flow through the wall of established theory, adding that "the aim of action research is to reconceive how notions of theory and research are to be related to the practice of living" (p. 153).

Kara (2005) states that researchers have to consider their own cultural assumptions when interviewing, as cultural assumptions can shade what recommendations are made.

Lamiani, Meyer, Rider, Browning, Vegni, Mauri, and Truog (2008) warn action researchers that assumptions can act as "blind spots," and that questions should be framed to allow for clear flowing answers that are non-restrictive or presumptive (Lamiani, et al., 2008, p. 16).

Many of the limitations can be categorized under the banner of "fear." One of the cobalt limitations is "fear" among the study participants. Fear may be from the fear of retribution from giving answers; it may be fear from the thought of more work through a higher work load. It may be fear that another employee will say something that will cause their position to be eliminated, or criticize their work quality. Then there is the fear that the study may produce a more efficient way of accomplishing tasks, and thus cause the loss of their current position, thus moving them into another position with the added stress of learning new tasks and procedures.

Vickers (2005) states that "A critical feature of action research is the involvement and input of the researcher in the process" (p. 193); part of this "involvement" comes from the past learning experiences of the researcher.

The researcher has observed fear as a limitation in studies and evaluations many times over the years. When the researcher was serving in the United States Army, he saw where fear caused case study questions to be not answered truthfully over a fear of more work being added if the system was changed.

When the researcher was serving in the United States Peace Corps in the Republic of the Philippine Islands, he observed fear in the form of staff changing their answers to government evaluators to ensure future funding.

When the researcher was performing political science and anthropological studies among the Kurdish population segment in eastern Turkey on Mount Ararat for three consecutive summers, he observed fear as a factor as the participants gave false answers to ensure the study to be extended so that they would receive more compensation.

Fear is often hard to measure in participant's answers, but should be taken into consideration. The One Stop service center, their management, staff, and their affiliates, are subject to a certain level of fear as funding has been drastically cut over the years, and prospects for future funding are laid against a myriad of fear provoking challenges ranging from the fears of job layoffs, lack of funding, high energy prices, fears of home foreclosure, and high federal deficits.

Safeguards to participant privacy and anonymity are growing challenges. The researcher has created an enhanced encryption strategy, whereby the researcher will not keep the real and actual names or participants, or any information that could lead to a participant's identification as an individual person, on the researcher's computer. This includes using random non-sequential numbers and letters as personal identifiers for participants.

While the intent of action research is to improve and resolve, there remains a fear factor among participants that the study, or any action research study, may mean a heavier work load, thus their true answers may not surface. It is a duel dialectic of fear and pain; the fear of change, and pain of more emotional toil through learning new job tasks, or having a harder and more counted work load.

Is it in the back of the mind of the participant lingering thoughts that their answers may backfire and cause a heavier workload or more stress? The researcher has to show in the informed consent form that there is a benefit to participating in the study, and work to alleviate the sum of participant fears.

Another limitation is that the researcher may have socially organic perceptions and stereotypes (Steele, 1997) that may interfere with hearing the verbal responses from participants during the interview instrument testing phase.

Nature of the Study

The theoretical and conceptual framework, which is the very nature of the study, contains five core theories that are the foundational theories for this action research dissertation case study; they are the Theory of Human Motivation, the Policy Implementation Theory, Program Theory, Administrative Burden Theory and New Public Management. Action research is the umbrella that covers these five theories; action research then, is the prism in which to view the challenges of the target organization. Action research is a key tool in analyzing public administration protocols for government agencies, non-profits, and related government vendors; the purpose of action research is to scope a public administration related organization with a view of studying and parametirzing a given topic with the aim of developing solutions to enable the organization to perform at a more fastidious level (Singer, 2007).

Theory of Human Motivation

The first theory is the Theory of Human Motivation, which is more commonly known as “Maslow's Hierarchy of Needs”; one of the key factors in this theory is self-actualization as a main component. The self-actualization arm from Maslow’s Hierarchy of Needs (Maslow, 1943), states that as people achieve life goals, they are happier. This theory should indicate, through this case study, a better understanding of administrative burden as it relates to burnout and performance. As greater self-actualization, or as a staff member’s self-image improves, this will lead to a better performance and a lower stress level. Administrative burden and burnout are negative values that lower self-actualization levels. If quartiles of administrative burden and burnout can be lowered, then self-actualization should be more pronounced, leading to a more positive attitude by the staff person, which in turn will lead to higher productivity.

Policy Implementation Theory

The second theory is the Policy Implementation Theory (Pressman & Wildavsky, 1984). By evaluating the methods of how the target organization performs as obstructed by a high level of administrative burden and burnout, then, if these variables can be reduced, the implementation of policy (of meeting the needs of the poor and afflicted) should be fostered. The dynamics of administrative burden take senior management away from the management of implementing policy because they are performing tasks that other subordinates used to perform; thus senior management does not have the actual staff hours to focus on policy implementation.

Program Theory

The third theory is Program Theory. Program Theory is pertinent because the target organization is a public service agency that seeks to succeed at a higher rate.

Rossi, Lipsey, and Freeman (2004) state that one of the chief goals of program theory is that it "explains why the program does what it does and provides the rationale for expecting that doing so will achieve the desired results" (p. 136). Program theory looks at an organization from a macro view of the overall mission of the organization and how its main program is set-up. It also views the organization from the micro view in that it studies the particular sub sets of how the program delivers services.

Public service agencies have to regularly go through the process of evaluation to learn if they are operating in a best practices fashion, and if there are areas of redundancy and poor systems development, that can be only improved through a meticulous and aggressive evaluation process (Rossi, Lipsey, & Freeman, 2004).

Administrative Burden Theory

The fourth theory is Administrative Burden Theory. To date, the term "Administrative Burden Theory" has not been used; administrative burden is now a current topic, and has been given testing and peer reviewed articles, which forces the issue that it is a genuine topic for the title of "theory." Even the very definition of administrative burden is still opaque and being formulated through studies and the developing art of hypothesis (B. C. Burden, personal communication, January 23, 2014). Administrative burden is the complex nature of placing burdens on staff and customers that affect capacity (Burden et al., 2012). Moynihan, Herd, and Harvey (2014) classed administrative burden into three areas of (1) learning costs, (2) psychological costs, and (3) compliance costs. Learning costs are incurred as personnel have to engage in the training process in order to learn new work procedures that other staff used to perform, but who were made redundant due to budget cutbacks. These budget cutbacks come from reduced grants from foundations, and also government agencies. The psychological costs come from the increased stress from a higher workload that leads to higher absenteeism and short-cuts to assigned tasks in order to accomplish task goals and assignments; these short-cuts often lead to a lessened quality of work.

The compliance costs that Moynihan, Herd, and Harvey (2014) cite as the third cost area, comes from federal and state reporting requirements for new and additional data ranging from accomplishments, spending reports, and also weekly to monthly to quarterly reports in a more frequent span of time, which are mandated with additional forms to be filled out either on paper or online.

This is pertinent because the target organization is being daftly engulfed in a meteor shower of budget cuts, which causes senior management to digress from their core responsibilities, and perform the labors that other subordinate staff once performed. This also affects frontline staff personnel, because they are now performing extra workload functions and tasks that other staff used to perform; budget reductions within the organization have forced some staff to have their positions eliminated or their hours reduced. Rossi, Lipsey, and Freeman (2004) discuss that as organizations are evaluated, there has to be a thorough inspection of challenges the organization faces. One challenge of administrative burden was that staff members did not readily wish to discuss this issue because it could suppose they were not able to perform their employment tasks within given work hours.

Herd, et al. (2013), note that one way to shift part of administrative burden is to empower social service staff through the use of technology by having field workers have scanners and laptops; a "boots on the ground" (p. 75) approach. Electronic communication, such as internal and external websites, emails, *laptops on the go* with scanners can reduce administrative burden (Majka, 2013). If not managed correctly, technology can cause more administrative burden; Reall (2013) states, "Among the unintended consequences of the increasing adoption of technologies was the creation of additional administrative burden" (p. 77).

New Public Management Theory

The fifth theory is the theory of New Public Management, which seeks to integrate a more measured, managerial and market-driven approach to nonprofits and government agencies (Hood, 1991). From a New Public Management theory perspective, the case study organization must use the correct market-driven approaches; if not it risks duplicating services that another nonprofit is also performing, and thus holding down their own fundraising abilities and future long-term potential. With an error in misreading the market-driven atmosphere, the target organization can be fallen to budget short-falls that will incur staffing reductions; thus promoting administrative burden and burnout. The target organization has to measure the correct data points in order for managers to be able to make sound market-driven decisions, and plan for future strategies. If managers are not focused on the correct items to be measured, then it risks going into markets that are not the most appropriate. With the advent of the "24 news cycle," and the growth in media outlets through cable channels, massive government wasteful spending created poignant viewing. Due to the public uproar, President Reagan created the Grace Commission, which sought to reduce government waste; President Clinton followed-up with making government more market-driven; this was the foundation for the development of the New Public Management theory.

Organization of the Remainder of the Study

The remainder of the study is divided into four chapters; chapter 2 focuses in on the literature review, chapter 3 discusses the methodology, chapter 4 is slated to cover the actual testing of the instruments and data analysis. Finally; chapter 5 will examine the research questions in relation to the data with an eye towards action research implementation suggestions.

The literature review, which makes up the content for chapter 2, delves into several areas; they are public administration, action research, administrative burden, nonprofits, fundraising, burnout, burnout coping skills, theory of human motivation policy implementation theory, program theory, new public management theory, and summary. In as much as this is a public administration action research case study, the literature review begins with reviewing current and past literature regarding public administration and action research. The next section of the literature review will center on the organizational issues that the target organization plumes. These include nonprofit organizations and fundraising seeking how they relate to administrative burden and burnout. The last section of the literature is comprised of reviewing various public administration theories that are the foundation for this case study.

The methodology for this action research case study is contained in chapter 3. The methodology section includes a review of the two testing instruments, which are the researcher created Kopitke Administrative Burden Dialog Exploration KABDE), and the Maslach Burnout Inventory (MBI). The Kopitke Administrative Burden Dialog Exploration (KABDE) is a series of 18 open ended questions that measures and discusses administrative burden, burnout and coping skills in a face to face interview setting. The Maslach Burnout Inventory (MBI) is an online survey that measures burnout through asking a series of questions related to burnout that are answered in a scaled response. Chapter 3 also discusses other pertinent methodology issues like research design, data collection, ethical considerations, privacy and confidentiality.

Chapter 4 houses the actual data collection and analysis from the two testing instruments, and seeks to blend the data into understanding how they apply to the target organization, and within the field of public administration by placing the data within the constraints of the three research questions. By way of review, the three research questions are, (1) How does administrative burden affect performance and burnout? (2) Is there a correlation between administrative burden and burnout leading to poor performance? (3) How do staff personnel change their work habits when administrative burden becomes excessive?

The final chapter; chapter 5; views the results with specific recommendations for the improvement of the targeted organization under a context of action research deliverable. Also covered in chapter 5 are recommended areas for future research and study, and also how this case study enlarges the theory field and the literature field.

Layered within the body of this work are several tables and figures that document key avenues. Following the conclusion of chapter 5, there is a detailed list of references.

The final section of this action research case study is the Appendix; the first three items are: (1) Statement of Original Work and Signature, (2) the actual 18 questions from the Kopitke Administrative Burden Dialog Exploration (KABDE), and (3) sample questions from the Maslach Burnout Inventory (MBI). Due to copyright issues, the author of the Maslach Burnout Inventory (MBI) only allows for three sample questions to be included in studies that have a contractual agreement to publish results using the said testing instrument. Also contained in the Appendix are copies of the action research deliverables.

CHAPTER 2. LITERATURE REVIEW

Introduction

This literature review covers key theories and concepts in public administration that are directly related to the case study of the One Stop service center under review. Sections in this literature review chapter include public administration, action research, administrative burden, nonprofit organizations, fundraising, burnout, burnout coping skills, theory of human motivation, policy implementation theory, program theory, new policy management theory and a summary. The main focus of the literature review will focus on the core theories of administrative burden and burnout as they are the center of this case study.

One of the limitations of the literature review is that the vast majority of the scholarly dissertations and theses that were written prior to the turn of the 21st century have not been made available online through an internet copy. For example, when the researcher sought a copy of a 1972 thesis, he first conducted a search through ProQuest; after this failed he contacted the library at Western Illinois University where the original document is housed. Archivist Kathy Nichols informed the researcher that due to the age of the thesis, the only option was to either come personally to the library or to order a copy (Kathy Nichols, personal communication, January 26, 2015). A sturdy literature review is essential to creating a proper understanding of theory development for the issues at hand (Fink, 2005).

Public Administration

The field of public administration is the wheel that propels the great *American Stagecoach* forward. At the federal government level, public administration is the art of government serving the citizens of the United States of America (Shafritz, Russell, & Borick, 2009). The core of public administration is implementing laws passed by the United States Congress, and federal agency instructions and requirements as set out in the federal register, and additional requirements and guidelines set forth by agencies (Frederickson & Smith, 2003). Public administration also includes state, county and local government mechanics, and nonprofits.

The end of the 20th century saw more triangular partnerships with government, nonprofits and private sector firms. One of the trends in public administration is creating strategic alliances between federal, state and local government levels, with nonprofit agencies, foundations and the private business sector. Clegg (2012) states it is important to "create a partnership with all stakeholder to participate and contribute" (p. 3-4).

Action Research

While *research* finds data, *action research* takes the data and creates improvement through structured and guided change. In some cases, due to time limits for case studies, only structured and guided suggestions can be made. Follow-up studies are needed to determine if the proposed changes were implemented and if the outcomes caused a marked improvement for the organization. Just because changes are suggested, does not mean an organization will adopt the suggestions, or have the capacity to adopt suggestions.

From the literature review, the example of the 1999 Institute of Medicine (IOM) report is worthy of examination (Institute of Medicine, 1999). The study found that up to 99,000 patients died annually from errors in medical treatment. Further research indicated that organizations had difficulty in make internal changes to lower risk levels (Lloyd & Holsenback, 2006). Clegg (2012) indicates that organizations "failed to have a quality improvement process in place" (p. 42). It is important for an organization undergoing an action research review to determine if it has the determination and capacity to implement suggested changes, and if the recommended changes appear to be in the best interests of the organization. In making recommendations to an organization, the researcher may not be aware of hidden information that management is aware of that might preclude implementation of the proposed action research suggestions and findings.

Caldwell (2013) states that action research "involves both investigation and action and is framed" (p.55). One of the challenges of action research is coming up with solutions to issues; these solutions are often best brought forth at the "localized" (p. 1) level (Stringer, 2007). French and Bell (1984) define action research as the "process of systematically collecting research data about an ongoing system relative to some objective, goal, or need of that system; feeding those data back into the system; taking actions by altering selected variables within the system based both on the data and on hypotheses; and evaluating the results of actions by collecting more data" (pp. 107-108). An important portion of the data collection process for action research, are the interviews with participants that have an interaction with the organization under study (Home and Rump, 2015). Administrative burden from the 20th century is classified by the researcher as *neoclassical administrative burden*. A more 21st century definition of action research has evolved into calls for deliverables that make an actual "difference" in an organization (E. Tetteh, personal communication, August 10, 2012). For the public administration to be more effective in the 21st century, it must create a "gauntlet of resistance" against government melancholy through the use of real time action research deliverable that make a positive change and impact (Lance Robert, personal communication, January 22, 2015).

Below is a researcher created limited guided step process to conducting action research in the 21st century with a nonprofit agency.

Action Research
21st Century Model
for a Nonprofit Agency

- Review of the Organization
- Indentify Relevant Public Administration Theories
- Literature Review
- Initial meeting with Management and Staff
- Execution of Testing Instruments
- Codify Results of Data
- Determine Action Research Solution Options
- Present Action Research Solution Deliverables
- Follow up with Nonprofit

Figure 2. Action Research 21st Century Model for a Nonprofit Agency. In conducting an assessment and action research deliverables' plan, a nonprofit has different variables that a government agency or a private sector company, small business or corporation.

Since the portals of time, from action research developers and pioneers John Collier, Kurt Levin, and Ronald Lippit (Maksimović, 2010), that occurred during the Franklin Delano Roosevelt administration, action research continues to change the perception and dynamics of how we create actual actionable change in the field of public administration.

Administration Burden Theory

According to Reall (2013), "Administrative burden is not a recent development. Documents recovered from the sixth century B.C. indicate rulers of the ancient Persian Empire employed bureaucrats to document activities associated with managing the vast empire" (p. 75). The literature review revealed that there is a lack of a coherent understanding of the definition of administrative burden as it applies today to the field of public administration; administrative burden researcher Barry Burden states there is a need to add and define the definition (Barry Burden, personal communication, January 23, 2014). Robert Wright has stated that administrative burden is evolving due to the nature of senior staff having to perform the work of lower staff that were made redundant due to budget reductions; this in turn removes senior staff from performing their primary duties which in turn places performance pressures on not only senior staff but the entire organization (Robert Wright, personal communication, August 22, 2013). We could call Robert Wright's definition a more 21st century definition of administrative burden or *pastel administrative burden*. The cause of lower budget expenditures due to the faltering economy is a critical factor. A more classical 20th century historical definition of administrative burden comes from Brigette Pfister, who states that administrative burden is the cost that comes from new government regulation paperwork and other compliance requirements that often have no direct benefit to the reporting organization (Pfister, 2014). Patrick (2012) defines administrative burden as "government offices are asked to do more with less" (p.752). Administrative burden is the complex nature of placing burdens on staff and customers that affect capacity (Burden et al., 2012).

To date, the term "Administrative Burden Theory", has not been "coined." Moynihan, Herd, and Harvey, (2014) refer to administrative burden as a "concept" in their abstract, and Burden, Canon, Mayer, and Moynihan (2012) also refer to administrative burden as a "concept" (p.741). Changes in the expanding definition of administrative burden have been brought about due to the downward spiraling economy that has seen the middle-class all but destroyed due to the exporting our manufacturing base, inflation, and a shift to nonprofits as the executing arm of delivery for social programs.

Below are the researcher designed *neoclassical* and *pastel* cycles of administrative burden as they have evolved from the 20th to the 21st century.

The first figure above shows the 20th century cycle model for neoclassical administrative burden that contains three main elements (1) More government paperwork requirements, (2) These paperwork reporting requirements are to be completed by staff, (3) These additional paperwork reporting requirements are to be completed by the staff within their normal work period, without more time to complete them, while they still have to perform their previous tasks. They have to do more with the same amount of time; this is the historical and classical definition of administrative burden.

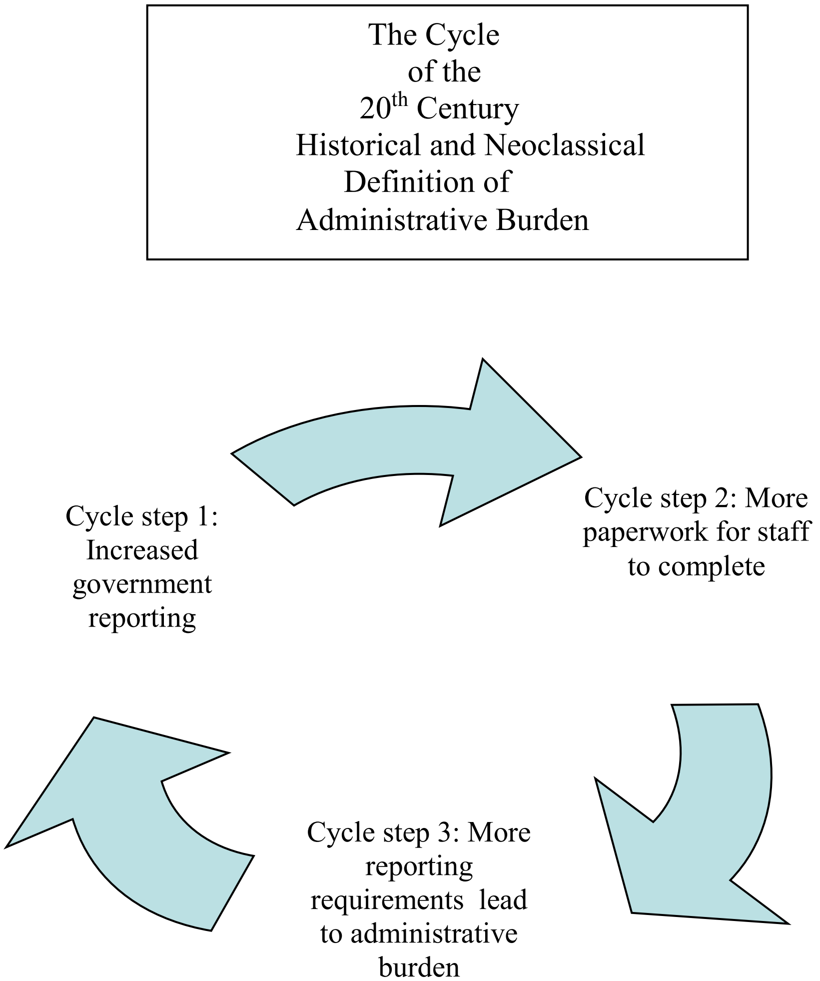

Figure 3. The Cycle of the 20^{th} Century Historical and Neoclassical Definition of Administrative Burden. With the advent of increased media coverage, funding government entities required more reporting of how funds were dispersed, and what were the results from the expenditures. This resulted in more forms to be filled out and also longer responses in more detail to questions asked by funders.

Figure four gives the researcher created modern 21^{st} century cycle and definition of modern *pastel administrative burden*. For a nonprofit, cycle step 1 is the increased reporting requirements either on paper forms, or through data entry through a reporting web based portal by government or foundation funders.

Cycle step 2: This occurs when staff members have to fill out these additional forms during their regular allotment of hours; they are not given more hours to fill out these forms.

Cycle step 3: This is the added dimension of reduced operating budgets due to a lowered amount of funding from government agencies and foundations.

Cycle step 4: Budget reductions can cause staff to be laid-off, and not allow for new staff to be hired. Other staff will have additional work due to the laid-off staff.

Cycle step 5: During cycle step 5, senior management will have more work to perform because their direct subordinate staff members have been laid-off due to the budget reductions.

Cycle step 6: Senior management will need to perform the work of their former subordinates; they now have reduced time to perform their previous primary work duties.

Cycle step 7: Stress will be increased for staff members at all levels when reporting requirements are increased without adding additional time or added staff.

Cycle step 8: As continued mounting stress grows the factors of burnout will become more manifested. This burnout will take the form of emotional verbal outbursts in the workplace, and also in increased mental and physical ailments resulting in more absenteeism.

Cycle step 9: With more administrative burden and burnout there will be a reduction in performance levels; this reduction will be affecting output and quality standards. This will also have an effect on employee morale and attendance issues.

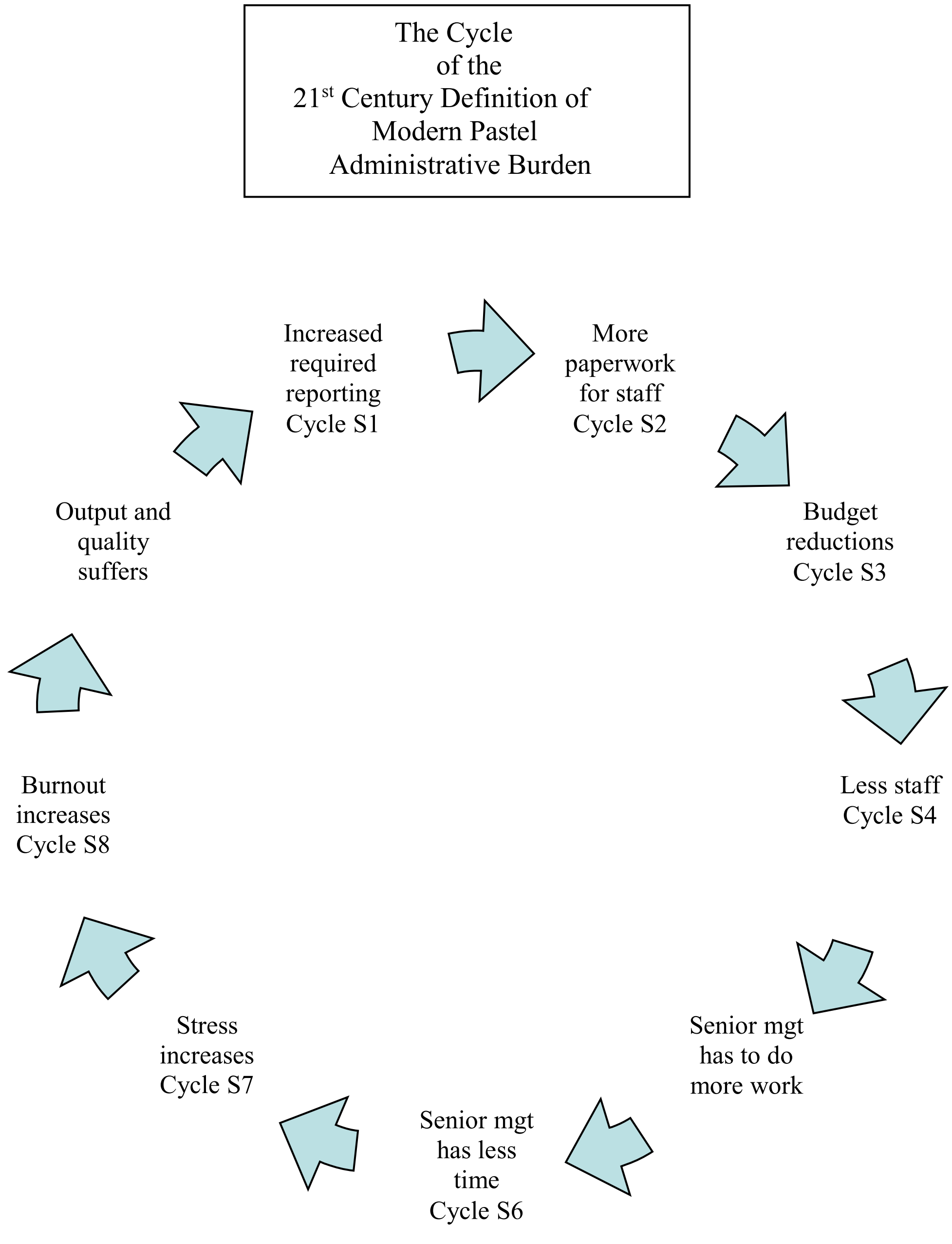

Figure 4. The Cycle of the 21st Century Definition of Modern Pastel Administrative Burden. As payments on the national debt continue to grow in the percentage of the annual federal budget, there will be lower amount of funds available for Congress to use as discretionary funds for cabinets level programs of the federal government.

