



June 1999

# The Willingness to Seek Help: Its Role in Social Workers' Professional Commitment

Ben-Zion Cohen  
*University of Haifa*

Follow this and additional works at: <http://scholarworks.wmich.edu/jssw>

 Part of the [Social Work Commons](#)

## Recommended Citation

Cohen, Ben-Zion (1999) "The Willingness to Seek Help: Its Role in Social Workers' Professional Commitment," *The Journal of Sociology & Social Welfare*: Vol. 26 : Iss. 2 , Article 3.

Available at: <http://scholarworks.wmich.edu/jssw/vol26/iss2/3>

This Article is brought to you for free and open access by the Social Work at ScholarWorks at WMU. For more information, please contact [maira.bundza@wmich.edu](mailto:maira.bundza@wmich.edu).



# The Willingness to Seek Help: Its Role in Social Workers' Professional Commitment

BEN-ZION COHEN

University of Haifa  
School of Social Work

*Providing help to persons in need is the central theme of the social work profession. The three elements essential to this process are the person offering the assistance, the assistance itself, and the person receiving it. The focus here is on the person offering the help and to what degree that person is willing to request help when he or she needs it. Social workers differ with regard to their willingness to seek help, and this study employs a variety of research tools to explore the relevance of these differences to their commitment to the profession and to their professional advancement. The research, carried out in Israel with a sample of 180 