Government budget reductions are now the norm due to a lowering tax base caused by middle-class jobs having been exported and also due to higher payments on the interest on the federal deficit. These "higher payments" will continue to grow in the percentage of the national annual federal budget, thus causing further budget reductions. This means that the concept of administrative burden needs to be moved from the concept stage to the theory stage. Given that field tests, and a growing number of scholarly journal articles that have been peer-reviewed have been executed, the term "Administrative Burden Theory" is now appropriate.

As administrative burden will continue as a plague upon government agencies and the nonprofit sector, staff will need to be resolute, sanguine and buoyant in enduring this storm in public administration. When Moynihan, Herd, and Harvey (2014) classified administrative burden into three areas of (1) learning costs, (2) psychological costs, and (3) compliance costs for their testing instrument purposes, they noted that learning costs come into effect as the training of how to document new government regulations occurs. Training for staff can come through webinars, or locally within the state, or out of state in the Washington D.C. area. The last two of the previously mentioned, takes staff out of the office and can result in a production delays.

Training costs can also be incurred as senior staff members engage in the training process of learning new work procedures and methods that other subordinate staff previously performed, but who were laid off due to budget reductions. Budget reductions causing administrative burden primarily come from reduced grants from foundations, corporations, individuals and government agencies. In the case of nonprofits, the reductions that have the highest level of impact come from the reductions in grants from foundations and government agencies.

Psychological costs, as Moynihan, Herd, and Harvey (2014) point out are a factor in the administrative burden formula. These psychological costs take their toll from increased stress on staff performing an increased paperwork compliance function. Stress in turn leads to higher rates of absenteeism, workers using vacation time for sick time related illnesses or coping landscapes. Another factor from increased stress is the lowering of performance quality during the performance of routine job functions due to staff taking and creating short cuts in order to meet production demands. Theses short cuts man the attention to detail is decreased.

The compliance costs that Moynihan, Herd, and Harvey (2014) discuss are centered in on more time for staff filling out paperwork; either online or actual paper forms, that they previously were required to complete. These additional compliance reporting tasks normally do not come with extra funding from the foundations or government agencies to hire more staff to meet these additional compliance requirements. Reports that were quarterly now can be monthly and annual reports quarterly; more detailed expense descriptions and accomplishment descriptions are the new norm in reporting requirements.

Administrative Burden Theory provides a healthy introspection of an organization's internal processing; Rossi, Lipsey, and Freeman (2004) note that regular reviews of how an organization operates can lead to improvements and increased productivity. Increased administrative burden comes partly from the modern era of the internet and rogue web based journalists that create high expectations for government programs; because of this elevated public scrutiny there is a need for more reporting requirements. These requirements normally are birthed through federal congressional mandates as outlined in the Federal Register; federal agencies than write more complex requirements for reporting, that include forms and reports.

Nonprofit Organizations

With the explosion of the permanent lower class of citizens entrenched in poverty that have no immediate or foreseeable future of exiting said poverty, one of the major growth industries in the United States of America, are the nonprofit service agencies that deliver services to the needy and those in want (Rainey, 2005). Nonprofits have evolved into a de facto arm of government in that they now are the street wise portal that delivers government goods and services (Lecy & Van Slyke, 2013; Chikoto & Neely, 2013).

Nonprofits and government agencies, while often similar in overall mission goals, have what the researcher refers to as "different solution points." For example, a government agency generally is only funded by appropriations; it does not go out and seek grants from foundations; though there are private/nonprofit/government partnerships, this generally is not how a government agency receives operating and program funds. From a solution point perspective, a government agency is limited in that it does not go out and seek external funds for operating budgets and program implementation costs.

A nonprofit does however have a wide swath of fundraising options (or solutions points) available in this area. With a greater call for accountability and transparency, nonprofits have to balance competition from other service providers, with increased federal, state and local reporting requirements (Lazarus, 2002).

Fundraising

Fundraising is the *lifeblood* of a nonprofit. It is not just a matter of raising dollars in a simple form; fundraising is now an art and a dedicated science. From an application vantage point, fundraising as a concept is just as important as the policy implementation theory, the new public management theory or program theory, because unless a nonprofit has the core dollars to carrying out its mission, no amount of other theories matter.

Nonprofits have moved into the 21st century with high powered branding from logos to websites (Kenney, 2006). According to Reich (1983) organizations have to develop "precision products" and "custom products" (p. 128) to be successful in the new economic reality. A nonprofit can be eminently more successful is it understands its potential fundraising strengths that come from having the best programs (precision products) that are tailored to fit the needs of the community, and the emotional interests of high end prospective donors (custom products). Donations and grants to nonprofits by citizens, government agencies, foundations, and private businesses create a "new social contract" (Carnoy, Shearer, & Rumberger, 1981, p. 1).

Nonprofits face what Barofsky (2012), calls an "audacity of math" (p. 159) in that their financials have to be accurate. Unlike a corporation or a government agency that can hide costs and change their financial reports, a nonprofit has to be accurate or it will face a public loss of face which will decimate fundraising activities and future potential fund raising. An effective fundraising campaign now has a lobbying campaign mantra as a key component (Taliaferro & Ruggiano, 2013; Ruggiano, Taliaferro, & Shtompel, 2013); nonprofits will seek to add line item funding appropriation "set aside" in federal, state and local budgets.

The success or failure of the annual fundraising campaign mantles the aperture of the strategic plan that is vital to their success. With a view of the One Stop service center, the strategic plan looks at what markets they should be engaging in (Hu, Kapucu, & O'Byrne, 2014). The strategic plan looks at program duplication to determine if other nonprofits are already performing services.

For a nonprofit, budgets are determined by fundraising; a lack of operating funds will cause staff size limitations that translate into an increased workload, abetting stress issues forward towards administrative burden and burnout.

Burnout

During World War I, and somewhat in World War II, being "shell shocked" was mocked as being weak. The famous incident of General George S. Patton slapping a shell shocked soldier who was in a hospital bed for battle fatigue, as he accused him of shrinking his duty, have changed (Grumet, 2009). Now "battle fatigue" is a medically accepted psychological issue that requires treatment, and has morphed into the medically accepted term of "post-traumatic stress disorder" (PTSD). The same path to acceptance has been for the term "burnout"; today burnout is recognized as a serious medical condition.

Office burnout is not something staff leave at the office; staff take their burnout home with them, and then intact in a negative manner with family members at home

(Sonnentag, 2005; Lambert, Hogan, & Altheimer, 2010). Burnout has adverse effects on the health of staff members (Kim & Kao, 2011). Research by Evans, Bryant, Owens, and Koukos (2004) has determined that there are several variable factors that have an influence on burnout; the below chart identifies their factors (pp. 350-351).

Factors Contributing
to
Burnout

- High Levels of Exhaustion
- Lack of Clear Performance Feedback
- Poor Communication among Staff Members
- Learned Helplessness
- Levels of Education
- Personality factors
- Locus of Control
- Self-Esteem and Coping Styles
- Non-Married Status
- Low Wages and Poor Benefits Package

Figure 5. Factors Contributing to Burnout. Burnout as a phenomenon does not occur without variable stimuli; table five identifies burnout variables for staff working in a nonprofit public administration setting.

The loss of good health from burnout and stress take a heavy toll on advancing absenteeism among staff (Maslach, 1982). One of the outward actions of burnout is the socially and professionally attribute of cynicism (Montero-Marín, Araya, Blazquez, Skapinakis, Vizcaino, & Garcia-Campayo, 2012).

According to Caldwell (2013), burnout can cause internal reactions to self that exhibit itself through "forms of a loss of empathy, a loss of respect, and a loss of positive feelings" (p. 37). Caldwell (2013) continues to note that these internal reactions cause external feelings of "negative and destructive behaviors" (pp. 58-59) as outlined in the following chart.

External Negative
and
Destructive Behaviors

- Forms of inefficiency
- Turnover
- Low Morale
- Physical Exhaustion
- Substance Abuse
- Dysfunctional Interpersonal Relationships

Figure 6. External Negative and Destructive Behaviors. Burnout morphs itself into negative reactions by staff members in the work place and in their personal life and relationships outside of the office setting both at home and with those whom they have social interactions.

The psychological effects of burnout can be so severe that it also causes a lack of ambition and drive (MacDougall, 2000). Spirituality also can be affected by burnout; an internal psychological lowering in the desire to ponder spiritual issues, and an outward result in a lowering of the time in prayer and readings in Holy Writ (Scott, 1994). Burnout not only affects the day to day functioning of the staff member but can also devastate a promising career path; Moore (2011) notes "burnout can shorten an otherwise productive career and jeopardize client care" (p. 1). Burnout has a net effect of increasing office staff turnovers (Ducharme, Knudsen, & Roman, 2008).

Over 40 years of research in the field of burnout (Schaufeli, Leiter, & Maslach, 2009) has led researchers to identify causational reasons to why burnout occurs (Moore, 2000; Leiter & Maslach, 2004). Due to the growing understanding of the causes of burnout there is a trend in literature to develop strategies to prevent burnout before it begins (Hong, 2007). The concept of burnout initially focused on workers in the mental health field (Leiter & Harvie, 1996; Prosser, Johnson, Kuipers, Dunn, Szmukler, Reid, Bebbington, & Thornicroft, 1999; Rupert & Kent, 2007; Gilibert & Daloz, 2008). The concept of burnout has grown to appreciate that it affects not only mental health professionals, but also teachers (Tomic & Tomic, 2008), and onward to cover all parts of society that engages in tasks (Cordes, Dougherty, & Blum, 1997; Perry, Penney, & Witt, 2008). This phenomenon is now recognized across the globe as a serious social issue requiring dedicated empirical studies (Yurur & Sarikaya, 2012).

Burnout Coping Skills

Coping skills are a paramount force in treating burnout; while some medications are helpful in the short term, changes in lifestyle, and mood empathy techniques often help to relax workers (Wallace, Lee, & Lee, 2010). Burnout and office stress often are non-pardonable elements of the office atmosphere that may not go away on their own accord; the intervention of coping skills then become a necessary strategy (Concoran & Bryce, 1983; Halbesleben, Osburn, & Mumford, 2006; Wilkerson, 2009). Evans, Bryant, Owens, and Koukos (2004) refer to efforts to combat burnout through the use of coping skills as an "intervention" (p. 349).

While burnout has moved into an accepted medical condition with society and in a noted way in public administration, coping skills on how to reduce burnout still lack effective procedural constraints. There are recommendations of coping skills, such as going for nature walks, a hobby like bird watching, yoga, and several others, but the actual "how to implement these coping skills" is a gap in the literature. At the end of the day, the actual implementation of coping skills is up to the individual (Carver & Scheier, 1999). Coping skills are best when designed with parameters and specific measureable goals wherein an actual strategy is formulated (Carver, Scheier, & Weintraub, 1989). One form of development is creating a written model for coping (Sears, Urizar, & Evans, 1992).

Among the more popular coping skills and strategies is time-management (Evans, et al., 2004), and creating a social network of social psychological mediators (Blaine & Crocker, 1995). According to Richie (1992), race and culture can play a role in the factors contributing to burnout, and also how coping skills are planned and executed.

One of the challenges in developing coping skills is in planning on the uniqueness of the individual staff member; as each person has a different acceptance of stress and burnout factors, so do does each individual have a need for their own unique coping skill strategy; one size does not fit all (Pines & Keinan, 2005).

Theory of Human Motivation

"Maslow's Hierarchy of Needs" is formally known as the Theory of Human Motivation that defines certain corridors of the state of mankind that create a nirvana of self-actualization as a main component (Maslow, 1943). This theory states that when people achieve life goals, they become happier. Self-actualization is in direct contrast with administrative burden and burnout as self-actualization leads to productivity and administrative burden and burnout lead to a loss of dignified productivity. One path to improvement is goal setting; accomplishing goals can lead to better feelings of self, leading to self-actualization. This case study will look to see if goal setting particles can be gleaned through the testing instruments to triangulate goal setting leading to self-actualization with administrative burden and burnout.

For the staff of the One Stop nonprofit, a greater self-actualization, or improved self-image, should accomplish a higher level of performance and a decreased stress level. Administrative burden and burnout are negative values that cause a diminution of self-actualization levels. If administrative burden and burnout can be lowered, then self-actualization should be more pronounced, leading to a more positive attitude by the staff person, which in turn will lead to higher productivity.

Policy Implementation Theory

Another foundational public administration theory for this case study is the Policy Implementation Theory, which seeks to study how public policy is implemented through a best practices approach (Pressman & Wildavsky, 1984). In designing an implementation strategy, a process of creating a workable framework towards action increases the success factors (Van Meter & Van Horn, 2006). The process should seek input from various stakeholders varying from staff, management, vendors and client/customers (Barrett, 2004). The aspects of policy implementation requires timely reviews; the dimensions of economic growth or the lack thereof often shade how policy implementation is carried out; it can be viewed as a fad, or for a time of a much needed revival (Schofield, 2001). Barrett and Fudge (1981) discuss that this process has to have an actual integration phase, which requires significant strenuous effort from staff and management, as "policy does not implement itself" (p. 9).

Before the integration of policy occurs, and even before the model of delivery is framed, there should be considerable consideration for the "aspects of the model, namely the way in which it takes account of capacity, and the way it distinguishes between decisions and actions" (Schofield, 2001, p. 250). One of the key challenges to policy implementation is if the lower level bureaucrats, who carry out the day to day functions of a government agency or nonprofit organization, will support the new policy changes (Lipsey, 1980). Staff can either be supportive or show resistance to policy changes; they have a self discretion in that area and also self discretion on how to interpret the new policy dictations.

To apply this theory to the One Stop service center that is being studied, how they carry out their implementation of their policy services goals of lowering homelessness, providing referrals, lowering unemployment and assisting with coordination of food assistance are areas to be studied with a view of a best practices approach. If the dynamics of administrative burden are taking senior management away from the management of implementing policy because they are performing tasks that other subordinates used to perform, what can this organization do to navigate this challenge?

Program Theory

Rossi et al. (2004) defines program theory as having a "rationale" (p. 179) component to how it is designed, and for each of its constructed tasks. Programs have to be regularly evaluated to ensure they are operating and functioning at the highest possible professional levels (Royse, Thyer, & Padgett, 2010). If program theory expects to create the "strategy and tactics the program has adopted to achieve its goals and objectives" (p. 432), what negative creative forces will administrative burden and burnout birth within the day to day functioning of the organization? According to Caldwell (2013), program theory assists management in that "knowing the perceptions of the individuals who work directly with the process will provide the stakeholder with the information needed to improve" (p. 29).

New Public Management Theory

The birth portals for the New Public Management Theory as a concept took a robust move forward during the debate and findings of the Grace Commission report;

formally known as the "President's Private Sector Survey on Cost Control" (President's Private Sector Survey on Cost Control, 1984). The report that was initiated by President Ronald Wilson Reagan sought to find ways to bring government into a more modern era, and thereby cutting waste and fat in both government structure and spending. The concept evolved into a full blown public administration theory through the theory framing work of Christopher Hood (Hood, 1991). The theory was further molded as the Clinton Administration created their commission to study government waste and government effectiveness entitled, the National Performance Review on March 3rd, 1993 (Report of the National Performance Review, 1983). The National Performance Review then morphed into the National Partnership for Reinventing Government. Long before the National Performance Review and the Grace Commission, there was the Brownlow Committee in 1937 followed by two commissions under the direction of former President Herbert Clark Hoover from 1947 to 1949 and again in 1953 until 1955. These two "Hoover" commissions were under the leadership of President Harry S. Truman, followed by President Dwight David Eisenhower.

What separated the National Partnership for Reinventing Government under the public administration umbrella of the New Public Management Theory from the earlier commissions and committees was that the National Partnership for Reinventing Government sought to integrate a more measurement, managerial and market-driven approach to nonprofits and government agencies (Hood, 1991).

Just as Christopher Hood was framing the New Public Management Theory, the impetuous for action came from the events surrounding the United States that were the vacuous federal spending, and the colossal and titanic budget deficits that were being used by Patrick Joseph Buchanan and Henry Ross Perot in their pitch fork patriotic campaigns for the preservation of the Constitution of the United States of America during the 1992 presidential cycle of 1988 to 1992 (Buchanan, 1999). Once elected, President Clinton and his team began a plan to lower the federal budget deficit by taking funds from the Social Security Trust Fund to use as budget spendable dollars; this in turn increased the Social Security Payroll tax, and raised the retirement age from 65 upwards (Citizens for a Sound Economy Foundation, 2000).

With the aim of the New Public Management Theory to translate into nonprofits being more market sensitive, this creates a need to review current and prospective new markets. The New Public Management Theory also sought to instill accountability into budget expenditures. More reporting of how dollars were disbursed, and reporting covering what was accomplished are core elements to this theory. Clegg (2012) states that these additional layers of reporting, while time consuming, were a "catalyst to ensure greater accountability" (p. 5).

Judging markets correctly is vital to the vitality of the nonprofit, as each market has a secular fundraising base, and sphere from whence grants from foundations and government grants may originate. If an error occurs in determining the market-driven atmosphere, then the fundraising campaign can come afoul, which will result in lower donations and grants that result in lower budget operation dollars and thus staff reductions.

Summary Conclusions of Literature Review

The literature review revealed that while there is substantial literature on the policy implementation theory, there is a gap in how to implement policy using the event breaking tools of Twitter, texting, Instagram, photosharing, email, Facebook, websites, and other such recent and evolving social interaction phenomenon. This gap is caused due to the recent development of these tools when viewed in the paradigm of public administration theory developmental time.

When one thinks of typical and relevant public administration, theories, some popular theories like program theory, new public management, policy implementation theory certainly are near the top of the list. However, the process of fundraising is generally not considered a high end impact theory in public administration; yet it is. A strong case can be made for a “theory of public administration nonprofit fundraising,” given that what governs nonprofits is their ability to raise funds to carry out their mission goals. There is a significant literature gap on how nonprofits can train and empower their own staff to perform fundraising, and make them feel as an important member of the organization’s fundraising team. This gap also includes the advantages and disadvantages of how long a nonprofit should engage in their annual fundraising drive; should it be just be for a month once a year, or should it be spread out over a quarter, or continual throughout the year, are issues to be further researched.

Historically, public administration has been about the essence of government, but with the growth of the nonprofit sector and industry, and the expanding of government and nonprofit partnerships, there is a literature shift to more focus on the nonprofit arm of public administration. Much of the literature combines nonprofits with government agencies; this is not always the best course of action as each has different variables.

The literature review also revealed a strong base of literature for burnout. A significant portion of said literature has been a review of what pioneering burnout theorist Maslach developed. There is a gap in the literature of how burnout and administrative burden collide in terms of performance. This gap extends into limited development of testing instruments that measure administrative burden and burnout and their correlating factors towards staff and management performance. The process of coping skills, a traditional theory in the realm of psychological mental health, has made inroads into the field of public administration in part due to the affect it has on the performance of staff and the implementation of public administration programs. While there is substantial literature on coping, using traditional coping skills as yoga, exercise, meditation, there is a gap in the literature on newer forms of coping skills such as playing video games, computer games, how to set precise goal setting, and then how to have a successful follow-though. This gap in the literature continues forthwith into how coping skills are to be implemented.

Literature revolving around how administrative burden, burnout and burnout coping skills tie together is also an area that needs more development and definition. The coping skill of learning family history research techniques, and articulating the process of family history research has produced a barren amount of literature. Given that non-empirical studies and surveys have studies showing that family history research is a successful calming and self-image building strategy, more scholarly and scientific research is warranted.

The phenomenon of administrative burden and the growth from concept to a proper theory within the field of public administration is ongoing. The literature indicates a need for more progress on the definition and the variables, and how this new theory has a juxtaposition with other public administration theories. Given the scope of recorded time, the theories and literature within the field of public administration are still in their infancy, yet with the passage of time and the cries of growth from the baby, progress is being made in direct proportion to the personal ethics of the stewards of governance.

CHAPTER 3. METHODOLOGY

Introduction to Methodology

This chapter covers the methodology for this case study; this includes a review of the research design, the sample, testing instruments, data collection procedures, data analysis, action research methodology goals and objectives, expected findings, ethical considerations and risk assessment. Clegg (2012) notes that the purpose of methodology is to bring "order to understand a phenomenon of interest or concern" (p.77).

Research Design

The first research design element is to identify an appropriate organization. A number of public administration nonprofits and government agencies were studied as a possible candidate organization. The government agencies that were considered for the case study included federal, state, county and city agencies. The researcher determined through a process of analyzation and hypothesis deduction that a nonprofit has more unique variables, such as staffing, compensation, programs and funding.

It is hypothesized that having more variables opens the door for more action research deliverables. After the target organization was identified, the researcher sought to seek to develop a relationship with the host agency through meetings with the CEO and director. Relationship building can be an important part in establishing trust which can bring forth data that otherwise would not be brought forth (Menih, 2013).

A signed agreement ensured that both parties understood the dynamics of the case study, and prevented misunderstandings that could have led to hurt feelings and case study missteps.

An organization or agency was sought that already assented with interns and work study students, as lent itself to already having an establishing working relationship and understanding of working with students and researchers; this aided in the establishment of trust and relationship building.

The next stage in the research design was the administration of the two testing instruments. The Kopitke Administrative Burden Dialog Exploration (KABDE) is a series of 18 open ended questions that took place in the environment of a formatted interview that explored administrative burden and burnout. In creating this research tool, the researcher reviewed the administrative burden testing tool that was created by Burden, Canon, Mayer, and Moynihan (Burden et al., 2012), which contained three questions that participants answered on a scale from 1 to 7.

The post-ends of the instrument article from “strongly agree” to “strongly disagree.” The researcher opted to use an interview open-ended format rather than a scaled response format because the researcher was looking to identify the complex reasons of administrative burden. This data can be more pronounced in an open-ended question format than a scaled response avenue.

The second testing instrument was the Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1986). This is a scaled response research measuring tool that weighs levels of burnout. In 1996 a new adapted version was added for researchers to consider using; this new version included a twenty-two item questionnaire refined into three typology districts (Maslach, Jackson, & Leiter, 1996). The researcher opted to use the 1986 version as it measures burnout from a more macro view. The researcher hypothesized that having a more macro view would lend itself better to drawing parallels with administrative burden and burnout in relation to performance.

Three other burnout testing instruments were considered; the Copenhagen Burnout Inventory (Kristensen, Borritz, Villadsen, & Christensen, 2005), the Oldenburg Burnout Inventory (Demerouti, & Bakker, 2008), and the Burnout Measure (Pines & Aronson, 1988). There has been rigorous growth in the science of burnout testing options (Brenninkmeier & YanYperen, 2003).

According to Moore (2011) "numerical data have not unraveled the mystery of why burnout occurs. Minimal longitudinal research and a preponderance of cross-sectional, correlational studies have failed to establish causal mechanisms or provide unequivocal empirical support for existing theoretical conceptualizations of the process of burnout" (p. 4).

The next research design element step was performing data analysis that included codifying the data and writing the interpretation of the data. Part of the data analysis was the synthesizing of the data where findings were molded into answers to the research questions, and enlargement of public administration theory.

The last task in the research design was the presentation of the action research deliverables to the selected organization. For true action research to be achieved, the action research deliverables should have a positive impact on the organization or agency under study. They should further contain a replication factor in where other like minded and similar mission goal government agencies and nonprofits may utilize said deliverables for the betterment of their mission goals. The deliverables should also have impact on the field of public administration due to the replication factors.

The following researcher created Research Design Elements table purports the flow of the research design that this action research case study undertook.

Research Design Elements

- Determine the organization
- Develop a relationship with the organization
- Enter into a signed agreement with the organization
- Recruit participants for the case study
- Administer the KABDE
- Administer the MBI
- Perform data analysis
- Present action research deliverables

Figure 7. Research Design Elements. This figure outlines the step by step design process for conducting this action research case study at the One Stop service center.

The dissemination of results, after the study is published, is a part of the presentation of the action research deliverables. According to Chen, Nitza, Lucas, and Rosenthal (2010) "Dissemination could also contribute to obtaining new sources of funding" (p. 376). Finding and developing new funding sources and partners as well as enlarging the amounts of donations from existing funding partners is a key component for the outward sustainability and strategic plan for nonprofit service oriented organizations in the modern world.

Little (1994) states "methodology can be usefully adapted for use as a tool to analyze the problem of the legitimacy and role of public administration" (p. 40-41), yet methodology is not complete until the results from the testing instruments have been published. One of the challenges in the modern era of dissemination is to ensure that the results are made available to the public "at large" and in particular to groups and organizations of "interest" and not just in scholarly journals (Chen, Nitza, Lucas, & Rosenthal, 2010). The strategy of the dissemination of results are an important part of the action research process; there should be goals set forth for this dissemination of results plan (University of Regina, Faculty of Arts, Community Research Unit, 2011). Key points from the Toolkit from the Faculty of Arts, Community Research Unit have been reviewed and adopted and revised in creating a Dissemination Strategic Plan for this study.

Dissemination Strategic Plan

- ✓ Protocol 1: Inform the leadership of the organization that the study has been published
- ✓ Protocol 2: Offer management a courtesy personalized review and briefing
- ✓ Protocol 3: Offer to make a presentation to the staff that participated in the case study
- ✓ Protocol 4: Provide a long-term vehicle where staff and management and other interested parties can view the final dissertation
- ✓ Protocol 5: While protecting the anonymity of the case study organization, share results with other nonprofits in the region

Figure 8. Dissemination Strategic Plan. For the field of public administration to grow, empirical data from peer reviewed studies must find a way to be effectively publicized so that others may learn for the said research and results.

The research design for an action research case study requires the researcher to first gain a working overall knowledge of the host organization; the functions, goals, mission and staff are to be studied. One of the key foundational building blocks of an action research case study lies in the aspect of program evaluation.

Program evaluation is important to the field of public administration; Vedung (2009) states, "accountability, improvement and basic knowledge are the major overall purposes of evaluation (p. 101). Morehouse (1972) adds that "Program evaluation employs social research to determine whether or how well a public program is working"

(p. 868). Program evaluation should look at program operations from every direction; this includes front line workers and management. Havens (1981) indicates that program management has to be reviewed; stating “Program evaluation serves little purpose if it exists in a world unto itself, isolated from the process of program management” (p. 481). The program evaluation for this study seeks to determine the relationship between administrative burden, burnout and performance; thus the goal of the results is to determine if there a relationship between administrative burden, burnout and performance, and then to make recommendations to the selected organization or agency on how to better equate these relationships.

Sample

The expected sample size goal was 20 staff personnel from the One Stop service center; 21 staff members actually participated. Participants were asked two demographic questions; the first was how long they had worked at the One Stop service center, and the second asked for their age range. Demographics are typically defined as averages and ranges for age, sex, income, education; etc. (Gallini, 2010).

Sekaran (2003) indicates that “both the sampling design and the sample size are important to establish the representativeness of the sample generalizability” (p. 294). McNabb (2013) states that sample size “involves considerations of cost, time, accuracy” (p. 139). Generally speaking in qualitative research sample size issues, the size is open to relative interpretation; Sandelowski (1995) stated that, "determining adequate sample size in qualitative research is ultimately a matter of judgment and experience” (p. 179).

The counter-point to the opinion of size is from Polkinghorne (1989), who has stated that a reflective sample size of 5 to 25 should be considered, and also Mason (2010) who proposed a lowest tier level of 15 participants. Given that the One Stop service center has over a given twelve month timeframe, more than 40 staff, the number of collecting and testing 21 participants appeared to be a good cross-section. Only current staff members were used. The term "staff" included full-time and part-time staff, work-study and interns, volunteers and community service staff; management, supervisors and front-line staff participated.

The key population for the sampling is taken from the staff and management of the One Stop service center, and affiliates and partners. The One Stop service center has an abbreviated website that includes limited biographies for some of the staff. When the web portal was reviewed just prior to the administration of the testing instruments, there were mini biographies for management and staff. While this is far from a complete list, we are able to draw some demographic assumptions based upon the mini biographies and photos:

(1) 11 staff mini biographies; most had pictures.

(2) At least 5 staff members are recent additions to the staff since 2009.

(3) Of the 11 staff, 8 are females, and 3 are males.

(4) Of the 11 staff, 3 hold a Master's level degree, 5 hold a Bachelor level degree, 1 holds an Associate level degree, and 2 do not list any degree level.

(5) Gleaning from the mini biographies and photos on the staff page, the estimated average age for the 8 female staff is approximated at 30 years of age, and for the males, 35 years of age.

(6) Based upon physical observations of staff, the income level based on the attire of the staff would indicate a range of medium middle class.

(7) An unorthodox demographic, but still worthy of consideration as a critical factor in the universe of worker's galaxy, is the reality of the dense high unemployment rate in home city of the nonprofit and the surrounding area; especially in the area of nonprofits. This means that staff members have a high clearance of vision of the need to keep their current employment; thus they have a vested interest in seeing the One Stop service center succeed.

The exclusion criteria are those who do not work for or with the One Stop service center. Some staff members of the nonprofit and their affiliates are volunteers; while volunteers are acceptable to the study, those volunteers under the age of 18 years of age are not. Shafritz and Hyde (2000) discuss that an institution has the right to use privacy as a reason to exclude (p. 330). No staff members were excluded from participating in this action research case study.

The inclusion criteria warranted that study population participants were a direct staff member of the One Stop service center, or one of their co-agency staff. To gain an overall global view of operations and challenges, as well as issues, members of management were included in the study. Because the study sought to gain an overall view of administrative burden and burnout on performance issues, the study selected participants from a wide range of organizational parts of the agency. There was no minimal length of service time requirement established as a valiancy test for participation. Paid staff and volunteers with the One Stop service center, or its parent company, or affiliates were eligible to participate in the study.

The vital step aiming to recruit and include participants came in offering all staff members, including management, an opportunity to participate. The process to recruit participants found the researcher going to each of the prospective participants in the One Stop service center building, and handing them "an invitation to participate" letter, which informed prospective participants about the study. They were informed that if they were interested in participating, they should meet with the researcher. At that meeting the informed consent form was explained in detail. After the participant signed the informed consent form, they signed another copy for their own personal records; the researcher retained the first signed original copy of the Informed Consent Form.

Setting

The physical setting for this action research case study was a One Stop service center located in a population center of over 70,000 citizens in the central United States; is situated on the second floor of a two story building on one of the main streets in a busy metropolitan city. The One Stop service center operates under federal and state laws as a "nonprofit." The mission of the One Stop service center, as a service organization, is to provide housing, shelter, food (ranging from snack lunches to assistance with food stamp applications), basic medical support referrals, employment counseling along with skill set training, utility assistance (including assistance in applying for a free government phone), and referrals for low income housing and homeless populations issues. It also has an education support arm for those who are seeking a GED, or reentry into the academic sphere. It has changed its name, and has grown from a more urban precinct of coverage, to now covering an entire county.

The One Stop moved into a different building in 2013, which gives it a more central location; the organization and staff are still adjusting to the new location. The decision to move to a different building came from reviewing operational needs and strategic goals. The new building is on a bus route where the former host site was not; moving to a location directly on a bus route enhanced opportunities for handicapped persons with mobile disabilities to have better access. According to David (2007), Social, cultural, demographic and environmental changes have a major impact upon virtually all products and services, markets, and customers" (p. 87); the relocation took into consideration the changes and challenges of the urban area.

The One Stop service center is an arm for a larger nonprofit, which shares similar missions, goals and services; this country-wide support agency continues to evolve due to budget cuts. The deep poverty pockets of the metropolitan area, and the encompassing county provide substantial service delivery challenges, especially given budget cutbacks. One of the nuances of collaboration for different nonprofits is the challenge of communication and coordination. By bringing several nonprofits under one roof, where staff can walk down a hall to discuss an overlapping issue instead of sending an email or a written letter, increases service effectives. Having a faster communication and collaboration time is one of the key model successes of the One Stop service center organizational design. According to Shtub, Bard, and Globerson (2005), "to flourish, creativity and innovation require the appropriate climate" (p.315); having many services under one roof contributes to more discussions among staff that translates in to more creativity and innovation. It also saves on overhead costs such as utilities, internet hosting and phones costs. This social service "co-op" goes back to the earlier years of the beginning of the grocery store where butcher shop, fruit stand and canned "goods" store merged underneath one roof.

Due to the loss of the manufacturing base in this urban metropolitan area, the funding for nonprofits has suffered; as have the people. With the loss of funding, the One Stop service center now has to do "more with less" financial resources and staff. Even faced with these operational hurdles, the website portal has staff exclaiming their "passion" and "dedication" to helping their home community and those in need.

The study, associated interviews and administration of the two testing instruments took place on the second floor and within the offices of the One Stop service center. The CEO of the parent non-profit authorized the director of the One Stop to sign the agreement for the testing instruments and interviews with staff to be applied.

Prior to the initial contact of the researcher to the prospective participant, the researcher had to come to an agreement for permission to hold the case study at the One Stop service center. This was accomplished through a number of meetings between the researcher and the director of the One Stop service center. The researcher also met with the CEO of the One Stop. During these meetings, the researcher laid out his goals, objectives and plan, and how the case study would add knowledge to the field of public administration. Additional content during these meetings included how an action research approach could possibly benefit the One Stop service center and staff.

The following researcher created figure outlines the items that were covered and discussed as the researcher met with One Stop management. The One Stop management expressed appreciation for the opportunity to add to the theory knowledge base of the field of public administration.

Researcher and Management Discussion Items

(1) Name of researcher

(2) Name of University

(3) Name of Department and program

(4) Name of Mentor

(5) Contact information of the University and Mentor

(6) Contact information of the researcher

(7) Title of the Study

(8) Topic of the study

(9) Purpose of the Study

(10) How the study will be accomplished

(11) How the study results will be published

(12) How the privacy and anonymity of the participants will be safeguarded and ensured

(13) Possible positive results and outcomes for the One Stop resource center by engaging in this study

(14) Sample size of participants

(15) How participants will be contacted

(16) Time needed for interviews

(17) Interview location

(18) Notice that there will be no financial payments, or prizes, or any other form of compensation for participating in the study

(19) Reasons why participating in the study will be beneficial to the participant

(20) Right to withdraw at any time for any reason; the reason does not have to be stated

(21) Enhanced Encryption Strategy

(22) ADA issues

(23) Safety issues

Figure 9. Researcher and Management Discussion Items. It is important for a host organization to understand what exactly will occur during the case study processes.

The researcher also reviewed with management the issues of administrative burden and burnout in relation to performance. The two testing instruments of the Maslach Burnout Inventory (MBI) and the Kopitke Administrative Burden Dialog Exploration (KABDE) were presented and discussed, as was the IRB process and the Informed Consent Form. After permission from the One Stop service center had been secured and the site authorized letter signed, the next step was seeking the Capella University Internal Review Board (IRB) approval. The One Stop did not have an Internal Review Board (IRB); the CEO and director serve as reviewers.

Instrumentation/Measures

This study used a mixed methods approach to studying administrative burden as it relates to burnout and performance; two testing instruments were used to measure administrative burden and burnout in correlation to performance based outcomes. The first testing instrument was the Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1986), which measured burnout. It recorded key areas of burnout on a scaled response database. The third edition of the Maslach Burnout Inventory (Maslach et al., 1996), gave more definition to the context of burnout being able to be measured. The answers from the participants were recorded and later scored and displayed via the seven point Likert scale (Sutton-Brock, 2013). The MBI has proven to be accurate through extensive field testing (Taris, LeBlanc, Schaufeli, & Schreurs, 2005).

Maslach, who has been study the concept of burnout for over forty years (Nelson, 2005), asked the formational burnout question in 1976 when she asked, “What happens to people who work intensely with others, learning about their psychological, social, or physical problems?" (Maslach, 1976, p. 16). The purposes of using the Maslach Burnout Inventory (MBI), was to determine if the staff of One Stop service center were exhibiting signs of burnout, at what length of service did the phenomenon of burnout begin, and how it manifests itself in relation to performance. The additional goal of using the MBI was to analyze its data against the data from the KABDE, to determine if there were unique causes of burnout and administrative burden that could be identified.

The second testing measurement tool is the researcher created, the "Kopitke Administrative Burden Dialog Exploration" instrument, that seeks to measure administrative burden in relation to burnout and on performance. This tool is a series of 18 questions that are opened ended and were adjudicated in a private office room in a face to face environment.

This instrument is a series of 18 unique questions pertaining to administrative burden and burnout, which allowed the participants to expand their answers.

The researcher then sought to triangulate the answers from the Maslach Burnout Inventory (MBI) with the answers from the Kopitke Administrative Burden Dialog Exploration (KABDE) in relation to performance.

To further development the theory of administrative burden into a contextual format, the elaborated answers will build upon the scaled responses from the Maslach Burnout Inventory (MBI). "The Kopitke Administrative Burden Dialog Exploration" is found in Appendix C.

A different administrative burden instrument was developed by Burden, Canon, Mayer and Moynihan (Burden et al., 2012), it contains three questions that are measured on a scale of 1-7, ranging from "strongly agree" to "strongly disagree; this testing instrument lays a foundational building block for more quantitative style follow-up questions.

Data Collection Procedures

The data collection plan included the following elements and strategies. The initial contact with prospective participants occurred when the researcher visited each staff member at their desk, and presented a written letter about the study and the Informed Consent Form for the potential participants to review. A time was then set up for the individual participant and the researcher to meet in a secured closed door environment where the researcher went over the Informed Consent Form.

After the prospective participant read the Informed Consent Form, and the subsequent review and discussion with the researcher, the participant was asked if they had any additional questions. For a potential participant to make an informed decision regarding to or not to participate in the study; they needed to be made aware of several items; these important items are included in the Informed Consent Form. The Informed Consent Process ensures that the potential participant understands who is behind the study, the reason for the study, how their privacy will be safeguarded, how the results will be used, and other such important and vital information.

If the participant did not have further questions, they were then asked if they wanted to participate in the case study. Each participant who agreed to participate in the study signed and dated two copies of the said Informed Consent Form. They received one signed copy for their personal records, and the researcher retained one copy for his records.

The first testing instrument was administered was the Kopitke Administrative Dialog Burden Exploration. That occurred in a face to face setting with the participant and the researcher each sitting in a chair a few feet apart. The responses from the participants were recorded by the researcher without interruption. Prior to the first testing instrument being administered, each participant was asked qualifying information; this included (1) if the participant was a staff member of the One Stop service center, and (2) if they were 18 years of age or older. After these two qualifying questions were addressed, the researcher will ask two demographic questions; (1) their age range, and (2) how long they had been working/associated with the One Stop service center.

The second testing instrument was then administered. For this testing instrument, the participant sat at a desk in front of a computer monitor. The initial welcoming screen with an accompany example and instructions from the Maslach Burnout Inventory (MBI) was displayed. The researcher demonstrated to each participant the example on the screen. Then, after the participant completed the example by themselves, they followed the prompt on the computer screen to enter the screen page where the actual test began. Participant typed in their answers via the computer keyboard; the data is to be stored on the cloud storage system that the Mind Garden Inc., uses to store data from their several testing instruments that they license to researchers. The data will be deleted from the cloud storage system after the researcher contacts Mind Garden Inc., after the dissertation is published.

At the conclusion of the Maslach Burnout Inventory, the researcher thanked the participant, and the door was then opened for the participant to exit the room. Participant contact is a vital link in the proposed study. Each study has its own unique spheres. In the urban metropolitan city that hosts the One Stop service center there has been a history of nonprofit and public employee conflicts of interest.

Federman, Hanna, and Rodriguez (2003) note that a financial conflict of interest should be an area of consideration; given the history in this metropolitan area, this is a topic that was addressed in the Informed Consent Form. It is also vital to the process of scientific research in the field of public administration that Informed Consent Forms be carried out and executed in a professional manner. This is important so that participants are protected; the Board of Health Sciences Policy, Institute of Medicine Staff (2001) stated “The Protection of individuals who volunteer to participate in research is essential to the ethical conduct of research” (p. 23).

Data Analysis

Data analysis is one of the key factors in public administration research; according to O’Sullivan, Rassel, and Berner (2008), “Researchers, reporters, administrators, and citizens should understand measurement, i.e., how numbers are assigned to phenomena” (p. 103). For qualitative research to be scientific, it needs to have input data analyzed. The data analysis process encompassed the results from surveys, interviews, open ended questions, and document reviews.

In order to protect the identity of participants, they were be given a randomly created number code; their true names were not entered into any computer. The researcher contracted the services of a survey company where participants were enabled to enter their responses for the Maslach Burnout Inventory (MBI). Data obtained from the interviews through the Kopitke Administrative Dialog Exploration (KABDE) was input by the researcher into software that was used to "categorize patterns and discover themes (Caldwell, 2013, p. 65). The results and documentation from the case study will be kept for seven years per federal guidelines, in a safe and secure location.

Action Research Methodology Project Goals and Objectives

According to Beer (1985), "Rather than to solve problems it is clever to dissolve them" (p. xiii); action research does not just solve current problems it removes the stimuli that causes problems that lead to administrative burden and burnout. While the administration and data analysis of the Maslach Burnout Inventory (MBI) and the Kopitke Administrative Burden Dialog Exploration (KABDE) was to provide insight into the physics of administrative burden and burnout on performance, this in and of itself is not action research. Action research requires a symbolic list of suggestions that will lead to improvement that will be given to the organization under study. This case study of a One Stop service center in a continental state major metropolitan urban setting that is betwixt with massive societal challenges ranging from crime to education, to housing to domestic abuse, to health care to mental health dramas, is expecting this study will provide options and possible solutions; again; the essence of true action research.

Action research is the essence of when Doctor Martin Luther King, Jr. said, "Our lives begin to end the day we become silent about things that matter" (Carey, 2014, blog post), or when he said, "If it falls your lot to be a street sweeper, sweep streets like Raphael painted pictures; sweep streets like Michelangelo carved marble; sweep streets like Beethoven composed music; sweep streets like Shakespeare wrote poetry; sweep streets so well that all the host of heaven and earth will have to pause and say: “Here lived a great street sweeper (*All right*), who swept his job well” (Mieder, 2010, p. 447).

Before examining the action research methodology, a review of the project goals and objectives that apply to action research, is called for and is posted in the frame below.

Project Goals and Objectives that Apply to Action Research

1. For the One Stop nonprofit, identify procedures that could be done more effectively.

2. Discover better ways to address administrative burden to lower the risk of burnout, and thus promote a more professional daily performance.

3. Develop a list of self-help activities staff personnel can do to lower burnout and administrative burden.

4. Determine what areas of administrative burden can be addressed and flow-chart possible improvements.

5. Perform a form review to consider if forms could be changed to accomplish more with less time; thus reducing administrative burden.

Figure 10. Project Goals and Objectives that Apply to Action Research. The above figure lists the core goals and objectives for this case study as applied to action research.

For the goal of “For the One Stop, identify procedures that could be done more effectively”, the methodology came from the administration of the Kopitke Administrative Burden Dialog Exploration (KABDE) that asked through a opened ended series of questions about procedures that could be done more effectively. The methodology of achieving action research results for the second goal of “Discover better ways to address administrative burden to lower the risk of burnout, and thus promote a more professional daily performance" stems from a critical data analysis from the results of the Maslach Burnout Inventory (MBI) and the Kopitke Administrative Burden Dialog Exploration (KABDE).

The third case study action research goal is to "Develop a list of self-help activities staff personnel can do to lower burnout and administrative burden"; this list was accomplished through determining via face to face interviews, what suggestions staff had, and what they are currently doing in this area. The researcher then triangulated the responses from the participants, and additionally researched other options as found in peer reviewed journals and papers in order to create a list of suggestions and options for the staff to consider. According to Herr and Anderson (2005), action research can be called "action science" (p. 13), and is tied directly to "the ability of the organization to learn" (p. 13).

To "Determine what areas of administrative burden can be addressed and flow-chart possible improvements" was the next goal for action research intervention. This flowchart of possible improvements, will be presented to the management of the One Stop service center after this study is published. It has for a methodology, the analyzation of answers from the introductory interviews when the researcher first met with management and discussed the possibility of using the One Stop service center as a case study testing site. This will include responses from the Kopitke Administrative burden Dialog Exploration (KABDE).

The last action research goal had a methodology of reviewing forms used by the One Stop service center, and discussion of the appropriate use for said forms from the face to face interview process. This goal of "Perform a form review to consider if forms could be changed to accomplish more with less time; thus reducing administrative burden" is vital as various programs continue to change. Key changes include paperwork and online reporting requirements; this will continue to evolve depending on documentation requirements by federal and state agencies, and sponsoring foundations.

Accomplishing Methodology

Goals and Objectives	Accomplishing Methodology
For the One Stop, identify procedures that could be done more effectively	*By face to face interviews during administration of the KABDE*
Discover better ways to address administrative burden to lower the risk of burnout, and thus promote a more professional daily performance	*Administration of the MBI, and by face to face interviews during administration of the KABDE*
Develop a list of self-help activities staff personnel can do to lower burnout and administrative burden	*By face to face interviews during administration of the KABDE, and researcher driven coping skill options*
Determine what areas of administrative burden can be addressed and flow-chart possible improvements	*From information gained from interviews with management during the initial negotiations to allow the case study on site and during the KABDE process*
Perform a form review to consider if forms could be changed to accomplish more with less time; thus reducing administrative burden	*By face to face interviews during administration of the KABDE*

Figure 11. Accomplishing Methodology. This figure outlines the methodology for accomplishing the each of the defined project goals and objectives.

Expected Findings

A preponderance of predisposition of expected findings can be a liability to the researcher, and may block the proper issuance and flow of data and new knowledge. Expected findings included a relationship between burnout and administrative burden, and that both when coupled together will cause an emanation aura of deterioration in performance. There was also an expectation that staff would have with their collective form, several good suggestions and strategies on how to lower the level of burnout through established and efficacious coping skills. Through the synthesis framing, there was expected to be a number of positive action research deliverables that the target organization can adopt and adapt to meet their needs. It was further expected that some of these action research deliverables would be able to be used by other nonprofits and thereby create a higher level of output and performance for other gallant venues of public administration.

Ethical Considerations

The consummate researcher understands that ethical considerations are ethereal in scholarly research. Researchers must be undaunting in their sensitivity and respect of ethical considerations. Miller and Yang (2007) state, "there are ethical considerations in interviewing – issues of anonymity, privacy, and consent among others" (p. 157). There were no ethical concern considerations laid forth as unaddressed for the given population of the study. The researcher did not have a personal relationship with any of the proposed participants. The interviewees did not have prior access to elements of the study.

There are no ethical concerns about the positionality of the researcher given that there was no prior contact with those being interviewed. There was no evidence of potential risk for coercion. The Informed Consent Form laid out the reasons for the study, how the study was to be conducted, how the results were to be groomed, how the anonymity of the participants was to be safe guarded; this included that for research purposes their real names were not to be used; they were assigned random numbers and unique identifiers.

The Informed Consent Form articulated that participation was strictly voluntary; the Nuremberg Code states "The voluntary consent of the human subject is absolutely essential" (Shuster, 1997, p. 146). Another ethical consideration laid out clearly in the Informed Consent form, was that as participants, they had the right to withdraw at any time, and did not need to give any reason to the researcher or to the leadership of the One Stop service center.

A further ethical consideration was access to the researcher and Capella University; appropriate and clearly defined contact information for both the researcher and Capella University was displayed on the Informed Consent Form; this included names, addresses, phone numbers, and email addresses. Included in the Capella section were the name and contact information for the researcher's mentor, and the Capella IRB contact information.

"Privacy" and "confidentiality" are two terms that have had their definitions changed over the years. Sixty years ago, there were no emails to be "hacked"; no text documents on computers that could be taken and published without the consent of the researcher and the participant. To enhance privacy, the researcher selected a room where the testing instruments could be administered that was not sided by an occupied office; thus no conversations could be heard through the vent system or shallow walls.

To negate the possibility of the researcher's data being compromised by computer "hacking," the data from the Maslach Burnout Inventory (MBI) was held at an offsite secured cloud server, which had a corporate level firewall; that data will be deleted once the dissertation is published. Paper handwritten copies of data from the Maslach Burnout Inventory (MBI) will be kept in a secure locked location for seven years; at the end of the seven years the data documents will be destroyed by the processes of complete burning. The data from the Kopitke Administrative Burden Dialog Exploration testing instrument was hand recorded, and coded through an online program that maintains data on a secured cloud server, which also has a corporate level firewall. That data on paper will also be retained also in a secure locked location for seven years, which at that time will be disposed by burning.

A key strategy in maintaining participant confidentiality is that participants were assigned a code for tracking and identification purposes; their real names were recorded on paper next to their assigned tracking numbers. Their actual names were not entered into any computer, or used in any email.

Risk Assessment

This study does not appear to be more than minimal risk based upon a review of Collaborative Institutional Standards Initiative (CITI) standards and guidelines (CITI, 2015). The researcher had successfully completed the CITI module training course during his MBA program at American Continental University, and again during his doctorate classes at Capella University. During the design phases of the Capella Scientific Merit Action Research Template (SMART Form), and prior to applying the testing instruments, the researcher once again reviewed the Collaborative Institutional Standards Initiative (CITI) criteria.

Performing a Risk Assessment is a mandatory element in scholarly research; Kerzner (2006) calls it a "process" (p. 719). Through the process of this risk assessment review, it is noted that participants were voluntary; those who do not wish to participate faced no retribution from the target organization's leadership or from the researcher for declining to participate. To ensure the strict anonymity of the participants, each of the participants was assigned a non-sequential number as a codified marker and identifier for the purposes of tracking and collating data and responses.

Criteria to be a participant in the case study included (a) being a staff member of the targeted organization, (b) being at least 18 years of age, and (c) willingness to sign the Informed Consent Form. Part of the risk assessment included the researcher performing a walkthrough of the physical environment before the actual testing instruments were administered. The researcher ensured (a) that there were no physical barriers for participants, (b) that there was an available office that had a door that could be closed, (c) that there was a computer in the room so that participants could be administered the Maslach Burnout Inventory (MBI), and (d) that there was ample space for the researcher to administer the face to face interview for the Kopitke Administrative Burden Dialog Exploration (KABDE) to participants.

A researcher must be ethereal in carrying out a proper risk assessment, and must notify participants of any possible low risk unintended consequences. For example, when the researcher donated a kidney to his brother, there was for the kidney recipient the unintended low risk of a loss of hearing during the experimental surgery; there was also a low risk of one of the anti-rejection drugs causing life ending cancer; sadly; in both cases the low risks came to fruition.

To end this chapter on the important topic of methodology, on a more upbeat note, the words of Ralph Waldo Emerson shall close: “It’s not the length of a life that matters, it’s the depth” (Kruse, 2015).

CHAPTER 4. RESULTS

Introduction

In this chapter we explore the results from the two testing instruments; the Maslach Burnout Inventory (MBI), (Maslach & Jackson, 1986), and the researcher created and generated Kopitke Administrative Burden Dialog Exploration (KABDE). For this case study, the purposes of using the Maslach Burnout Inventory (MBI), were to determine if the staff of One Stop service center were exhibiting signs of burnout, at what length of service did the phenomenon of burnout begin, and how it manifests itself in relation to performance. The additional goal of using the MBI was to analyze its data against the data from the KABDE, to determine if there were unique causes of burnout and administrative burden that could be identified. From this analyzation, action research deliverable strategies were created with the goal of lowering burnout and administrative burden which were expected to increase performance. Chapter 5 explains in detail the action research deliverable strategies. An area of further research and study will be to design testing instruments to determine if these action research deliverable strategies were effective in their stated goals.

The other testing instrument, the Kopitke Administrative Burden Dialog Exploration (KABDE), sought to measure administrative burden, burnout, and coping strategies and skills. The KABDE explored causes of administrative burden, concerns of staff, and suggestions by staff on overcoming elements of administrative burden, and coping skills. Measured against the backdrop of the results from the Maslach Burnout Inventory (MBI), a rich cognitive resonance led to the creation of a treasure trove of action research deliverables as outlined in chapter 5 that will promote a skill-set of coping skill strategies and effective tools to lower administrative burden.

Before moving smartly into the section engulfing the two testing instruments, a review of several related topics will occur; these are: the role of the researcher, the site description, the description of the sample population, survey administration, and the coding process. Before analyzing data, it is important for researchers to understand the dynamics of the organization and the structural environment wherein the host organization operates and exists. The researcher should also perform a self-check to consider if the researcher brings to the evaluation table any preconceived notions or bias.

Role of the Researcher

Stringer (2007) states "In action research, the role of the researcher is not that of an expert who does research but that a resource person. He or she becomes a facilitator or consultant who acts as a catalyst to assist stakeholders in defining their problems clearly and to support them as they work toward effective solutions to the issues that concern them" (p. 24).

The Researcher Positionality was that of an Outsider Collaboration with Insiders. The researcher had no past professional or past personal relationship with the target organization; thus the researcher was to be considered an "outsider." The participants within the study were those who were directly related with the target organization, her parent organization, and affiliates; they carry out the mission of the target organization on a daily to weekly basis; thus they were considered "insiders" for purposes of definition.

There are advantages to being an insider or an outsider; Dwyer and Buckle, (2009) state that "The notion of the space between challenges the dichotomy of insider versus outsider status (p. 60). Vickers (2005) opiniates that not having experience in the area researched can make one an "outsider." Sekaran (2003) cautions that a researcher can interfere with the "normal flow" of work in the interview process (p. 127).

The role of the researcher was to conduct interviews with target organization's staff. Prior to conducting interviews, the researcher developed questions mended to determine the value (either plus or minus) of administrative burden in relation to burnout and performance. During the total study timeline from conception to action to analyzation to correlation to presentation of results, the position of the researcher was part diplomat, as the researcher had to establish and maintain a positive contact with the host agency.

Part of the role for any researcher, is that of an explorer; this researcher had to explore and investigate the quality of the work related documents that staff and management used in carrying out their assigned duties.

Also part of the role of the researcher was to ensure that the interviews and administration of testing instruments was conducted in a private, secure and safe area. It was vital, that as the researcher has conversations with the target organization's leadership and other staff so that an air of respected confidentiality was maintained regarding the answers that the participants gave, and how they conducted themselves. During the initial meeting, an important role for the researcher was to present the

Informed Consent Form in a neutral fashion so that the prospective participants did not feel pressured to participate.

Following the interviews, the researcher analyzed the results, interpreted the data, and made recommendations. The impact of the researcher was to be of a nonimpact nature, as the researcher was an "outsider"; other possible conflicts were avoided through a detailed Informed Consent Form review.

Site Description

As a review, the site description that this case study involved was that of a One Stop service center. One Stop service centers were a creation of the Department of Labor, through the Workforce Investment Act of 1998 (*Federal Register*, 1998) that was signed into law by President William Jefferson Clinton on August 7, 1998. The mission of the One Stop service center was initially to be centered on employment and job training. Over time, the mission has coupled with providing a wide scope of social service consultations and interventions that provide tangible deliverables. According to Wright (2008), "understanding the area of interagency and interoganizational collaboration with the public setting" (p. 9), regarding One Stop service centers is important to the field of public administration.

The physical location for the One Stop is within the continental states, that is within a major urban metropolitan population center that according to various federal reports' statistics is in the upper quartile for murder, violent crime, short and long-term unemployment, arson, and foreclosures. In 2013 the study organization moved into a different building that was situated on a major bus route, that afforded those with physical disabilities and limited transportation options a more practical route to services. One of the challenges for staff and management is that the agency is located in a high crime area and high confrontation area.

A "high confrontation" is defined as an area where citizens on mental health medications, who are not following the prescription dosage requirements (mentally fogged), verbally yell at citizens or staff or management walking by them. While there is no technical crime committed by the "yelling," there is an emotional toll of being scared and stressed from being yelled at upon staff and management. This is a burnout factor.

Description of Sample Population

Twenty and one staff and management members of the One Stop service center participated in the field study. Personnel at the One Stop service center included full-time, part-time employees, volunteers, university/college work-study students, interns, and volunteers.

Table 1 indicates the length of service and the age range metrics; most of the interns, and university/college work-study participants tended to fall within the 3-12 months length of service; part-time and full-time personnel and volunteers tended to fall within the 13-28 months or longer time range of service.

Table 1. *Length of Service and Age Range*

	Length of Service	Age Range
Participant 1	4 plus years	26-35
Participant 2	3-12 months	18-25
Participant 3	3-12 months	18-25
Participant 4	3-12 months	46 and beyond
Participant 5	3-12 months	26-35
Participant 6	3-12 months	26-35
Participant 7	4 plus years	46 and beyond
Participant 8	13-28 months	18-25
Participant 9	3-12 months	36-45
Participant 10	3-12 months	46 and beyond
Participant 11	4 plus years	46 and beyond
Participant 12	3-12 months	46 and beyond
Participant 13	3-12 months	18-25
Participant 14	4 plus years	46 and beyond
Participant 15	13-28 months	36-45
Participant 16	3-12 months	26-35
Participant 17	4 plus years	46 and beyond
Participant 18	3-12 months	36-45
Participant 19	3-12 months	46 and beyond
Participant 20	3-12 months	26-35
Participant 21	13-18 months	18-25

Survey Administration

To measure an organization, testing instruments need either to be created or found, that will capture the statistical sentiments at the time of the case study (Creswell, 2009). Prior to the administration of the two testing instruments the Informed Consent Form was reviewed; one signed copy was given to each participant and the researcher retained one copy. The two testing instruments were administered on-site at the One

Stop service center in a room that had a closed door and where there were no adjoining rooms to ensure vocal replies could not be heard through the ventilation system.

The administration of the Kopitke Administrative Burden Dialog Exploration (KABDE) was even and uninhibited; all participants were able to complete this testing instrument without unusual occurrence or delays. The researcher recorded answers given by the 21 participants for the 18 open ended questions. There were no noted events during the administration of the Maslach Burnout Inventory (MBI). The administration of this instrument required participants to sit at a table that had a computer placed thereon. Case study participants then executed a sample question on the computer screen. The researcher then asked if they had any questions from the sample question, which demonstrated how the testing instrument was to be actuated. None of the 21 participants had any additional questions. After they completed the testing instrument, they informed the researcher that they had completed the instrument. Following the completion of the two testing instruments, the 21 case study participants were thanked for their time and assistance with the study. The door was then opened and the participants exited the room.

Coding Process

Coding is a critical element in the data collection process universe; without proper coding results may not be accurately interpreted, and thus the policy based on the results could be flawed (Auerbach & Silverstein, 2003). The coding process for the Maslach Burnout Inventory (MBI) was significantly aided by the quantitative analyzation software tool that accompanied the purchase of the MBI license. That software broke down the answers from participants into burnout related trends and determined a composite score for each of the three main subscales of cynicism, exhaustion and personal efficacy. It also provided a score for each question.

The data collection analysis procedure for the quantitative portion of the case study was greatly aided by the use of the Maslach Burnout Inventory *manual* that the author of the MBI developed with collogues (Malsach, Jackson, & Leiter, 1996).

During the coding process for the MBI, it was discovered that participant 10 did not complete any of the questions for the Maslach Burnout Inventory (MBI). During the administration of the MBI, each participant indicated they had completed it. Participant 10 did complete the Kopitke Administrative Burden Dialog Exploration (KABDE). In the following MBI related tables, participant 10 has been removed.

The coding for the Kopitke Administrative Burden Dialog Exploration (KABDE) was accomplished by inputting the 21 participant responses to the 18 questions into the Dedoose qualitative analysis software. This software looked for trends in responses from the participant answers from the 18 open-ended questions from the KABDE.

Quantitative Data Analysis

The Maslach Burnout Inventory (MBI) was the quantitative data collection testing instrument that was used during this case study; it sought to measure burnout levels at the One Stop service center. The purposes of using the Maslach Burnout Inventory (MBI), was to determine if the staff of One Stop service center were exhibiting signs of burnout, at what length of service did the phenomenon of burnout begin, and how it manifests itself in relation to performance. The additional goal of using the MBI, was to analyze its data against the data from the KABDE, to determine if there were unique causes of burnout and administrative burden that could be identified.

Due to copyright stipulations as set forth in the license to use the Maslach Burnout Inventory (MBI), researchers are not allowed to publicize verbatim the complete 16 questions that make up the MBI general survey. The format with sample questions is located in Appendix B. Question 6 from the MBI, asks the participants to rate on a scale of 0-6 the response to the question: "I feel burned out from my work." A "0" indicates no burnout while the "6" indicates a high level of burnout. Table 2 shows a wide range of burnout scores among the staff of the One Stop.

Table 2. *MBI Burnout Scores of Personnel*

	Burnout
Participant 1	3
Participant 2	1
Participant 3	1
Participant 4	0
Participant 5	1
Participant 6	3
Participant 7	2
Participant 8	5
Participant 9	0
Participant 11	1
Participant 12	0
Participant 13	1
Participant 14	5
Participant 15	6
Participant 16	5
Participant 17	0

Burnout	
Participant 18	2
Participant 19	1
Participant 20	5
Participant 21	2

In table 3, we add question 7 from the Maslach Burnout Inventory (MBI): "I feel I am making an effective contribution to what this organization does." This score was scaled in reverse order to question 6; thus a high score in the burnout area was seen as a negative, but a high score in the area of making a contribution was seen as a noble and positive quality.

While the burnout scores from table 2 show a wide range from 0-6, the scores from question 7 show an almost high universal feeling of making a contribution. Eighteen of the 20 case study participants indicated a score of 5 or 6; this is at the high end of the scoring. During the interactions with the participants the researcher noted a passionate and altruistic aurora towards the One Stop and customers.

Table 3. *MBI Score of Making an Effective Contribution*

	Burnout	Making an Effective Contribution
Participant 1	3	6
Participant 2	1	6
Participant 3	1	6
Participant 4	0	5
Participant 5	1	5
Participant 6	3	6
Participant 7	2	5
Participant 8	5	5
Participant 9	0	6
Participant 11	1	6
Participant 12	0	6
Participant 13	1	1
Participant 14	5	5
Participant 15	6	6
Participant 16	5	5
Participant 17	0	6
Participant 18	2	6
Participant 19	1	6
Participant 20	5	0
Participant 21	2	6

In table 4, we add the "length of service" and "age range" in our exploration of the data. The analysis of the length of service in relation to burnout shows that most participants who have been associated with the One Stop between 3 months to 12 months have a low rate of burnout. The length of service from 13 months to 28 months appears as the launching time for significant burnout for staff.

Six of the 7 participants that had an age range of 45 years of age or older, had low burnout; this indicates that more mature staff have better coping skills in dealing with burnout. The age range of 18 to 25 years also showed a low burnout; this was due to the lack of time in the field of public administration at the One Stop service center.

Table 4. *Length of Service and Age Range Added to Burnout and Making an Effective* Contribution Scores

	Length of Service	Age Range	Burnout	Making an Effective Contribution
Participant 1	4 plus years	26-35	3	6
Participant 2	3-12 months	18-25	1	6
Participant 3	3-12 months	18-25	1	6
Participant 4	3-12 months	46 and beyond	0	5
Participant 5	3-12 months	26-35	1	5
Participant 6	3-12 months	26-35	3	6
Participant 7	4 plus years	46 and beyond	2	5
Participant 8	13-28 months	18-25	5	5
Participant 9	3-12 months	36-45	0	6
Participant 11	4 plus years	46 and beyond	1	6
Participant 12	3-12 months	46 and beyond	0	6
Participant 13	3-12 months	18-25	1	1
Participant 14	4 plus years	46 and beyond	5	5
Participant 15	13-28 months	36-45	6	6
Participant 16	3-12 months	26-35	5	5
Participant 17	4 plus years	46 and beyond	0	6
Participant 18	3-12 months	36-45	2	6
Participant 19	3-12 months	46 and beyond	1	6
Participant 20	3-12 months	26-35	5	0
Participant 21	13-18 months	18-25	2	6

The Maslach Burnout Inventory (MBI) gives individual results for the 16 questions, but the strength of the MBI is that it groups the individual questions into 3 topic subscales, which are cynicism, exhaustion and professional efficacy. The term "cynicism" is defined as a mental state of mind that is negative in view. The term "exhaustion" is physical feeling of being overly tired due to a heavy workload; this also has the attribute of mental strain from having too many mental function processes in a normal given work day. An example of this is trying to interview customers, fill out forms and perform other tasks that require deep thinking. The term "professional efficacy" indicates a positive feeling towards the organization, the mission of the organization, and that their work is having an important impact.

Table 5. *MBI Subscale Scores for Cynicism, Exhaustion and Professional Efficacy*

	Cynicism	Exhaustion	Professional Efficacy
Participant 1	2	15	35
Participant 2	1	4	30
Participant 3	9	11	36
Participant 4	0	0	33
Participant 5	0	6	34
Participant 6	15	24	36
Participant 7	6	15	34
Participant 8	9	23	27
Participant 9	8	1	29
Participant 11	3	7	36
Participant 12	0	3	33
Participant 13	12	11	17
Participant 14	22	22	25
Participant 15	28	30	30
Participant 16	23	25	31
Participant 17	3	5	36
Participant 18	14	10	32
Participant 19	0	2	36
Participant 20	20	28	23
Participant 21	4	12	36

Table 6 adds the variables of "length of service" and "age range" to the cynicism, exhaustion and professional efficacy subscale context. The professional efficacy subscale showed 16 out of twenty with a score of 29 points or more, which is a significant high end number indicating that participants have a positive feeling towards the organization and their personal work contribution. This number was overly consistent with all age ranges and length of service ranges.

The frequency subscales were 0-5 low, 6-10 moderate, and 11 or over was viewed as high. Four participants scored moderate on the cynicism frequency, and 7 participants scored a high frequency rating for cynicism. Three participants had a moderate score for exhaustion, and 12 scored high frequency.

Table 6. *MBI Subscales and Length of Service Range and Age Range*

	Length of Service	Age Range	Cynicism	Exhaustion	Professional Efficacy
Participant 1	4 plus years	26-35	2	15	35
Participant 2	3-12 months	18-25	1	4	30
Participant 3	3-12 months	18-25	9	11	36
Participant 4	3-12 months	46 and beyond	0	0	33
Participant 5	3-12 months	26-35	0	6	34
Participant 6	3-12 months	26-35	15	24	36
Participant 7	4 plus years	46 and beyond	6	15	34
Participant 8	13-28 months	18-25	9	23	27
Participant 9	3-12 months	36-45	8	1	29
Participant 11	4 plus years	46 and beyond	3	7	36
Participant 12	3-12 months	46 and beyond	0	3	33
Participant 13	3-12 months	18-25	12	11	17
Participant 14	4 plus years	46 and beyond	22	22	25
Participant 15	13-28 months	36-45	28	30	30
Participant 16	3-12 months	26-35	23	25	31

	Length of Service	Age Range	Cynicism	Exhaustion	Professional Efficacy
Participant 17	4 plus years	46 and beyond	3	5	36
Participant 18	3-12 months	36-45	14	10	32
Participant 19	3-12 months	46 and beyond	0	2	36
Participant 20	3-12 months	26-35	20	28	23
Participant 21	13-18 months	18-25	4	12	36

Table 7 adds the burnout score from table 6 to the subscale context. It is noted that for each participant, that their cynicism and exhaustion subscale scores were higher that the burnout scores. The researcher sees two reasons for this result; the first is that staff had a better understanding of how they viewed their work (cynicism) and how they feel from doing it (exhaustion). The second reason is that the term "burnout" is opaque and may lack a specific terminology to the participants. Analyzing the burnout score against the cynicism and exhaustion scores, it is discerned that the staff are engaged with the affects of burnout more than they have been able to realize through self introspection.

Table 7. *MBI Burnout in Relation to Cynicism and Exhaustion*

	Length of Service	Age Range	Burnout	Cynicism	Exhaustion	Professional Efficacy
Participant 1	4 plus years	26-35	3	2	15	35
Participant 2	3-12 months	18-25	1	1	4	30
Participant 3	3-12 months	18-25	1	9	11	36
Participant 4	3-12 months	46 plus	0	0	0	33
Participant 5	3-12 months	26-35	1	0	6	34
Participant 6	3-12 months	26-35	3	15	24	36
Participant 7	4 plus years	46 plus	2	2	15	34
Participant 8	13-28 months	18-25	5	9	23	27
Participant 9	3-12 months	36-45	0	8	1	29
Participant 11	4 plus years	46 plus	1	1	7	36
Participant 12	3-12 months	46 plus	0	0	3	33
Participant 13	3-12 months	18-25	1	12	11	17
Participant 14	4 plus years	46 plus	5	22	22	25
Participant 15	13-28 months	36-45	6	28	30	30
Participant 16	3-12 months	26-35	5	23	25	31
Participant 17	4 plus years	46 plus	0	3	5	36
Participant 18	3-12 months	36-45	2	14	10	32
Participant 19	3-12 months	46 plus	1	0	2	36
Participant 20	3-12 months	26-35	5	20	28	23
Participant 21	13-18 months	18-25	2	4	12	36

In summation, the analysis from the quantitative testing instrument of the Maslach Burnout Inventory (MBI) indicates that there is burnout among staff at the One Stop service center. MBI results also indicate that with the high levels of cynicism and exhaustion, the staff is more "burned out" than they realize as stated in their self-reported levels of burnout. According to analysis, the burnout phenomenon generally does not begin until after the first year of service. The analysis also revealed that the participants had a favorable opinion of the organization, its mission, their work, and their contribution to the organization.

Qualitative Data Analysis

The testing instrument for the qualitative portion of this action research case study was the Kopitke Administrative Burden Dialog Exploration (KABDE). The KABDE is a series of 18 open-ended questions that sought to explore administrative burden that was designed by the researcher. The KADBE designed to have a two-fold response system. Questions 1 through 17 began with a short initial answer. Then, the participant was encouraged to give a more long-gated answer.

During the pre-testing instrument phase, the researcher interviewed the director of the One Stop and was informed that over the last three years, budget cuts have been occurring across the board and that paperwork form requirements have increased from donating foundations and also government grant granting agencies at the federal and state level. The researcher can attest to this as he is a near former grants manager for the Department of Housing and Urban Development. This rise in required reporting forms has created a de facto aura of operational administrative burden.

The chart below shows the Client Customer Administrative Burden Scale, which covers the flow of increased administrative burden as the client/customer requires more processing time and intervention, which leads to more forms and paperwork, and a reduced staffing time for administrators and management to perform their primary functions. The amount of time the Client Customer requires has several variables. The time of the month is the most important variable as the ebb and flow of clients/customers will vary as monthly Social Security Income checks are made available during the first week of the month, and as Food Stamp values are processed onto the clients/customers EBT cards. Other variables include weather, and seasonal changes.

Client Customer Administrative Burden Interaction Scale		
Services	*Forms and Paperwork*	*Management time to perform primary duties*
Intense Services	Extremely High	Profuse
More Intense Services	High	Consequential
Medium Services	Moderate	Negligible
Uncomplicated Services	Minimal	Unencumbered

Figure 12. Client Customer Administrative Burden Interaction Scale. One of the variables and factors in the level of administrative burden is the intensity of the staff to client/customer interaction. An example of this is when a client comes into the office mentally fogged form not taking their medication. This will increase paperwork, stress for staff, and may cause management to interact over safety concerns, which has the net effect of pulling them away from their primary managerial duties.

Short initial responses

In this section of chapter four, the short initial responses will be displayed and discussed.

Questions 1 and 2 were designed as a perception checker to learn if staff members were aware of the budget cuts and neo-classical administrative burden that the One Stop service center has as its operating atmosphere.

Table 8. *KABDE Results from Budget Questions 1 and 2*

Question 1 Has funding been cut to your section/department over the last two years?

Question 2 Has funding been cut to your section/department over the last year?

	Funding Cut Last Two Years	Funding Cut Last Year
Participant 1	Y	Y
Participant 2	U	U
Participant 3	U	U
Participant 4	Y	Y
Participant 5	Y	Y
Participant 6	U	U
Participant 7	Y	Y
Participant 8	U	N
Participant 9	U	N
Participant 10	Y	Y
Participant 11	Y	Y
Participant 12	U	U
Participant 13	U	U
Participant 14	Y	Y
Participant 15	N	N
Participant 16	U	U
Participant 17	Y	Y
Participant 18	N	N
Participant 19	Y	Y
Participant 20	Y	Y
Participant 21	U	U

The results from Q1 and Q2 indicate that 11 staff members were not aware that the budget for the One Stop had been reduced over the last two years; the same 11 staff also were uniformed that the budget had been decreased over the last year. These 11 gave answers of "unsure" or "no." If staff cannot understand that the operational budget has been lowered, their recognition of administrative burden may be diminished.

By adding the *length of service* data to questions Q1 and Q 2 we can see two distinct trends and observations. The first trend is that that all staff members that has been serving at the One Stop for four years or longer were aware of the budget reductions. The second trend and observation is that newer staff, especially interns and work study staff were not aware of budget reductions in 7 of the 11 cases. Age does not appear to be a factor in the ability to recognize and understand budget reductions. From this data we can determine that more seasoned staff has a higher ability to recognize budget cuts.

Table 9. *Adding Length of Service and Age Range to Questions 1 and 2*

	Length of Service	Age Range	Funding Cut Last two Years	Funding Cut Last Year
Participant 1	4 plus years	26-35	Y	Y
Participant 2	3-12 months	18-25	U	U
Participant 3	3-12 months	18-25	U	U
Participant 4	3-12 months	46 and beyond	Y	Y
Participant 5	3-12 months	26-35	Y	Y
Participant 6	3-12 months	26-35	U	U
Participant 7	4 plus years	46 and beyond	Y	Y
Participant 8	19-28 months	18-25	U	N
Participant 9	3-12 months	36-45	Y	N
Participant 10	3-12 months	46 and beyond	Y	Y
Participant 11	4 plus years	46 and beyond	Y	Y
Participant 12	3-12 months	46 and beyond	U	U
Participant 13	3-12 months	18-25	U	U
Participant 14	4 plus years	46 and beyond	Y	Y
Participant 15	19-28 months	36-45	N	N
Participant 16	3-12 months	26-35	U	U
Participant 17	4 plus years	46 and beyond	Y	Y

	Length of Service	Age Range	Funding Cut Last two Years	Funding Cut Last Year
Participant 18	3-12 months	36-45	N	N
Participant 19	3-12 months	46 and beyond	Y	Y
Participant 20	3-12 months	26-35	Y	Y
Participant 21	13-18 months	18-25	U	U

Questions 3 and 4 surround *neoclassical* administrative burden and *pastel* administrative burden. Neoclassical administrative burden is defined as increased reporting requirements from grant issuing foundations and government agencies in a public administration setting of either a government agency, nonprofit or government contractor. Pastel administrative burden is defined as increased reporting requirements from grant issuing foundations and government agencies in a public administration setting of either a government agency, nonprofit or government contractor *that causes staff members (either line staff or management) to perform tasks that other staff used to perform that were not their previous primary duty, which causes less time to perform their previous primary duties.* This in turn causes a lack of performance in their previous primary duties.

With the national economy experiencing high inflation in food, and energy costs, combined with an $18 trillion dollar national deficit, it is harder for nonprofits to meet organization goals. The debt payments on the growing $18 trillion dollar deficit are having a net effect of causing lower appropriations from federal government agencies to nonprofits to carry out their missions. Foundations have also cut back their donations to urban renewal projects.

Questions 3 and 4 had *initial answers* that were either “Yes, “No”, or “Sometimes”; the answer “Unsure” was not given by any of the participants. The following table gives the results from Q3 and Q4. Sixteen of the 21 participants answered question 3 in the affirmative, while 5 stated they were not. Eleven staff members indicated that they were now performing duties that others used to perform. Both Q3 and Q 4 are foundational building blocks in measuring administrative burden.

Table 10. *KABDE Results from Performing Tasks Questions 3 and 4*

Question 3 Are you now performing tasks that others used to perform?

Question 4 Are you now performing tasks that others used to perform that were not your previous primary duty?

	Tasks Others Performed	Tasks Not Previous Primary Duty
Participant 1	Y	Y
Participant 2	Y	N
Participant 3	Y	N
Participant 4	Y	N
Participant 5	Y	N
Participant 6	Y	N
Participant 7	Y	Y
Participant 8	Y	Y
Participant 9	Y	Y
Participant 10	N	N
Participant 11	N	Y
Participant 12	S	S
Participant 13	Y	Y
Participant 14	N	N

	Tasks Others Performed	Tasks Not Previous Primary Duty
Participant 15	N	N
Participant 16	Y	N
Participant 17	N	N
Participant 18	Y	Y
Participant 19	Y	Y
Participant 20	Y	Y
Participant 21	Y	Y

Table 11 adds the *length of service* and *age range* component data to better understand the results from the previous table. There is no significant trend for those staff over 46 years of age or with 4 or more years of service for Q3 and Q4. It appears from the data that half of the staff that has been with the One Stop for 4 years or longer has a narrow scope of duties, and thus were less likely to be subject to pastel administrative burden, while yet falling under neoclassical administrative burden. Seven of the 3-12 months staff, reported "no" to performing duties previously performed by another staff, this could be because that are so new to the organization that they have not had enough staff time to participate in this portion of the cycle of administrative burden.

Table 11. *Adding Length of Service and Age Range to Questions 3 and 4*

	Length of Service	Age Range	Tasks Others Performed	Tasks Not Previous Primary Duty
Participant 1	4 plus years	26-35	Y	Y
Participant 2	3-12 months	18-25	Y	N
Participant 3	3-12 months	18-25	Y	N
Participant 4	3-12 months	46 and beyond	Y	N
Participant 5	3-12 months	26-35	Y	N
Participant 6	3-12 months	26-35	Y	N
Participant 7	4 plus years	46 and beyond	Y	Y
Participant 8	13-28 months	18-25	Y	Y
Participant 9	3-12 months	36-45	Y	Y
Participant 10	3-12 months	46 and beyond	N	N
Participant 11	4 plus years	46 and beyond	N	Y
Participant 12	3-12 months	46 and beyond	S	S
Participant 13	3-12 months	18-25	Y	Y
Participant 14	4 plus years	46 and beyond	N	N
Participant 15	13-28 months	36-45	N	N
Participant 16	3-12 months	26-35	Y	N
Participant 17	4 plus years	46 and beyond	N	N
Participant 18	3-12 months	36-45	Y	Y
Participant 19	3-12 months	46 and beyond	Y	Y
Participant 20	3-12 months	26-35	Y	Y
Participant 21	13-18 months	18-25	Y	Y

The results from questions 5, 6 and 7 are outlined in the following table. For this table, if a participant stated in question 4 that they were not "performing tasks that others used to perform that were not your previous primary duty" they tended to give "not applicable" as their initial answer. This is due because Q5, Q6 and Q7, were mainly only triggered when an affirmative answer was given to Q4. In the following table, and in remaining tables, the term "not applicable" is noted as an "A" in the response data field.

Table 12. *KABDE Results for Questions 5, 6 and 7*

Question 5 If yes, do you find yourself having less time to perform your previous primary duties?

Question 6 Are you now performing tasks that a person with a lower pay grade, previously was performing?

Question 7 If you are performing said tasks, do you find that your time to learn knowledge in the area of your previous primary duties has lessened?

	Less Time Performing Previous Duties	Lower Pay Grade Issue	Knowledge Issue
Participant 1	N	N	N
Participant 2	A	U	A
Participant 3	A	U	N
Participant 4	A	N	A
Participant 5	A	N	A
Participant 6	A	A	A
Participant 7	Y	N	Y
Participant 8	Y	N	Y
Participant 9	N	U	N
Participant 10	A	N	A
Participant 11	Y	N	N
Participant 12	N	N	N
Participant 13	N	N	N
Participant 14	A	A	Y
Participant 15	A	A	A
Participant 16	A	A	N
Participant 17	A	A	N
Participant 18	N	Y	N
Participant 19	N	N	N
Participant 20	N	N	Y
Participant 21	N	N	N

Looking at this raw data does not give us a clear enough trending picture to capsulize an interpretation. The following table adds *length of service* and *age range* to the interpretation picture; by adding a length of service and age range component there may be more open avenues to summations and trends.

Table 13. *Adding Length of Service and Age Range to Questions 5, 6 and 7*

	Length of Service	Age Range	Less Time Performing Previous Duties Issue	Lower Pay Grade	Knowledge Issue
Participant 1	4 plus years	26-35	N	N	N
Participant 2	3-12 months	18-25	A	U	A
Participant 3	3-12 months	18-25	A	U	N
Participant 4	3-12 months	46 and beyond	A	N	A
Participant 5	3-12 months	26-35	A	N	A
Participant 6	3-12 months	26-35	A	A	A
Participant 7	4 plus years	46 and beyond	Y	N	Y
Participant 8	13-28 months	18-25	Y	N	Y
Participant 9	3-12 months	36-45	N	U	N
Participant 10	3-12 months	46 and beyond	A	N	A
Participant 11	4 plus years	46 and beyond	Y	N	N
Participant 12	3-12 months	46 and beyond	N	N	N
Participant 13	3-12 months	18-25	N	N	N
Participant 14	4 plus years	46 and beyond	A	A	Y
Participant 15	13-28 months	36-45	A	A	A
Participant 16	3-12 months	26-35	A	A	N
Participant 17	4 plus years	46 and beyond	A	A	N
Participant 18	3-12 months	36-45	N	Y	N
Participant 19	3-12 months	46 and beyond	N	N	N
Participant 20	3-12 months	26-35	N	N	Y
Participant 21	13-18 months	18-25	N	N	N

By adding the length of service and age range, no determining trends are actuated; this is partly due because the data is confused with the addition of the "not applicable" variable answer. In the interpretation of data, it is critical to separate primary data that reflects direct impact on the question at hand, compared to secondary data that does impact the primary understanding of the core data. In order to more properly digest the answers to Q5, Q6 and Q7, only those who answered Q4 in the affirmative are shown in table 14 below; this gives us a pastel administrative burden understanding.

Table 14. *Showing Responses that Answered Q4 in the Affirmative for Questions 5, 6 and 7*

			Less Time Performing Previous Duties	Lower Pay Grade Issue	Knowledge Issue
Participant 1	4 plus years	26-35	N	N	N
Participant 7	4 plus years	46 and beyond	Y	N	Y
Participant 8	13-28 months	18-25	Y	N	Y
Participant 9	3-12 months	36-45	N	U	N
Participant 11	4 plus years	46 and beyond	Y	N	N
Participant 12	3-12 months	46 and beyond	N	N	N
Participant 13	3-12 months	18-25	N	N	N
Participant 18	3-12 months	36-45	N	Y	N
Participant 19	3-12 months	46 and beyond	N	N	N
Participant 20	3-12 months	26-35	N	N	Y
Participant 21	13-18 months	18-25	N	N	N

From these the aggregate of the 11 responses, the participants significantly noted that even though they were performing tasks that others used to perform that were not their previous primary duties, that this in turn did not have a negative impact on their ability to perform their previous primary duty. Nor did they find it was the result of performing duties previously performed by a lower grade staff member. They also noted that it was causing them to have available a reduced amount of time to increase and maintain their knowledge base for their previous assigned primary duties. Five of the 11 staff member case study participants did indicate signs of *pastel* administrative burden in their responses. These signs of pastel administrative burden were not across the board answers to Q5, Q6 and Q7, but only sporadic responses.

Questions Q8, Q9 and Q10 explored the *pastel* administrative burden *factors* of performance with previous primary duties, coping with the increased workload, and having to lower performance standards.

Table 15. *KABDE Results for Questions 8, 9 and 10*

Question 8 Are these new assigned tasks causing a lower performance in your previous primary duties?

Question 9 Do you find yourself having difficulty coping with the increased work load?

Question 10 With the increased new tasks, have you found that you have to lower your performance standards on the quality of the work you perform?

	Performance	Coping	Quality
Participant 1	N	N	N
Participant 2	A	S	N
Participant 3	A	Y	A
Participant 4	A	Y	N
Participant 5	A	Y	Y
Participant 6	A	Y	N
Participant 7	Y	Y	Y

	Performance	Coping	Quality
Participant 8	Y	Y	Y
Participant 9	N	N	N
Participant 10	A	N	A
Participant 11	N	N	N
Participant 12	N	N	N
Participant 13	N	N	N
Participant 14	Y	Y	N
Participant 15	A	Y	Y
Participant 16	A	Y	Y
Participant 17	Y	N	N
Participant 18	N	N	N
Participant 19	N	N	N
Participant 20	N	Y	Y
Participant 21	N	S	N

The results from table 15 show that 13 of the 21 test participants exhibited pastel administrative burden factors in their responses; 7 of the participants exhibited 2 or more *pastel* administrative burden *factors.* In table 16 we add to our analysis the *length of service* and *age range* components. From these variables we learn that the *pastel* administrative burden *factors* are not segregated to only one group or length of service population, but are visible and detectable in various age ranges and length of service categories. Ten of the respondents that answered Q4 in a negative manner, indicated in the affirmative to Q8, Q9 and Q10; this points in the direction that *pastel* administrative burden can have factors that differ in a non-sequential manner.

Table 16. *Adding Length of Service and Age Range to Questions 8, 9 and 10*

	Length of Service	Age Range	Performance	Coping	Quality
Participant 1	4 plus years	26-35	N	N	N
Participant 2	3-12 months	18-25	A	S	N
Participant 3	3-12 months	18-25	A	Y	A
Participant 4	3-12 months	46 and beyond	A	Y	N
Participant 5	3-12 months	26-35	A	Y	Y
Participant 6	3-12 months	26-35	A	Y	N
Participant 7	4 plus years	46 and beyond	Y	Y	Y
Participant 8	13-28 months	18-25	Y	Y	Y
Participant 9	3-12 months	36-45	N	N	N
Participant 10	3-12 months	46 and beyond	A	N	A
Participant 11	4 plus years	46 and beyond	N	N	N
Participant 12	3-12 months	46 and beyond	N	N	N
Participant 13	3-12 months	18-25	N	N	N
Participant 14	4 plus years	46 and beyond	Y	Y	N
Participant 15	13-28 months	36-45	A	Y	Y
Participant 16	3-12 months	26-35	A	Y	Y
Participant 17	4 plus years	46 and beyond	Y	N	N
Participant 18	3-12 months	36-45	N	N	N
Participant 19	3-12 months	46 and beyond	N	N	N
Participant 20	3-12 months	26-35	N	Y	Y
Participant 21	13-18 months	18-25	N	S	N

Questions Q11 and Q12 focus on the participants' opinion regarding if they have lowered their work performance due to the increased workload, and also if they perceive that the overall quality of the One Stop agency service center has suffered due to the increased workload. Participants were given the option of answering "Yes," "No," "Unsure," or "Not Applicable." Participants that appeared uncomfortable judging their own performance tended to give a “Not Applicable” response, or had answered Q4 in a non-affirmative manner.

Table 17. *KABDE Results from Performance Issues for Questions 11 and 12*

Question 11 With the increased new tasks, have you found that you have to lower your performance standards on the quality of work that used to be your primary duties?

Question 12 Do you feel the overall quality of your agency has suffered due to the increased workload?

	Personal Performance	One Stop Performance
Participant 1	N	Y
Participant 2	N	N
Participant 3	A	Y
Participant 4	A	U
Participant 5	Y	Y
Participant 6	A	N
Participant 7	Y	N
Participant 8	Y	N
Participant 9	N	Y
Participant 10	A	N
Participant 11	N	Y
Participant 12	N	N
Participant 13	N	Y
Participant 14	N	Y
Participant 15	N	N
Participant 16	A	U
Participant 17	A	N
Participant 18	N	N
Participant 19	N	N
Participant 20	Y	Y
Participant 21	N	N

The results from table 17 indicated that 4 of the 21 test participants felt their work performance had suffered from the increased workload, and 8 staff members felt the quality of services at the One Stop service center had suffered; 2 staff members were unsure. Table 18 adds the length of service and age range component; no significant trends were noted across the length of service and the age range categories.

Table 18. Adding Length of Service and Age Range to Questions #11 and #12

	Length of Service	Age Range	Personal Performance	One Stop Performance
Participant 1	4 plus years	26-35	N	Y
Participant 2	3-12 months	18-25	N	N
Participant 3	3-12 months	18-25	A	Y
Participant 4	3-12 months	46 and beyond	A	U
Participant 5	3-12 months	26-35	Y	Y
Participant 6	3-12 months	26-35	A	N
Participant 7	4 plus years	46 and beyond	Y	N
Participant 8	13-28 months	18-25	Y	N
Participant 9	3-12 months	36-45	N	N
Participant 10	3-12 months	46 and beyond	A	N
Participant 11	4 plus years	46 and beyond	N	Y
Participant 12	3-12 months	46 and beyond	N	N
Participant 13	3-12 months	18-25	N	Y
Participant 14	4 plus years	46 and beyond	N	Y
Participant 15	13-28 months	36-45	N	N
Participant 16	3-12 months	26-35	A	U
Participant 17	4 plus years	46 and beyond	A	N
Participant 18	3-12 months	36-45	N	N
Participant 19	3-12 months	46 and beyond	N	N
Participant 20	3-12 months	26-35	Y	Y
Participant 21	13-18 months	18-25	N	N

Questions Q13, Q14 and Q15 from the Kopitke Administrative Burden Dialog Exploration, center around nightmares and having a short temper. The purpose of these questions is to determine if there are outward manifestations from neoclassical or pastel administrative burden that translate into nightmares while sleeping, or outbursts of temper. The results from table 19 below indicate that only 3 staff members reported having increased nightmares, and only 3 staff members indicated that they had nightmares about work. Eleven of the 21 participants reported having short temper issues.

Table 19. *KABDE Results for Questions 13, 14 and 15*

Question 13 Since your workload has increased, and you have less time to perform your previous primary work duties, do you have more nightmares at night?

Question 14 If yes; are any of these nightmares about the work environment?

Question 15 Since your workload has increased, and you have less time to perform your previous primary work duties, do you find yourself with a short temper?

	More Nightmares	Nightmares About Work	Short Temper
Participant 1	Y	N	N
Participant 2	N	N	N
Participant 3	N	N	Y
Participant 4	N	N	N
Participant 5	N	Y	N
Participant 6	N	N	Y
Participant 7	N	Y	Y
Participant 8	N	N	Y
Participant 9	N	N	N
Participant 10	N	N	N

	More Nightmares	Nightmares About Work	Short Temper
Participant 11	N	N	N
Participant 12	N	N	S
Participant 13	N	N	N
Participant 14	N	N	Y
Participant 15	N	N	Y
Participant 16	N	N	Y
Participant 17	N	N	N
Participant 18	N	N	Y
Participant 19	Y	N	Y
Participant 20	Y	Y	Y
Participant 21	N	N	N

In table 20 we add the *length of service* and *age range* components to Q13, Q14 and Q15. There were no discernible trends regarding increased nightmares by staff, or regarding increased nightmares involving work related issues. The 11 staff members that reported short temper issues appeared to be spread out over the length of service and age range parameters with no significant clustering.

Table 20. *Adding Length of Service and Age Range to Questions 13, 14 and 15*

	Length of Service	Age Range	More Nightmares	Nightmares About Work	Short Temper
Participant 1	4 plus years	26-35	Y	N	N
Participant 2	3-12 months	18-25	N	N	N
Participant 3	3-12 months	18-25	N	N	Y
Participant 4	3-12 months	46 and beyond	N	N	N
Participant 5	3-12 months	26-35	N	Y	N
Participant 6	3-12 months	26-35	N	N	Y
Participant 7	4 plus years	46 and beyond	N	Y	Y
Participant 8	13-28 months	18-25	N	N	Y
Participant 9	3-12 months	36-45	N	N	N
Participant 10	3-12 months	46 and beyond	N	N	N
Participant 11	4 plus years	46 and beyond	N	N	N
Participant 12	3-12 months	46 and beyond	N	N	S
Participant 13	3-12 months	18-25	N	N	N
Participant 14	4 plus years	46 and beyond	N	N	Y
Participant 15	13-28 months	36-45	N	N	Y
Participant 16	3-12 months	26-35	N	N	Y
Participant 17	4 plus years	46 and beyond	N	N	N
Participant 18	3-12 months	36-45	N	N	Y
Participant 19	3-12 months	46 and beyond	Y	N	Y
Participant 20	3-12 months	26-35	Y	Y	Y
Participant 21	13-18 months	18-25	N	N	N

While increased nightmares about work related issues and short temper outbursts may be caused by other external variables, they should not be discounted as legitimate neoclassical and pastel administrative burden factors. Both administrative burden and burnout share a common thread of stress.

Table 21 details the results of Q16 and Q17 that examine the issue of weight gain and weight loss. In as much as both the neoclassical pastel administrative burden phenomena have corollary stress trends, weight loss can be a manifestation. Eight of the participants responded that they had experienced weight gain and another staff member stated that they were unsure. Three staff members stated they had experienced weight loss. While weight gain and weight loss can have other external stimuli, they are also both neoclassical and pastel factors.

Table 21. *KABDE Results from Questions 16 and 17*

Question 16 Since your workload has increased, and you have less time to perform your previous primary work duties, have you experienced significant weight gain?

Question 17 Since your workload has increased, and you have less time to perform your previous primary work duties, have you experienced significant weight loss?

	Weight Gain	Weight Loss
Participant 1	Y	Y
Participant 2	U	N
Participant 3	Y	N
Participant 4	Y	Y
Participant 5	N	N
Participant 6	Y	N
Participant 7	Y	N
Participant 8	Y	N
Participant 9	N	N
Participant 10	N	N
Participant 11	N	N
Participant 12	N	N
Participant 13	N	N
Participant 14	Y	N
Participant 15	N	N
Participant 16	N	N

	Weight Gain	Weight Loss
Participant 17	N	N
Participant 18	N	N
Participant 19	N	N
Participant 20	Y	N
Participant 21	N	Y

In table 22 we add *the length of service* and *age range* criteria. Three of 5 members of the staff that had been associated with the One Stop service center for 4 years or more reported weight gain. Four of 13 staff that had been with the One Stop between 3 to 12 months indicated weight gain. Three of 8 staff members that were 46 years or older reported weight gain, as did 3 of 25-35 year old staff members. Two of the 5 18 -25 year old staff reported weight gain. There was no significant trend in the category of weight loss for any particular length of service or age range.

Table 22. *Adding Length of Service and Age Range to Questions 16 and 17*

	Length of Service	Age Range	Weight Gain	Weight Loss
Participant 1	4 plus years	26-35	Y	Y
Participant 2	3-12 months	18-25	U	N
Participant 3	3-12 months	18-25	Y	N
Participant 4	3-12 months	46 and beyond	Y	Y
Participant 5	3-12 months	26-35	N	N
Participant 6	3-12 months	26-35	Y	N
Participant 7	4 plus years	46 and beyond	Y	N

	Length of Service	Age Range	Weight Gain	Weight Loss
Participant 8	13-28 months	18-25	Y	N
Participant 9	3-12 months	36-45	N	N
Participant 10	3-12 months	46 and beyond	N	N
Participant 11	4 plus years	46 and beyond	N	N
Participant 12	3-12 months	46 and beyond	N	N
Participant 13	3-12 months	18-25	N	N
Participant 14	4 plus years	46 and beyond	Y	N
Participant 15	13-28 months	36-45	N	N
Participant 16	3-12 months	26-35	N	N
Participant 17	4 plus years	46 and beyond	N	N
Participant 18	3-12 months	36-45	N	N
Participant 19	3-12 months	46 and beyond	N	N
Participant 20	3-12 months	26-35	Y	N
Participant 21	13-18 months	18-25	N	Y

Table 23 examines the results from Q18 that centered in on coping skills staff members use to mitigate the effects of neoclassical and pastel administrative burden. The responses showed that staff members used a wide variety of coping skills. Staff members also indicated a desire to learn new coping skills to help them better cope with high levels of stress.

Table 23. *Coping Skills for Neoclassical and Pastel Administrative Burden*

Question 18 Since your workload has increased, and you have less time to perform your previous primary work duties, what do you do to cope; eating, or religion or Family History research?

Response Legend

F1= Family or Family History Research
S= Sleep
E= Exercise
F= Faith
E1=Eating
S1=Social (IPad, video games, Internet, speaking with friends, arguing with spouse)
T= TV
R= Reading
C= Crafts (Knitting)
M= Meditation
D= Drugs and/or Alcohol
T= Totals

	F1	S	E	F	E1	S1	T	R	C	M	D	T
Participant 1	X				X	X						3
Participant 2						X	X					2
Participant 3						X						1
Participant 4					X							1
Participant 5	X											1
Participant 6					X			X				2
Participant 7									X			1
Participant 8				X		X						2
Participant 9					X			X				2
Participant 10										X		1
Participant 11				X								1
Participant 12				X								1
Participant 13			X		X							2
Participant 14			X			X				X	X	4
Participant 15		X				X	X					3
Participant 16			X	X				X	X			4
Participant 17				X								1
Participant 18					X					X		2
Participant 19	X					X	X					3
Participant 20						X		X			X	3
Participant 21			X					X				2

Results from Q18 showed that 8 staff only had 1 coping skill, and 8 only had 2 coping skills. Four staff reported having 3 coping skills and only 2 staff reported having 4 coping skills. Table 24 breaks down the coping skills by area.

Table 24. *Legend of Coping Skills by Statistics*

Coping Skills by Statistics	
3 for Family or Family History Research	1 for Sleep
4 for Exercise	5 for Faith
6 for Eating	
8 for Social (IPad, video games, Internet, speaking with friends, arguing with spouse)	
3 for TV	3 for Reading
2 for Crafts (Knitting)	3 for Meditation
2 for Drugs and/or Alcohol	

Table 25 is a comparison between burnout, cynicism, exhaustion and coping. Additional markers of length of service months and years, and the age range of the staff members are also detailed.

Table 25. *Comparing Burnout, Cynicism, Exhaustion and Coping Skills*

	Length of Service	Age Range	Burnout	Cynicism	Exhaustion	Coping Skills
Participant 1	4 plus years	26-35	3	2	15	3
Participant 2	3-12 months	18-25	1	1	4	2
Participant 3	3-12 months	18-25	1	9	11	1
Participant 4	3-12 months	46 plus	0	0	0	1
Participant 5	3-12 months	26-35	1	0	6	1
Participant 6	3-12 months	26-35	3	15	24	4
Participant 7	4 plus years	46 plus	2	2	15	3
Participant 8	13-28 months	18-25	5	9	23	2
Participant 9	3-12 months	36-45	0	8	1	2

	Length of Service	Age Range	Burnout	Cynicism	Exhaustion	Coping Skills
Participant 10	3-12 months	46 plus	A	A	A	1
Participant 11	4 plus years	46 plus	1	1	7	2
Participant 12	3-12 months	46 plus	0	0	3	1
Participant 13	3-12 months	18-25	1	12	11	2
Participant 14	4 plus years	46 plus	5	22	22	3
Participant 15	13-28 months	36-45	6	28	30	3
Participant 16	3-12 months	26-35	5	23	25	4
Participant 17	4 plus years	46 plus	0	3	5	3
Participant 18	3-12 months	36-45	2	14	10	2
Participant 19	3-12 months	46 plus	1	0	2	3
Participant 20	3-12 months	26-35	5	20	28	4
Participant 21	13-18 months	18-25	2	4	12	2

Table 26 takes us back to burnout as we begin now to draw bridges between administrative burden, burnout and coping skills. The results from Q18, as detailed in table 23 show there is a serious lack of coping skills among staff in dealing with both administrative burden and burnout. In the following table, the MBI scores from Q6 (direct burnout question) and the subsets of cynicism and exhaustion are combined by the researcher to give us a Coagulated Burnout Score (CBS). This Coagulated Burnout Score (CBS) helps us in understanding the total weight of the burnout depth.

Table 26. *Comparing Coagulated Burnout Score with the Coping Skills Score*

	Length of Service	Age Range	Coagulated Burnout Score	Coping Skills Score
Participant 1	4 plus years	26-35	20	3
Participant 2	3-12 months	18-25	6	2
Participant 3	3-12 months	18-25	20	1
Participant 4	3-12 months	46 plus	0	1
Participant 5	3-12 months	26-35	7	1
Participant 6	3-12 months	26-35	42	4
Participant 7	4 plus years	46 plus	19	3
Participant 8	13-28 months	18-25	37	2
Participant 9	3-12 months	36-45	9	2
Participant 10	3-12 months	46 plus	A	1
Participant 11	4 plus years	46 plus	9	2
Participant 12	3-12 months	46 plus	3	1
Participant 13	3-12 months	18-25	24	2
Participant 14	4 plus years	46 plus	49	3
Participant 15	13-28 months	36-45	63	3
Participant 16	3-12 months	26-35	53	4
Participant 17	4 plus years	46 plus	8	3
Participant 18	3-12 months	36-45	26	2
Participant 19	3-12 months	46 plus	3	3
Participant 20	3-12 months	26-35	53	4
Participant 21	13-18 months	18-25	18	2

By adding the combined scores from questions 1 through 17 from the Kopitke Administrative Burden Dialog Exploration (KABDE), a Coagulated Administrative Burden Score has been developed. Each answer was given one scoring point. Ten additional points were added based on comments from management that increased reporting requirements had been instituted; the One Stop therefore was operating under a de facto umbrella of neoclassical administrative burden. In table 27 the results of Coagulated Administrative Burden Score and the Coagulated Burnout Score are displayed.

Table 27. *Coagulated Administrative Burden in Relation to Coagulated Burnout*

	Length of Service	Age Range	Coagulated Administrative Burnout Score	Coagulated Burnout Score
Participant 1	4 plus years	26-35	18	20
Participant 2	3-12 months	18-25	16	6
Participant 3	3-12 months	18-25	18	20
Participant 4	3-12 months	46 and beyond	16	0
Participant 5	3-12 months	26-35	19	7
Participant 6	3-12 months	26-35	14	42
Participant 7	4 plus years	46 and beyond	23	19
Participant 8	13-28 months	18-25	21	37
Participant 9	3-12 months	36-45	15	9
Participant 10	3-12 months	46 and beyond	12	A
Participant 11	4 plus years	46 and beyond	15	9
Participant 12	3-12 months	46 and beyond	15	3
Participant 13	3-12 months	18-25	15	24
Participant 14	4 plus years	46 and beyond	18	49
Participant 15	13-28 months	36-45	13	63
Participant 16	3-12 months	26-35	16	53
Participant 17	4 plus years	46 and beyond	13	8
Participant 18	3-12 months	36-45	13	26
Participant 19	3-12 months	46 and beyond	16	3
Participant 20	3-12 months	26-35	23	53
Participant 21	13-18 months	18-25	16	18

Table 28 displays the scoring guide for both the Coagulated Administrative Burden Score and the Coagulated Burnout Score.

Table 28. *Scoring Guide*

	Coagulated Administrative Burden Score		Coagulated Burnout Score
Low	0-13	Low	0-10
Moderate	14-15	Moderate	11-20
High	16-30	High	21-65

The scoring guide denotes that the majority of staff members have either both moderate and high levels of Coagulated Administrative Burden and Coagulated Burnout. From an action research perspective, the goal then becomes to design deliverables that will assist staff members that have moderate to high administrative burden and burnout that exhibited low coping skill variables. The responses from the long-gated answers to KABDE questions offered insights into the framework for action research deliverables.

Long-gated answers

The Kopitke Administrative Burden Dialog Exploration began with short initial responses which the participants were given the opportunity to expand their short answers into more long-gated responses. These long-gated responses translated into themes and subtext category issues within the themes. The 4 core themes were (1) Attributes of administration burden on performance, (2) Administrative burden concerns, Administrative burden suggestions, (3) Administrative burden coping skills.

The theme of *attributes of administration burden on performance* was divided into two sections of neoclassical administrative burden, and pastel administrative burden; each had 7 subtext categories.

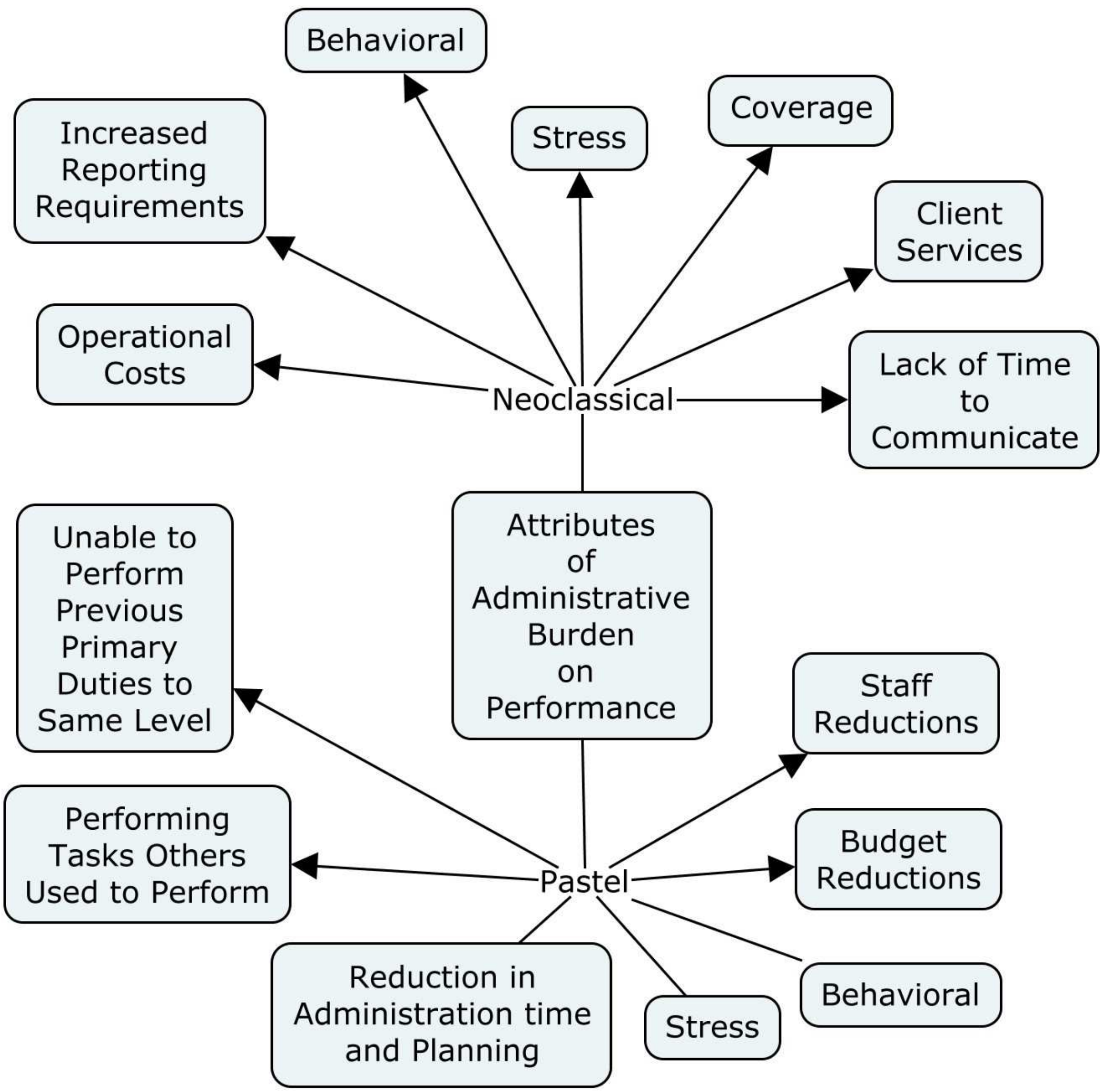

Figure 13. Attributes of Administrative Burden on Performance. As the definition of administrative burden continues to evolve, the researcher adds to the definition the terms of *neoclassical* and *pastel*. Pastel administrative burden builds upon the original core neoclassical administrative burden and induces more timely attributes. Some attributes cross into each other's boundaries.

Instances of administrative burden, both neoclassical and pastel, were evident in the responses from the study participants.

Neoclassical

Increased reporting requirements. Increased reporting requirements from government funding agencies are the core tenants of administrative burden; it is a compliance burden. Interviews with the One Stop management prior to the utilization of the testing instruments revealed that grants across the board were requiring additional paperwork reporting conditions; therefore the One Stop is operating under a de facto condition of administrative burden. This includes the amount of information, and the frequency of reporting.

Lack of Time to Communicate. One of the first key markers of neoclassical administrative burden is a higher work load per staff member; this translates into a reduced opportunity time for staff to communicate concerns, issues and suggestions with their peers and management.

Behavioral. As workload increases, beyond a reasonable point, it cross the Rubicon, past a tipping point where an intense workload translates into frustration leading to negative thoughts to anger outbursts and shortness of temper.

> Participant 3: Front window staff have a snippy attitude as they have more workload; it's too high.

Stress. Stress is not only an attribute of burnout but of administrative burden; it can force staff to hurry assignments and tasks and not be as thorough in their execution.

> Participant 3: With the increased work it causes a lot more stress because I am rushing to get things done.

Coverage. As the annual budget is reduced a natural cycle of staff reductions increases; this translates into fewer staff to provide coverage for interacting with the client customer service population.

Client Services. As staff members have a reduced amount of time to interact with client/customer base, they provide fewer suggestions on how to cope with their unique challenges.

> Participant 5: Difficulty in coping is increasing because the amount of clients is getting bigger. I find it difficult to keep up with new clients and balance the old clients. I feel with the large caseloads that sometimes my youth are getting lost in the shuffle.

Operational Costs. This attribute of neoclassical administrative burden is caused as the management team is spending more time filling out new required reports instead of focusing in on raising funds to provide coverage for operation expenses.

Pastel

Unable to Perform Previous Primary Duties to Same Level. This is the core of pastel administrative burden; the inability of management and staff to perform their previous primary duty because they are now performing the additional duties that other staff used to accommodate, that were laid off due to budget cuts, and whose positions were not filled.

Performing Tasks Others Used to Perform. This takes them away from their previous primary duties, and causes a lack of performance as they are now not having enough time to complete their tasks.

> Participant 7: I took on about 25% more three years ago because a person left; it is a staggering amount.

Reduction in Administrative Time and Planning. This reduction in administrative time causes management to spend less time providing counseling and role modeling. This attribute of administrative burden shifts away from management essential time elements that are needed for goal setting and strategic planning.

Stress. Stress is a factor in both neoclassical administrative burden and pastel administrative burden; the difference with pastel is that staff members now move to the attribute of not speaking with other staff about issues ranging from case management and coordination to personal issue disagreements and conflicts.

> Participant 3: It depends on the situation there are people I butt heads with. People's tempers change as work load gets slammed. If we are really slammed emotions tend to run a bit higher.

Budget Reductions. Under pastel administrative burden, grants and donations suffer to a higher level. As management spends more time doing the work that others used to perform they are unable to prosecute their previous primary duty of fundraising.

Staff Reductions. A natural affect of budget reductions is not replacing staff as they leave. This means the remaining staff have more tasks to complete as their workload grows.

Behavioral. Another behavioral attribute is that staff members are more pronged to seek other employment because there is a weakness in developing a long-term fundraising stability package and master plan. Professional staff members seek employment stability, and will explore other options if it appears that the funding for their position is not secured or is unstable.

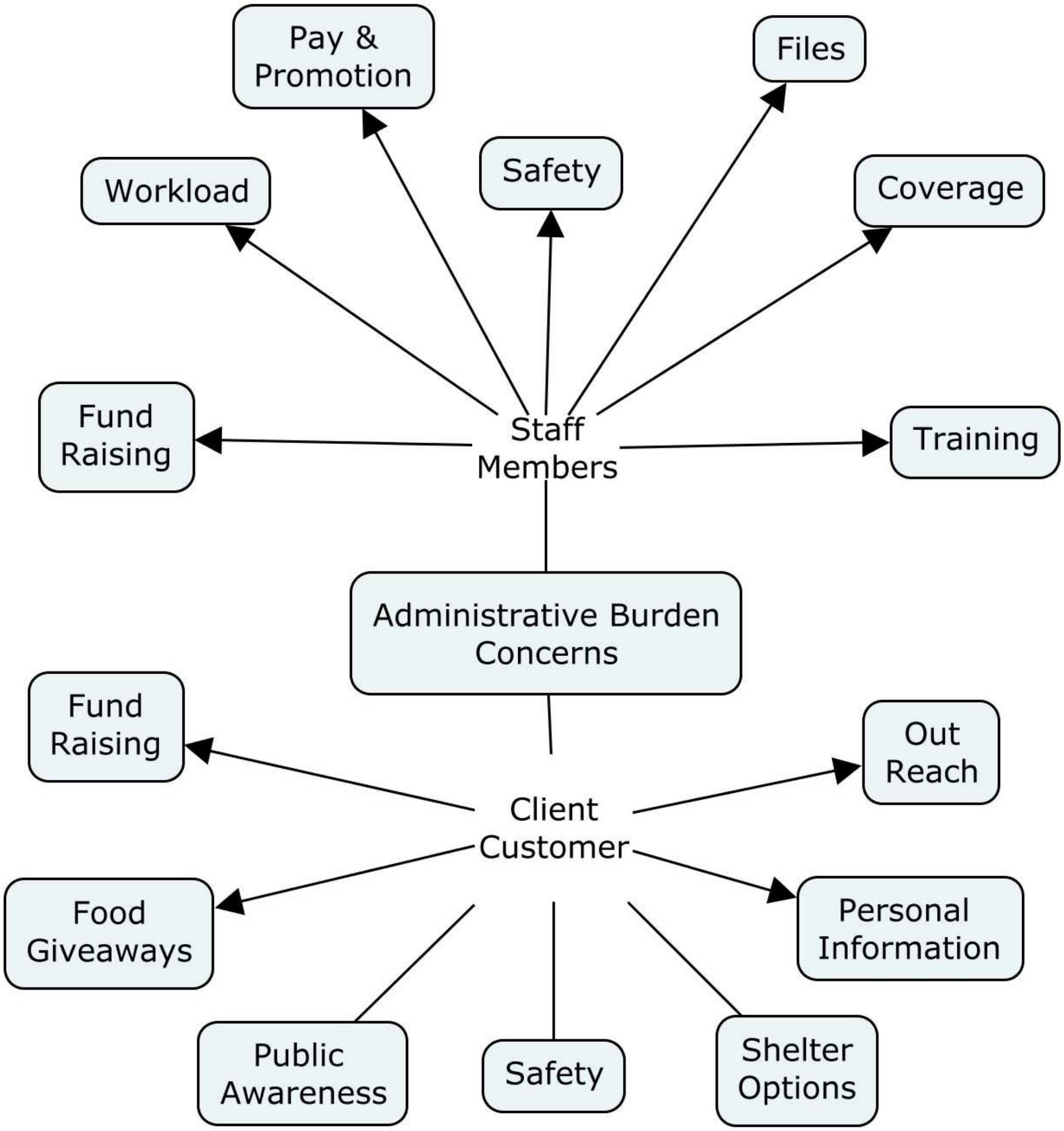

Figure 14. Administrative Burden Concerns. During the long-gated responses to the KABDE questions, the case study participants identified many concerns. They fell into two trends; concerns staff members had for internal issues, and client customer issues.

The theme of a*dministrative burden concerns* divided into 2 sections of "Staff Member" and "Client Customer"; each had 7 subtext categories. "Staff Member" concerns are concerns that staff have for issues that relate to their status as a staff member, while “Client Customer” refers to concerns staff members have for their clients and customers.

Staff Members

Pay and Promotion. Pay and promotion are compensation issues that are sensitive issues for staff members and management at the One Stop. Some grant programs come “staff funded” which means a particular grant will come with a “set aside” percentage of the grant to pay for the administration of the grant. This may also include an expected hourly pay rate. For example, the “ABC grant” comes with a “set aside” that pays the staff member assigned to work on that particular grant $9 an hour. Whereas the “DEF grant” comes with a “set aside” amount towards an hourly wage of $10. Uneven pay scales for the same perceived work can cause conflict issues. Some staff felt that the hourly rate should be the same across the board. Promotion is another area of concern as some of the volunteers and part-time staff have been there for a number of years and have been passed over for hiring into full-time positions; they have expressed a need for a step progression where volunteers become qualified to be hired on a part-time basis, and where part-time staff can be hired to fill an open full-time slot.

> Participant 19: Volunteers should be hired first; there should be more training for volunteers in others areas. We should be paid at the government rate.

Workload. One of the harbingers of administrative burden is that with budget cuts comes along the drought of staff reductions that causes others to have their workload increased. Staff members at the One Stop see their work load increasing. There is frustration that the high workload is causing staff to not perform at peak levels.

Participant 5: The amount of the grant was cut out by the (redacted) foundation. When funding got cut, my hours got cut. I put in more hours as a volunteer. I went from twenty-five hours to twenty hours a week.

Safety. This was a major issue among some staff members. This ranged from entering and leaving the building, to parking lot issues, to use of the employee restroom.

Files. In any organization that has a massive client customer base, recording the data, filling out the forms and the file keeping protocols are major challenges and issues. File maintenance was noted during the interviews as an area of concern.

Coverage. The One Stop is divided into many areas; personnel are assigned to various grants. All clients and customers pass through the front check-in area; during the interviews "coverage" concerns were raised.

Participant 17: Have two people assigned to the front desk. The work load has tripled since we moved here. We need more staff like an Intake Specialist Assistant.

Training. The foundation for most successful nonprofits is the foundational building block of developing effective training strategies. Due to the high turnover of work study students, interns and part-time staff, training becomes a constant issue. Also added to the high turnover rate among staff is the ever changing reporting requirements from federal and state and foundations that fund the nonprofit One Stop; these reporting changes can change at a moment's notice.

Participant 3: I am not very clear on what I am supposed to be doing; we need more training to be more clear on how it is supposed to be done. We need to do more hands on training.

Fundraising. The One Stop survives on grants from government agencies, foundations, corporations and private individuals. Through the interview process, fundraising was the most emotional and adamant issue brought-up by staff members. It is of concern to staff because without funding the One Stop will have to close. Without a solid funding plan and endowment strategy, staff members are left to wonder if they will have employment next year or in the following years. This also harms morale as staff members are left uncertain if they will receive a pay raise or promotion. *Of all the variables of administrative burden, fundraising is the most important and critical variable.* Of all the variables of administrative burden, fundraising is in the hands of the One Stop. The One Stop cannot change the reporting requirements from government agencies; that is out of their "hands." They can however raise more funds to hire more staff, which has the net effect of lowering the workload, and thus elevating stress from administrative burden which also causes burnout.

Client Customer

Fundraising. Staff members are concerned over the lack of future sustained funding as a failure or reduction would mean curtailing client customer services.

Food Giveaways. One of the concerns that staff members had for the client customer base was the lack of available and effective understanding of the number of food giveaways that occur in the area. There are food giveaways in the area seven days a week at various food pantries, soup kitchens and mobile food drives. Often there is no quick *information sheet* for the socially challenged serviceable client/customer base to utilize.

Participant 10: Updates on food giveaways. So many who come in here are hungry and they don't how to get food; some have lost their EBT cards and they need food now.

Public awareness. During the KABDE interview process, participants expressed concern that the general public was not aware of their existence, and the needs the One Stop has for supplies, winter coats, food donations and donations both in monetary form and in-kind.

Safety. Safety of clients and customers is a serious concern. The waiting area is small and client/customers are crowded together; sometimes having to stand. The close proximity in seating raises health issues especially during the flu season.

Shelter operations. Shelter options are important to staff members. In a nearby area, a homeless man was found frozen into a block of ice in an abandoned building; another homeless person had both legs amputated and an arm amputated because there was no open shelter at that time. Staff are concerned that there is a lack of public awareness of the shelter locations and how to contact them.

Participant 19: We really need better out reach more homeless outreach to go out and poster this town so people know there is a place to go.

Personal information. A participant volunteered the information that they felt too much client customer personal information is required when filling out forms that had no real purpose; the staff person felt it was an invasion of privacy.

Outreach. Another concern of staff members was the level of outreach among the poor and destitute; staff members feel there is a need to do much better in this area.

Staff strongly expressed that many client customers do not understand there are programs to assist with various challenges that are germane to the client/customer base.

> Participant 10: I never realized how fast people get kicked out of their apartment or home when they get behind. People flip from being poor to homeless poor really quick. With better outreach we can find them faster.

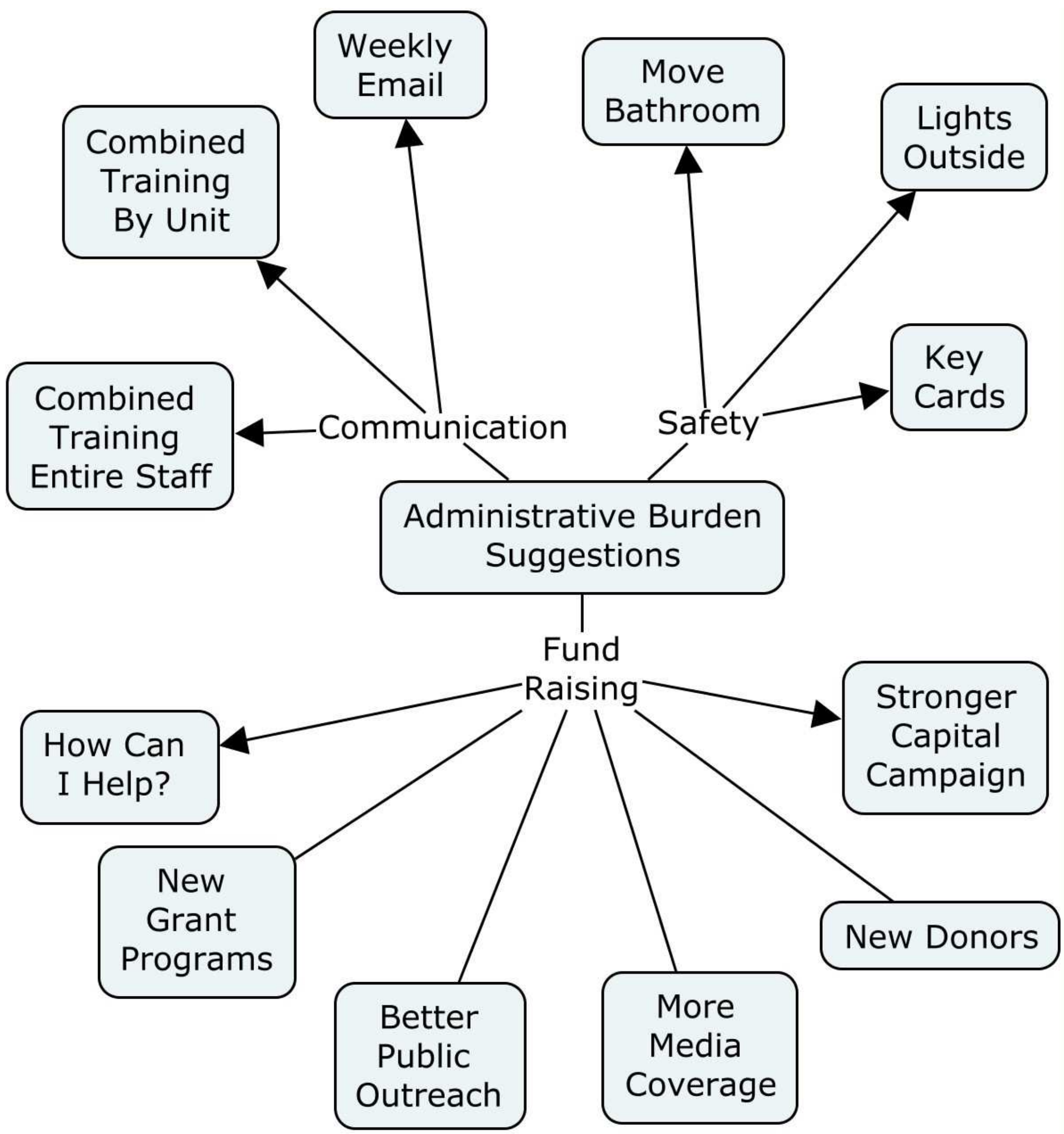

Figure 15. Administrative Burden Suggestions. A peripheral amount of suggestions exploded during the KABDE; while participants were stolid in response to some questions, at other times they were emphatic and vehement with passionate suggestions.

The theme of a*dministrative burden suggestions* was divided into 3 sections of communication, safety and fundraising. *Communication* had 3 subtext categories, as did *safety*. *Fundraising* had 6 subtext categories. Communication dealt with management communicating with staff and with staff communicating with their peers. Safety issues reflect on how safe staff members feel in their work environment. Fundraising centered on fiscal sustainability issues.

Communication

Combined Training. Participants noted that there was a need for more training that included all management and staff. Given the client/customer base, it is difficult for the One Stop to close for service center wide training.

Combined Training by Unit. Participants also requested that training be given for multiple units at the same time, or by individual unit. For example, staff working with grants and programs that cover homelessness, housing and shelter issues should be trained at the same time and together. One of the challenges the One Stop faces in the area of training is that such a significant percentage of their staff are made up of interns, work study students, part-time personnel and volunteers. This makes holding a service center wide training very difficult.

> Participant 8: One day a week four of us get together and discuss issues. Tuesday when all four of us are here, a key member of management is not; we have to find

a way to meet together. It's productive to see how others are dealing with the same situations.

Weekly Email. Ramping up the use of emails as a communication tool for training and in-house information flow is a productive method.

Participant 8: We need better communication like a monthly email newsletter or a weekly short update on what is new and coming up. Sometimes we miss out on what is happening because there is no way to hear about it except through a by chance conversation.

Safety

Move bathroom. Currently, the staff member bathroom is in the hallway; staff members have to walk out a secured side door into the locked staff bathroom. During certain times of the day, the waiting room will face capacity seating, at that point clients/customers begin filling in the hall space. During these busy times, staff members have to pass by a number of clients/customers in order to reach the bathroom. If any of these clients/customers are mentally fogged from not taking their prescribed medications to treat mental disorders, or are on new medications, or have had their dosages revamped, then this could be a major safety issue if a physical or verbal assault occurs.

Key cards. Certain staff members are not assigned a key card that allows them to enter the building through a side-door situated in the parking lot. In consequence of not having a key card, staff members have to walk through the front door and down a long hallway to reach the isolated elevator. In winter and on rainy days this hallway can have a significant amount of homeless persons seeking shelter from the elements. Walking through a gauntlet of the homeless population means the staff, especially the female staff, may be subjected to coarse and demeaning remarks due to some of the homeless population not taking their calming medications. While a security guard is on-site during the day, he rotates positions, and just cannot cover the entire two floors adequately. It is a double negative on stress levels when staff members have to begin the day and end the day with heightened anxiety over having to enter and leave the building.

> Participant 6: Can interns get little cards to come inside the side door. I'm creeped out walking by clients.

Lights outside. Another key safety issue that was raised during the interviews was that of the darkness of the parking lot that adjoins the building that hosts the One Stop. The parking lot is shared by a number of other entities and is not secured but open for foot traffic. In the early AM hours, especially during the winter, and in the PM dusk hours, the locked doorway area is dim. The more light by a locked doorway the less potential of a dangerous traumatic event occurring.

> Participant 6: There should be a motion detector light by the door. This is a rough neighborhood and people hang around the building; more lighting would help; sometimes it's kind of scary walking from the parking lot.

Fund Raising

How Can I Help. A number of staff expressed a desire to take part in the fundraising efforts as it is central to the survival of their employment status, and future promotion potential. Participants noted that it was perceived that only one member of management performed fundraising activities. Staff sought to take "ownership" for this critical challenge.

New grant programs. Participants exclaimed that for the survival and growth of the One Stop, new and additional grant programs should be sought out. For example, while the One Stop receives "grant dollars" (in-house term) from the Department of Housing and Urban Development (through a state agency) to combat homelessness, the One Stop could seek a grant from the Department of Veterans Affairs to conduct an outreach for homeless Veterans. Recent media coverage has focused on the statistic that there is an average of 22 Veterans take their own life each day; a grant to assist in counseling Veterans could be sought from the Department of Human Services or the Department of Veteran Affairs.

New donors. While obtaining new grants is an important fiscal strategy, finding new individual donors is an important portal for continued fiduciary feasibility.

> Participant 7: We have to develop much more funding like new funding sources. Go out and tap that we haven't before like hospitals.

Better public outreach. It was so noted in the interviews that the fundraising effort would be enhanced if the One Stop had a better outreach to local corporations, and community leaders.

> Participant 7: Let the community know we are out there. It amazes me the people I meet don't even know we are here.

More media coverage. Staff also noted that we live in a media age, and expressed the need to have more media coverage as a vehicle in increasing donations and partnerships. Marketing and public relations are key tenants for any nonprofit.

Participant 14: Part of more visibility is more media. I see the Salvation Army all the time; we need to be in newspapers and on TV and use social media much more than what we do.

Stronger capital campaign. Within the realm of fundraising, a "capital campaign" is generally an annual fundraising effort that happens over a given set period of time. Capital campaigns range from a month to several months; a successful capital campaign will meet (and hopefully surpass) the dollar amount goal, which is based upon yearly cost projections that cover programs, salaries and poignant costs for rent and utilities. Modern nonprofits co-ordinate political lobbying in securing grants and donations.

Participant 20: We need more resources and more fundraising. Getting our name out in the community. Placing brochures here and there would go a long way in creating a community presence.

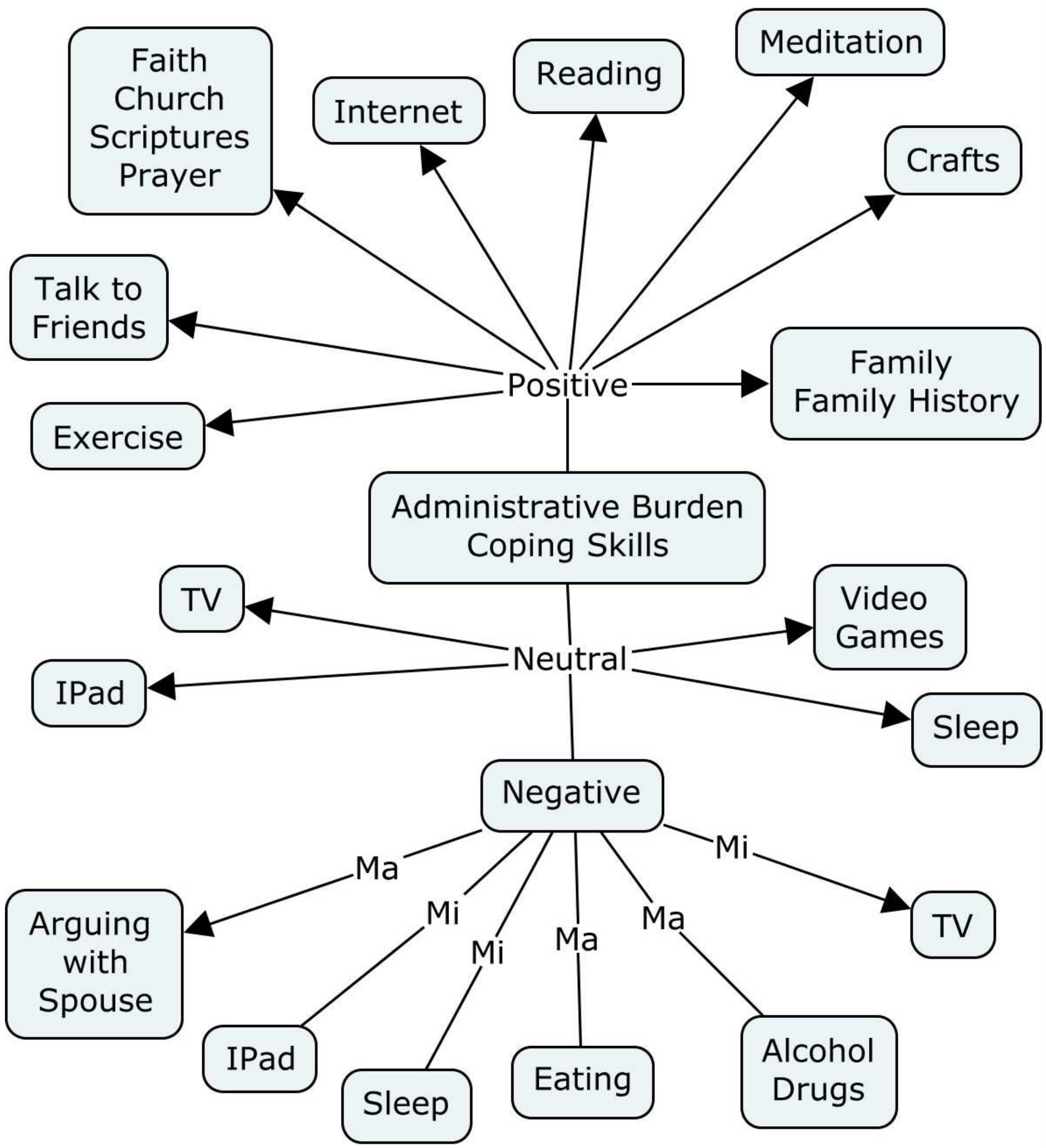

Figure 16. Administrative Burden Coping Skills. Coping skills in dealing with the stress caused by administrative burden took three routes; one positive and one negative, and one neutral. Some coping skills could be either positive or negative depending how they were actuated. For example: sleep can be regenerating to the body and mind, yet too much can have the opposite effect.

The theme of *administrative burden coping skills* was divided into 3 sections of positive, neutral and negative. *Positive* had 8 subtext categories, and *neutral* had 4, while *negative* had 6 subtext categories. The negative subtext categories were also assigned a *weight level* of either major (ma) or minor (mi).

Negative

TV (mi). Watching too much TV can be a negative coping skill as it does not allow healthy conversational interactions with other human beings, which is a key component to reducing stress.

Alcohol and Drugs (ma). Drinking and drug usage can have serious negative effects on mental health and often in time leads to job related issues.

Eating (ma): Eating in the negative sense is not just "eating" but more so than not becomes over eating to gorging, where physical heath, emotional health and social health are challenged. Excessive weight gain leads to high blood pressure and diabetes, which in turn leads to kidney failure as the medication drugs that individuals consume to treat their high blood pressure and diabetes will result in kidney failure in due time. People today are not generally just "a few pounds" over-weight; they are obese to a dangerous level.

Sleep (mi). Too much sleep can be a sign of stress, or ill health possibly stemming from stress. Too much sleep can also be a flag for depression and avoidance. Staff can lose sleep over worrying about client customers and other work related issues.

> Participant 5: I have woken up from a deep sleep worrying about youth sleeping on the streets. I lose sleep more than nightmares.

IPad (mi). Too much time on the self-centered games can lead to avoidance of issues of reality; while an IPad has some practical elements, too much can cause the center to become unbalanced.

Arguing with Spouse (ma). While vocalization can vent stress, the heightened activity of arguing with a spouse can be a path to physical abuse for the either the husband or the wife (or children), and can cause severe marital strife.

Neutral

TV. A relatively small amount of TV viewing can be mildly relaxing, and is therefore a neutral activity.

Ipad. Within reasonable amounts, IPad and other social media constraints can be a reasonable activity.

Video games. A mild amount of playing video games is practical, but when it turns into extreme amounts of time it can be detrimental. While TV, IPad and Video games can be prudent, it bellies the fact that creating inventions that uplift society and solve the ills of the world come from such passive self efforts.

Sleep. Sleep can be either a neutral or negative coping skill. Too much sleep can be a sign of stress, or from ill health possibly resulting from stress, and also as a sign of increasing depression and avoidance. A “good night’s sleep” is a natural occurrence and is considered a neutral expected function.

Positive

Family and Family History Research (Genealogy). Being with family can be a very positive coping skill. Participating in Family History Research can build self-esteem, and encourage positive thoughts about ones-self.

> Participant 1: I do a lot of family stuff with my kids and I try not to take work home over the weekends.

Crafts. Crafts such as knitting, crocheting, sewing, and other hobbies are effective coping skills that induce feelings of stress relief and relaxation.

> Participant 7: What helps me to relax is knitting like crafts and sewing.

Meditation. Meditation, in its various forms of going for walks, yoga, and other such techniques is a time honored coping skill.

Reading. Reading can be a positive coping skill as it takes the mind away from the burdens of the day, and also adds to the knowledge bank inside one's mind.

Internet. The internet is a master or slave for good coping skills or not so good coping skills. The internet, like reading books, allows for the individual to take their mind out of the context of the day to valleys of pleasant thought, both of logic and abstract.

Faith, Church, Scriptures, and Prayer. Spirituality is often a complex and difficult abstract to quantify, as results are not specifically geared toward replication in other empirical testing instruments. Those, who, do practice spiritual traits as a coping skill such as Faith in God, attending Church, reading the Holy Scriptures, and engaging in either vocal or silent prayer testify of the fruits of wellness those habits bring.

Talk to Friends. The very act of either physical (hugging and touching) or non-physical (speaking with others or writing to others) is a successful coping skill strategy. Persons who communicate with others often feel more relaxed and balanced after having done such. Verbalizing frustrations from" work" is appositive coping skill.

Exercise. When constituted in the light of moderation, exercise maintains one of the best natural healing coping skills, as it sends off healing endorphins to the mind, and provides for increase blood flow to other vital organs which creates a sense of release form tension and overall better physical and mental agility.

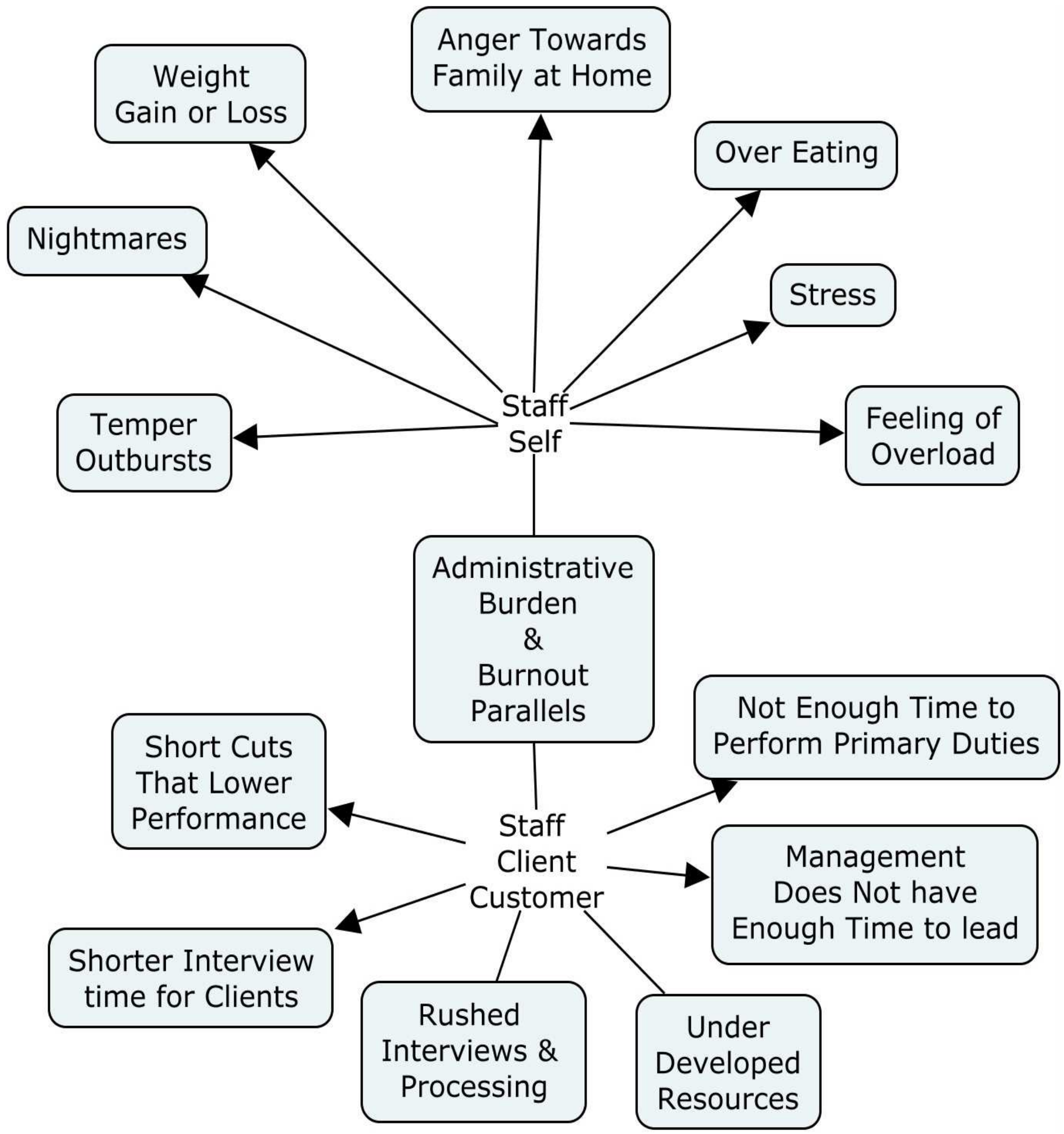

Figure 17. Administrative Burden and Burnout Parallels. In relationship to the field of public administration, both administrative burden and burnout have many similar particles that can be negative. Figure 17 shows the tentacles towards the staff member (staff self) and how the staff member interacts with clients and work flow processes (staff client/customers).

Administrative burden and burnout overlap in many categories as outlined in figure 17. While burnout is primarily a behavioral and mental metamorphosis, and administrative burden primarily a work attribute metamorphosis, they cross over as a staff member experiencing administrative burden can have nightmares just as a person experiencing burnout.

Forms Review

Part of the action research arm of the case study was to perform a form review. Each of the 21 participants was asked if they had any suggestions or comments about the forms that were used in the One Stop office. Due to administering numerous grant programs, the One Stop has a significant number of forms to be completed, as well as self-generated forms created to gage various other measurement areas. It was noted that a number of participants expressed that when they have suggestions concerning forms, the director of the One Stop makes near immediate changes to improve the flow of the forms. Results from the forms review produced a number of suggestions.

> Participant 1: Incident forms should be simplified
> Participant 2: Ask on forms for the current email or if they need help setting one up (many persons experiencing homelessness do not have email accounts or have forgotten their account information).
> Participant 3: The forms ask too many personal questions that are not needed that makes the client uncomfortable.
> Participant 11: Store on top of file cabinets for easy access.
> Participant 16: I have made changes that were changed back.
> Participant 21: Our forms should have a space for bus pass information.

Analysis, Synthesis, and Findings

Research Question 1

In review, the first research question asks, "How does administrative burden and burnout affect performance?" The results from the Maslach Burnout Inventory (MBI) and the Kopitke Administrative Burden Dialog Exploration (KABDE) indicate that performance suffers with high rates of administrative burnout and burnout. They have a net effect of lowering the quantity of production, the quality of production, and also the office atmosphere by raising the level of stress. The result of more paperwork reporting requirements morphs off the paperwork into the lives of the staff members and has a stress producing result that mirrors burnout.

Research Question 2

The second research question looks for a correlation, and asks, “Is there a correlation between administrative burden and burnout leading to poor performance?” Burnout itself is more of a mental and physical state that leads to negative work performance issues. Administrative burden is a compliance burden that begins with performance issues that become mental and physical in nature in a negative way.

Research Question 3

The remaining research question pertains to work habits and considers, “How do staff personnel change their work habits when administrative burden becomes excessive?” Staff personnel make significant changes in how they conduct their work as administrative burden becomes excessive. Members of management have less time to lead, plan, train and conduct fundraising. Staff front-line members proceed to cut back time allotted per client customer. Staff also have less time to process work conditions with other staff, which often leads to higher morale and more effective job functioning.

Data Analysis Summary

This action research case study sought to measure effects of administrative burden and burnout as they relate to performance. The study host agency was a One Stop service center in a central state within a large metropolitan city that was suffering from high unemployment, high rates of violent crime and murder, and arson.

The data analysis showed that there is a significant rate of administrative burden and burnout for staff personnel of the One Stop. Two testing instruments were utilized in conducting the onsite field testing. The Maslach Burnout Inventory (MBI) measured burnout among staff. The Kopitke Administrative Burden Dialog Exploration (KABDE) was a researcher generated instrument that measured administrative burden, elements of burnout, and coping skills. Results from the two testing instruments confirmed the presence of administrative burden and burnout. Several action research deliverables were designed based upon the findings and analysis from the two testing instruments that will be presented in chapter 5.

CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

Introduction

From the vantage point of history, the world has changed radically since Gibbon wrote his immortal chronology of ancient public administration in his seminal work, *The History of the Decline and Fall of the Roman Empire* (Gibbon, 1776). Public administrators no longer worry about wheels falling off city owned chariots, but if a bioterrorism attack (Avery, 2004), or an EMP (Electronic Magnetic Pulse) (Wilson, 2003) attack will occur. Yet while larger than life challenges face modern public administrators, there are still the ancient deliverable challenges of drinking water that is safe, functioning sewer systems, and the maintenance of roads. The delivery mechanics of employment assistance and basic social service assistance may change but the issues remain the same in their historical nature within the scope of public administration.

Chapter 5 provides a discussion of the data from the testing instruments, implications from the data, and action research recommendations in the form of action research deliverables. Chapter 5 is divided into several sections; review of the research problem and purpose; Findings and conclusions of research questions 1-3; action research deliverables; theory development; significance; limitations; areas of future study concluding with a summary.

The significance of impactful action research deliverables cannot be understated for an action research case study within the field of public administration. For the greatest thoughts in the world are not really great unless they can be understood by others; so too the greatest of the greatest ideas in the world are not really great unless they can be understood by others and placed into actionable creations that benefit the soul of mankind. Thus marks the great dilemma for action research deliverables; how does the researcher take action research deliverables and turn them into change. It is actually not systematically the role of the researcher to take the action research deliverables and make changes; this is strictly up to the host organization to decide. However, the researcher does have a vested interest in ensuring that the management of the host organization does understand the proposed action research deliverables. The researcher also has an implied public administration integrity requirement of sharing with the management of the host site critical options on how to implement the recommended action research deliverable options. That is, if the management of the One Stop nonprofit service center so avails. It makes absolutely no sense to grab a shooting star by its tail of brilliance just to have it not shine elsewhere. So too with action research deliverables; to create them and not implement them is a disturbing folly upon the honor of the field of public administration; this must not be so.

Review of the Research Problem and Purpose

According to Sutton-Brock (2013), "At present, job burnout poses the greatest occupational hazard in Western countries among teachers and human service workers" (p.25). Besides those in the social science (Moore, 2011) and educational professions (Williams, 2012), burnout extends to mainline staff (Schulz, Greenley, & Brown, 1995), professionals (Runcan, 2013), throughout society including even entrepreneurs (Sikora & Saha, 2009).

The concept of Burnout initially focused on workers in the mental health field (Leiter & Harvie, 1996; Prosser, et al., 1999; Rupert & Kent, 2007; Gilibert & Daloz, 2008). The concept of burnout has grown to appreciate that it affects not only mental health professionals, but also teachers (Tomic & Tomic, 2008), and onward to cover all parts of society that engages in tasks (Cordes, Dougherty, & Blum, 1997; Perry, Penney & Witt, 2008). Due to the outlook for tightening funds for nonprofits from federal grants, administrative burden and burnout are projected to continue to be serious issues within the nonprofit sector of public administration. Administrative burden (Burden et al., 2012; Herd et al., 2013; Moynihan, Herd, & Harvey, 2014) has a negative impact on performance. The research problem centered in on how administrative burden and burnout affect performance, it also sought to develop coping skills to assist staff personnel.

Discussion of the Results

Research Question 1

The first research question asks, "How does administrative burden and burnout affect performance?" The results from the Maslach Burnout Inventory (MBI) and the Kopitke Administrative Burden Dialog Exploration (KABDE) indicate that performance suffers with high rates of administrative burnout and burnout. They have a net effect of lowering the quantity of production, the quality of production, and also the office atmosphere by raising the level of stress. The result of more paperwork reporting requirements morphs off the paperwork into the lives of the staff members and has a stress producing result that mirrors burnout. One of the trends from the results from the

KABDE was that it was difficult for staff under one year serving with the agency to identity administrative burden. Nor did staff under one year of service have enough time in the office setting to properly gage needs, such as adequacy of the forms. New staff members did have good intrinsic skills in noticing safety issues and in-house office communication issues.

Research Question 2

The second research question asks, “Is there a correlation between administrative burden and burnout leading to poor performance?” Burnout itself is more of a mental and physical state that leads to negative work performance issues. Administrative burden is a compliance burden that begins with performance issues that becomes both mental and physical in nature in a negative way.

Research Question 3

The last research question asks, “How do staff personnel change their work habits when administrative burden becomes excessive?” Staff personnel make significant changes in how they conduct their work as administrative burden becomes excessive. Members of management have less time to lead, plan, train and conduct fundraising. Staff front-line members proceed to cut back time allotted per client customer. Staff also have fewer minutes of time increments to process work conditions with other staff members, which often leads to higher morale and more effective job functioning.

Action Research Based Deliverables

The journey to learning is a journey of lifelong learning; lifelong learning is important to personal and professional growth (Claxton, 1982). For the following action research deliverables to be effective and make a real change, staff and management must be open to learning new ideas and new ways of performing. As each organization has their own unique culture, creating change within the culture of an organization can be daunting (Braithwaite, Westbrook, Pirone, Robinson, & Michael, 2009).

The ultimate goal of action research is to make the organization better. Rossi, Lipsey, and Freeman (2004) state that "the ultimate goal of all programs, however, is not merely to function well, but to bring about change—to affect some problem or social condition in beneficial ways. The changed conditions are the intended outcomes or products of the programs. Assessing the degree to which a program produces these outcomes is a core function of evaluators" (p. 204). The challenge then is incorporate action research deliverables.

In the contemplation phase of designing action research deliverables, the researcher often pondered upon the remarks that Reall (2013) stated about goal setting: "The requirement of collaboration among employees and human resources specialists, combined with meaningful feedback, reflect the increased significance of the intrinsic aspects of motivation and performance" (p. 99). This is a factor in reducing administrative burden and burnout.

Nonprofits live and die by the strength of their fundraising prowess; if fundraising goals are not met, and there is no established operating endowment, then the nonprofit will have to close down. According to Vickers (2005) "Action research must address social problems, which are inevitably driven by external funding sources and professional bodies" (p. 214). Funding and the art of fundraising are identified as critical keys.

From a military sense, fundraising tools could be considered weapons of war. One could argue that nonprofits are at war against hunger, homelessness, and unemployment. Certainly, like in a field tactical regular war, there are too with nonprofits, real causalities ranging from the loss of limbs due to amputation from being homeless in times of winter, or even death from overexposure in winter to frigid temperatures. There are also "wounds" of a physical and psychological nature from parents beating each other or their children due to the stress of hunger and unemployment. Nonprofits are in the frontline trenches in the war against poverty.

Staying on the theme that fundraising tools and skills are weapons in this war against want and hopelessness, according to Kopitke (1972), "Ghana was able to preserve her superior position for over a thousand years for the same reason that the European powers would be able to colonize Africa from the sixteenth to the nineteenth centuries, they possessed more sophisticated weapons than their enemies" (p. 3). Having then, a solid strategic fundraising plan and tools can lead a nonprofit to great heights of success or just the opposite without the appropriate plan and tools.

With this foundational understanding established of what action research deliverables can do, presented now are related action research deliverables that meet needs to help raise funds, and other areas if importance to the proper functioning of the One Stop. The researcher developed 8 action research deliverables from trends discovered through the analysis of the Maslach Burnout Inventory (MBI), and the Kopitke Administrative Burden Dialog Exploration (KABDE), additional content was discovered through the pre-testing phase of discussing the action research project with upper management from the One Stop, These conversations were required in order for

One Stop management to give permission to accomplish the case study at their nonprofit organization.

Action Research Deliverables

The following 8 action research deliverables are now listed as per their title in the Appendix. Fundraising Partnership Plan Prototype (Appendix D), Celebrity Spokesman Option (Appendix E), Website Assessment (Appendix F), Office Communication Assessment (Appendix G), Forms Assessment (Appendix H), Safety Assessment (Appendix I), Alternative Coping Skills (Appendix J), and Volunteers Needed Assessment (Appendix K). Each item has a specific purpose to meet specific needs at the One Stop. They are as follows:

Fundraising Partnership Plan Prototype. Administrative burden is caused by additional paperwork requirements that cannot be met by current staffing levels. Burnout is caused by stress from too heavy a workload. Both administrative burden and burnout lead to poor performance. If there were more staff to perform functions then administrative burden and burnout would be significantly reduced. The only way for a nonprofit to increase the amount of staff personnel is to increase the budget for paying new staff personnel. To obtain a higher level of budget for new staff, a nonprofit must go out and raise that monetary amount through the art of fundraising. Fundraising is an art and requires skills to be effective in the pursuit thereof.

Currently the One Stop does not involve their staff members in the fundraising goals and processes. The researcher has developed as an action research deliverable, a prototype plan for fundraising that engages staff into the process and enables them as partners; an *incentive arm* for staff members has been built into the fundraising plan. The spurring hallmark of American creative genius is incentives that are either personal or social in nature driven desires; regardless if personal altruistic or are socially altruistic; incentives motivate.

The fundraising plan makes strategic use of an annual fundraising campaign which is typical among nonprofits, and the use of a promotional One Stop fundraising quote calendar that can be used through-out the year. The calendar also acts as a brochure to the media, prospective donors, corporate partners, and in-kind contributors.

Celebrity Spokesman Option. The researcher noted that the One Stop does not currently have a celebrity spokesman. Most successful nonprofits acquire a celebrity spokesman as it supports their fundraising efforts and media public relations. The researcher created a celebrity recruitment and use tool as an action research deliverable.

Website Assessment. The One Stop website has much potential for development to assist in training, co-ordination, fundraising and staff management efforts. The researcher also added the contact information for a nonprofit organization that hosts websites without charge for functioning nonprofits; it also donates consulting in designing fundraising campaigns, fundraising materials, and staff management software.

Office Communication Assessment. The office communication assessment centered in on how better management can communicate with staff and how staff can have more effective communication with each other. This assessment provided a sample *in-house monthly email newsletter* that is successfully used in many nonprofits.

Forms Assessment. Study participants made a number of suggestions regarding current forms used within the office; this assessment presents them in an action research deliverable format for management to consider.

Safety Assessment. Safety issues arose as an issue as staff responded during the execution of the Kopitke Administrative Burden Dialog Exploration (KABDE). The assessment covers areas that were raised such as key cards for all staff members, moving the bathroom to a secure area or remodeling the current area to promote greater staff privacy and security, and also the issue of adding motion detector lights to the parking area. Safety issues reflect on how safe staff members feel in their work environment, and in entering and exiting the building in which they are located.

Alternative Coping Skills. Both burnout and administrative burden cause stress. While staff can only do so much in the office to lessen stress, they have a plethora of options in seeking to lowering stress level feelings at home through the use of coping skills. Coping skills are individual to the individual; many staff noted they currently have some coping skills. Most staff could only name a couple of skills that they are currently utilizing. This action research deliverable tool offers to staff suggestions on other successful coping skills for them to explore.

Family History research is a popular coping skills and hobby; a "getting started" page is laid out as an example. For the implementation of the Family History coping skill subsets, it is recommended that management actually teach the family history research techniques by taking the staff to a genealogy library for a short in-service training, where staff can get actual "hands on" training, or take staff to a local Family History Center where staff can participate in the learning process; participating in the learning process is important as they will learn better than just watching it be done; participatory learning has more impact than just watching. Pena (2014) stated "learning is better achieved by doing or watching how a task is done and practicing a task is better achieved through simulation and active participation" (p. 42).

Volunteers Needed Assessment. The One Stop is fortunate to geographically exist in the middle of six major colleges and universities and has successfully developed work study students and interns into their staff personnel model that work primarily in the social service fields. This assessment tool provides suggestions for engaging other academic departments with the goal of obtaining work study students and interns to assist with the One Stop website, fundraising, and volunteer co-ordination and recruitment.

These 8 action research deliverables have the capacity to make a significant event changing atmosphere if successfully implemented. The implementation is strictly up to the upper management of the One Stop. An area of further study would be to learn if they were implemented and if there was a dynamic positive change.

Discussion of the Conclusions in Relation to the Literature in the Field

Whetten (1989) asks "What constitutes a theoretical contribution?" (p.490). A theoretical contribution enlarges the meaning and the scope, but should also add something specific. An action research theoretical contribution adds specific solution proposals for the agency under consideration.

This study has added clarity to the place of nonprofits in the realm of public administration theory in relation to the importance of fundraising; to understand data, one has to understand the variables that make up data. The key variable to reducing administrative burden in a nonprofit is fundraising; it allows for the hiring of more staff members. A nonprofit can only hire more staff if it increases donations for the purposes of increasing funding to meet operational costs such as salaries. Fundraising then becomes the critical link and variable in reducing administrative burden. As administrative burden is reduced so is stress. Another contribution to the theory development of public administration is that there should be a separate understanding of variables between nonprofits and government agencies. For example, a nonprofit can hire more staff by going out and performing a higher level of fundraising, however a government agency cannot do this. True, a government agency can seek a larger appropriation in the next annual budget, however the nonprofit can move quicker and have a clearer amount of how much additional funding is needed for adding more specific staffing.

This study also added to the definition of administration burden, by creating the divisions of neoclassical administrative burden and pastel administrative burden. It also places the art of fundraising in the perspective of being a key variable in reducing administrative burden in the setting of a nonprofit organization.

Current theories in public administration theories like, new public management, strategic planning, and program theory are, while critical to the field of public administration lacking in depth. The "public administration theory of communication," the "public administration theory of nonprofit fundraising," and the public administration theory of administrative burden," are theories we should as a field, be expanding. It would also benefit the field of public administration if "burnout," which is often termed as a mental health phenomenon, is acknowledge as a public administration phenomenon; thus the "public administration theory of burnout"; thus, the "public administration theory of coping skills."

To cede to other fields areas that are also within the castle of public administration domain lessens our understanding range of the variables that create the very field of public administration. We miss out so much by not having more public administration theories that are to the core of our very existence.

If we return to the theory of strategic planning; yet while strategic planning is important, it is almost worthless if there are not enough funds (through fundraising) to implement the program; thus without the operational funds these needed programs sit in the space of time and mind and prevail not into a sphere of reality until the funds are raised to make the creation a reality.

The initial theoretical analysis goals and objectives included empowering staff to overcome the obstacles of administrative burden; this is difficult because staff cannot alter the paperwork forms reporting requirements that funding government and funding foundations dictate. Staff can however become empower themselves if they assist their nonprofit in raising additional funds through the work of fundraising, which in turn would lower administrative burden and burnout as more staff are hired to divide the workload.

Significance of the Study

With the national debt headed towards the $19 trillion dollar mark in 2015, and no real focus in Congress or at the White House in a serious effort to lower the growth or repay the national debt, the interest paid on the national debt will continue to grow in percentage of the national debt. This means there will be less discretionary spending available for social programs from the annual federal budget; thus the continued growth and negative progression of administrative burden and burnout on performance within the field of public administration. The loss of respect for the "dollar" as the benchmark as the world's reserve currency is due partly due to the annual national debt. The reckless monetary policy is causing a strategic gaping hole that crosses the border into a serious national security risk. The "dollar" is now being seriously challenged from several vectors including the Russian Ruble and Chinese Renminbi Yuan, and the emergence of the BRICS. Given that the BRICS (Brazil, Russia, India, China and South Africa) represent 40% of the population of the earth, the long-term stabilization of the "dollar" is questionable given the current trends. It is the immediate and critical need for the field of public administration to focus on the national debt and proposals that advocate reversing these horrific, immoral and irresponsible trends before there is a systematic collapse of the national economy.

In November of 2002, Federal Reserve Governor Ben Bernanke gave a speech on the ninetieth birthday anniversary of the birth of Milton Friedman, who with co-economist Anna Schwartz taught that a significant reason for the Great Depression were the mistakes caused by the Federal Reserve. Bernanke, who later served as Chairman of the Federal Reserve, closed his speech by stating, "Let me end my talk by abusing slightly my status as an official representative of the Federal Reserve. I would like to say to Milton and Anna: Regarding the Great Depression. You're right, we did it. We're very sorry. But thanks to you, we won't do it again" (Bernanke, 2002).

The current Federal Reserve policy of allowing a trillion dollars to be added to the national debt, which is turning out to be gaining towards an annual event, is not in keeping with Bernanke's promise. The nearing $19 trillion dollar national debt is growing at about $1 trillion dollars a year. While to some the national deficit appears foggy from a macro view, it is only when viewed through the lens of a micro approach can we see a lower amount of funding for homeless programs and other programs that affect the social "need" and "want" stratosphere. Thus, can we see how this has a direct negative consequence towards services, burnout and administrative burden?

Limitations of the Study

One of the limitations of action research is that of time; accurate assessments take time; to properly measure the success or failure of action research deliverables, there must be an assessment period (O'Toole, 2000). In the case of the One Stop service center, some of the action research deliverables centered on helping fundraising efforts be more effective; to properly measure this, would take two to three fundraising yearly cycles. This then would be an area of limitations of the study, as well as an area for further study.

Another limitation of the study was that during the interviews, staff participants seemed rushed, as they were in the middle of high volume client interactions; this, the researcher believes, resulted in shorter answers and less details in the responses from the case study participants. The researcher noted that interviews conducted at the beginning of the various days provided longer sustained answers than those that followed later in the day, and especially those towards the end of the work day. An area of further suggested research and study is if the time of the interview impacts the length of the response from study participants.

A challenging limitation of the study is that the action research deliverables will be delivered to the upper management of the One Stop service center, and not to staff and front-line management; this is natural as upper management will first want to ponder and consider the weight of the proposed deliverables. If these deliverables are to be implemented, management may opt for in-house training instead of having a more expert person train staff; this could impact negatively the conditions of effective implementation (Sabatier & Mazmanian, 1979).

Recommendations for Future Research and Study

There are five recommendations for further research and study. As noted in the recent *limitations section*, there is a need to test whether answers given during the early hours of the work day differ from answers given to the same questions asked later in the day. This also includes if staff give different answers depending if staff members are tested at an off-site location or compared to their normal place of employment. Further study is warranted if the time of day affects the responses from participants in public administration interviews.

A second area of future study is to determine if the action research deliverables focusing in on coping skills lowered the amount of burnout. One of the action research deliverables centered on developing a strategic fundraising partnership plan prototype, which invited staff personnel to engage in the One Stop fundraising effort. Given that a fundraising plan and strategy can take a number of years to determine if this form would be effective, this would be a long-term study. The fifth recommendation is that test the questions from the Kopitke Administrative Burden Dialog Exploration (KABDE) be retested after one year has passed in order to serve as a time marker to measure success or lack of success in measuring the growth or reduction in administrative burden.

A closing comment on administrative burden is called for. The concept and theory of administrative burden flows into various fields; including national defense, and should be viewed as how it is relevant and is applied to issues of national security. According to Bales (2008), "Commanders should proactively take initiative to mitigate the conditions that cause their staffs to lose their peak effectiveness" (p. 82). The weight of administrative burden that is upon soldiers in the field and their critical support staff, if not mitigated appropriately can cause devastating results.

Summary

As public administrators we can't shield President John F. Kennedy in Dallas, nor stand on a balcony in Memphis and shield Doctor King, Jr., nor stand in San Antonio at the Alamo and shield Gregorio Esparza, nor ride in a Higgins boat towards the beaches of Normandy, but we can seek within our own little public administration realm to serve our fellow citizens and the Constitution a little better each day.

Nearly fifty years after he left the United States after the conclusion of the American Revolutionary War, General Marquis de Lafayette returned. He was greeted in some villages to arches of banners over the streets (Wilson, 2007). As his horse drawn carriage approached one particular small village, he saw women and children lining one side of the road with men on the other side; both sides were filled with patriot citizens holding lanterns; Lafayette wept. Seldom does the public weep for joy from the labors of public administrators. Those whom we serve probably will never stand to recognize our sacrifices in the field of public administration, but we work not for public acclaim but for loftier goals. Lofty inspiring speeches are fine, but it is in the quiet expeditionary work of crossing a “t” and the dotting of an “i’ by a professionally minded and esteemed public servant public administrator that carry forth our hallowed and treasured ideals. May those of us who so labor in the art of public administration have calm waters, blue skies and passion for all things good and noble.

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APPENDIX A. STATEMENT OF ORIGINAL WORK

Academic Honesty Policy

Capella University's Academic Honesty Policy (3.01.01) holds learners accountable for the integrity of work they submit, which includes but is not limited to discussion postings, assignments, comprehensive exams, and the dissertation or capstone project.

Established in the Policy are the expectations for original work, rationale for the policy, definition of terms that pertain to academic honesty and original work, and disciplinary consequences of academic dishonesty. Also stated in the Policy is the expectation that learners will follow APA rules for citing another person's ideas or works.

The following standards for original work and definition of *plagiarism* are discussed in the Policy:

> Learners are expected to be the sole authors of their work and to acknowledge the authorship of others' work through proper citation and reference. Use of another person's ideas, including another learner's, without proper reference or citation constitutes plagiarism and academic dishonesty and is prohibited conduct. (p. 1)
>
> Plagiarism is one example of academic dishonesty. Plagiarism is presenting someone else's ideas or work as your own. Plagiarism also includes copying verbatim or rephrasing ideas without properly acknowledging the source by author, date, and publication medium. (p. 2)

Capella University's Research Misconduct Policy (3.03.06) holds learners accountable for research integrity. What constitutes research misconduct is discussed in the Policy:

> Research misconduct includes but is not limited to falsification, fabrication, plagiarism, misappropriation, or other practices that seriously deviate from those that are commonly accepted within the academic community for proposing, conducting, or reviewing research, or in reporting research results. (p. 1)

Learners failing to abide by these policies are subject to consequences, including but not limited to dismissal or revocation of the degree.

Statement of Original Work and Signature

I have read, understood, and abided by Capella University's Academic Honesty Policy (3.01.01) and Research Misconduct Policy (3.03.06), including the Policy Statements, Rationale, and Definitions.

I attest that this dissertation or capstone project is my own work. Where I have used the ideas or words of others, I have paraphrased, summarized, or used direct quotes following the guidelines set forth in the APA *Publication Manual*.

Learner name and date	Kyle Kenley Kopitke 23 March 2015
Mentor name and school	Mentor: Robert W. Wright, School of Public Service Leadership

Statement of Original Work and Signature

I have read, understood, and abided by Capella University's Academic Honesty Policy (3.01.01) and Research Misconduct Policy (3.03.06), including the Policy Statements, Rationale, and Definitions.

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Learner name and date	Kyle Kenley Kopitke 23 March 2015 Kyle Kenley Kopitke
Mentor name and school	Mentor: Robert W. Wright, School of Public Service Leadership

APPENDIX B. THE MBI

Sample Questions from the Maslach Burnout Inventory

How often:

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

How Often:

0-6 Statements:

1. __________ I feel emotionally drained from my work.
2. __________ I feel used up at the end of the workday.
3. __________ I feel fatigued when I get up in the morning and have to face another day on the job.

APPENDIX C. KOPITKE ADMINISTRATIVE BURDEN DIALOG EXPLORATION

Questions Within the Kopitke Administrative Burden Dialog Exploration

The Kopitke Administrative Burden Dialog Exploration measures administrative burden. It officiates 18 scaled questions into an open-ended setting.

1. Has funding been cut to your section/department over the last two years?

2. Has funding been cut to your section/department over the last year?

3. Are you now performing tasks that others used to perform?

4. Are you now performing tasks that others used to perform that were not your previous primary duty?

5. If yes, do you find yourself having less time to perform your previous primary duties?

6. Are you now performing tasks that a person with a lower pay grade, previously was performing?

7. If you are performing said tasks, do you find that your time to learn knowledge in the area of your previous primary duties has lessened?

8. Are these new assigned tasks causing a lower performance in your previous primary duties?

9. Do you find yourself having difficulty coping with the increased work load?

10. With the increased new tasks, have you found that you have to lower your performance standards on the quality of the work you perform?

11. With the increased new tasks, have you found that you have to lower your performance standards on the quality of work that used to be your primary duties?

12. Do you feel the overall quality of your agency has suffered due to the increased workload?

The following six questions are related to coping responses to administrative burden.

If your workload has increased where you are now performing tasks that are new tasks, which are taking away time from your previous primary duties, please answer the following questions.

13. Since your workload has increased, and you have less time to perform your previous primary work duties, do you have more nightmares at night?

14. If yes; are any of these nightmares about the work environment?

15. Since your workload has increased, and you have less time to perform your previous primary work duties, do you find yourself with a short temper?

16. Since your workload has increased, and you have less time to perform your previous primary work duties, have you experienced significant weight gain?

17. Since your workload has increased, and you have less time to perform your previous primary work duties, have you experienced significant weight loss?

18. Since your workload has increased, and you have less time to perform your previous primary work duties, what do you do to cope; eating, or religion or Family History research?

APPENDIX D. FUNDRAISING PARTNERSHIP PLAN PROTOTYPE

Background: The recent review of the One Stop service center indicated that the fundraising strategy had much potential for growth.

Rationale: An effective nonprofit has a strong fundraising plan and program. The One Stop cannot generally bring in more grant dollars from federal and state sources. To augment their operational budget, a more aggressive approach to fundraising is suggested.

Suggestion: It is suggested that the One Stop create a partnership with staff members, where staff members receive a 5% commission on new funding sources that staff members cultivate and develop.

Suggestion: It is suggested that the One Stop create an annual fundraising campaign, and employ as one of their fundraising techniques and strategies the use of a brochure, Youtube styled videos, and more use of the One Stop website in the capital campaign. One of the highlight markers for the capital campaign would be an annual "gala ball;" tickets could be sold to the annual gala ball. Another suggestion as part of the annual campaign is to offer level awards for donations that fall within certain ranges. For example, platinum ($10,000), ruby ($6,000), gold ($5,000), silver ($4,000), bronze ($2,000), and turquoise ($100).

APPENDIX E. CELEBRITY SPOKESPERSON OPTION

Background: The recent review of the One Stop service center indicated that there is presently no celebrity spokesman.

Rationale: Effective nonprofits utilize celebrity spokesman for heightened community exposure, media coverage and support in fundraising activities and campaigns. The host community for the nonprofit and surrounding county have several noted celebrities. A celebrity spokesman does not have to be from the area, they just have to have a passion for helping the economically and mental health challenged population.

Suggestion: The One Stop should develop a *celebrity spokesman plan of action*, which would include a list of goals, requested duties and requested responsibilities with an outline of the time commitment required, with specific dates for events. A canvas of local celebrities should then be undertaken, or a list of celebrities living in different areas should then be canvassed.

Compensation: Most celebrities require no compensation for being a spokesman for a nonprofit. If there are travel costs involved and other noted expenses, they may ask for reimbursement.

Locating Possible Celebrity Spokesman Candidates: The reporters from local TV stations and newspapers have a wealth of location and contact information.

APPENDIX F. WEBSITE ASSESSMENT

Background: The recent review of the One Stop service center website indicated that the website has much potential for growth.

Rationale: An effective nonprofit website can be an active and dynamic community clearinghouse as well as serve as an in-house training portal and staff resource area.

Suggestion: Grassroots.org is a nonprofit that helps nonprofit organizations with several free services, such as free Web hosting, volunteer-based web design, search engine optimization, fundraising consulting and several other important services. Their website is: www.grassroots.org

Suggestion: There are six major universities and colleges within a six mile radius of the One Stop service center. The One Stop has a successful history of recruiting work study students and interns from a number of the six institutions to assist in the social work aspect of the One Stop. It is suggested that the One Stop seek interns and work study students to fill volunteer slots for a website developer, and assistant website developer (an assistant ensures that there is a continuity of service).

Where they can be recruited from: All six of these institutions have computer and business areas of study; developing relations with these with academic departments would be productive in long-term intern and work study student recruitment.

APPENDIX G. OFFICE COMMUNICATION ASSESSMENT

Background: The recent review of the One Stop service center indicated through the process of public administration analysis from interviews with management and staff, and through assessment instruments, that office communication would be enhanced by the introduction of a monthly in-house email newsletter.

Rationale: Historically, successful nonprofits have a superior in-house communication strategy. This normally incases a regular monthly in-house email newsletter.

Theory: The rationale is based upon the public administration theories of administrative burden, burnout, coping skills, strategic management, strategic planning, communication and fundraising.

Purpose and Goals: A monthly in-house email newsletter certifies that each staff member is up to date regarding information that management desires each staff member to be aware of. Empirical studies have shown that personnel that read as well as hear instructions are more successful in carrying out the instructions and retaining the information. A newsletter can serve as a motivational tool, highlight accomplishments, express gratitude to a staff member or staff members, and be an important and effective training tool. It is also an effective tool to highlight changes in office procedures.

Sample: A sample email monthly newsletter is displayed on page 2.

One Stop Monthly Newsletter for July

Message from the _____: I personally wanted to thank each of you for your hard work and zeal and obvious passion in helping our clients.

Employee of the Month: Congratulations to _________ for his outstanding work.

Welcome and Farewell: We welcome ________ who joins us as a Work Study student for four months; she will be assisting with the __________Program. We bid a fond farewell to ________ and thank her for her six months of service as an intern; she was a shining star of service.

Contest: We are looking for a new logo; the design winner receives a $25 gift.

New Policy and Procedures: The _________Scholarship forms are due Friday, and should be placed in _______ inbox when completed.

Training: We are excited to announce that we received a funding grant from the __________ to address homeless education needs. Our website has a fact sheet about the grant and instructions on how to fill out the forms. Examples of the forms already filled out, can be printed out to assist you in completing said forms.

Suggestion Box: We are pleased to announce that the Suggestion Box winner for June was ______ who suggested adding a "Bus Pass" line on our intake form. ______wins a $25 gift certificate at the _______.

Important Upcoming dates: Please inform your clients of the "Mobile Food Giveaway" on Saturday July 24th at the ______ that begins at noon. ID is required.

Motivational Thought: *The trumpet still summons us.* John Fitzgerald Kennedy

APPENDIX H. FORMS ASSESSMENT

Background: The recent review of the One Stop service center indicated through the process of public administration analysis from interviews with front-line staff and management, and through assessment instruments, that staff had suggestions regarding forms used within the One Stop service center.

Rationale: Form protocols make up a significant amount of daily task usage among staff. The more effective the form protocols, the higher the level of productivity and morale.

Suggestions: Staff members offered the following suggestions as outlined below.

- Incident forms should be simplified
- Ask on forms for the current email or if they need help setting one up and email account (many persons experiencing homelessness do not have email accounts or have forgotten their account information).
- The forms ask too many personal questions that are not needed, and they make the clients uncomfortable.
- Store files on top of file cabinets for easy access.
- Our forms should have a space for bus pass information.

APPENDIX I. SAFETY ASSESSMENT

Background: The recent review of the One Stop service center indicated that there are potential safety issues.

Issue #1: ***Key Cards.*** Staff suggested that all staff members, including Work Study students and Interns be given a key card so that they can enter the building through the side door. Walking through the front door has potential safety issues as many mental health challenged individuals congregate inside the front door. If one of these persons has not taken their medications, or is in the process of changing medications, there could be a dynamic negative safety event.

Issue #2: ***Motion Detector Light.*** Staff suggested that it would enhance safety if a motion detector light was located above the side door entrance that is immediately attached to the parking lot. Motion detection lights act as a deterrent to criminal activity.

Issue #3: ***Employee Bathroom.*** Staff expressed concern over the employee bathroom. In order for staff to utilize the bathroom, they have to walk past clients waiting in the hallway. Nonprofits that serve the mentally health challenged community normally have bathrooms away from the client population to lower safety risks. The landlord of the building could add another doorway with a temporary wall partition added for privacy

APPENDIX J. ALTERNATIVE COPING SKILLS

Work can be stressful; life can be stressful. Having a solid set of various coping skills and coping options is a bastion and reservoir of inner strength leading to a better state of peace of mind.

Coping Options are different from hobbies, though hobbies can be coping options. Hobbies such as meditation, yoga, prayer can be productive coping skills. Other hobbies and activities can also produce stress release. Below is a list of various coping options; try some and go self exploring. They are listed in different fonts to stand out. Movies (like Random Harvest, (1942) State Fair (1945), April Love (1957), King of Kings (silent version 1927).

Crafts (sewing, knitting) **Arts** Internet Cadaco All Star Baseball

Car Repair *Video Games*

Stamp Collecting Dolls ***Yoga*** Meditation Reading

SPIRITUAL (like Prayer, Fasting, Church, reading & Pondering the Holy Scriptures)

Exercise Dancing Walking *Clubs* Running Sports

Form Your Own Club start with a simple website

History *Gardening* Travel Bike Riding Wood Carving Model Airplanes

Piano/Music *Painting* Ceramics Family Time Jewelry Making

One of the very best coping skills is service, as you help others your issues seem not as large and are placed in perspective. Another popular stress reducer is performing Family History Search as shown on the described on the following page.

Family History Research

Pedigree Chart

Your Great Grandfather

Your Grandfather

Your Father

You

Your Mother

Your Grandmother

Your Great Grandmother

Family History Research is a great hobby and effective coping skill that builds self-esteem and family unity. As you fill out the pedigree chart, try and add birth, marriage and death dates. After you do your best with your pedigree chart, then explore actual copies of original historical records for your ancestors such as immigration, old year books, census, and birth records. Just go to any of the sites listed below and type in the names of your ancestors and select "search."

Ancestry.com	Initial pedigree free to build; paid subscription for most research
FindMyPast.com	Initial pedigree free to build; paid subscription for most research
MyHeitage.com	Initial pedigree free to build; paid subscription for most research
FamilySearch.org	Initial pedigree free to build; free for most research

APPENDIX K. VOLUNTEERS NEEDED ASSESSMENT

Background: The recent review of the One Stop service center indicated through the process of public administration analysis from interviews with front-line staff and management, and through assessment instruments, a need for volunteers in certain areas.

Rationale: Historically, successful nonprofits have certain key positions filled with paid staff or volunteers or interns. These individuals are assigned to key components that enhance the vitality of the nonprofit.

Theory: The rationale is based upon the public administration theories of administrative burden, burnout, coping skills, strategic management, strategic planning, communication and fundraising.

Volunteers Needed: The assessment identified eight volunteer positions that if filled would greatly impact the One Stop in a positive fashion.

Positions: The following volunteer positions have been identified. (1) Website developer, and assistant website developer (an assistant ensures that there is a continuity of service). (2) Fundraising Specialist, and Assistant Fundraising Specialist (to include in-kind contributions). (3) Graphics Designer, and Assistant Graphics Designer. (4) Volunteer Recruitment Manager, and Assistant Volunteer Recruitment Manager.

Where they can be recruited from: There are six major universities and colleges within a six mile radius of the One Stop service center. The One Stop has a successful history of recruiting work study students and interns from a number of the six institutions to assist in the social work aspect of the One Stop.

It is suggested that the One Stop engage all six institutions and also branch out into seniors at the different high schools.

It is suggested that the One Stop engage students studying in the fields of computers, (website development), business (fundraising and volunteer recruitment), and graphic design (brochure, website and fundraising calendar).

Conclusion: The given realities of challenges in funding and fundraising efforts require a more aggressive social media presence. The implementation of the actualization of the creation of these volunteer positions will significantly benefit the overall mission of the One Stop service center in its noble efforts in uplifting humanity.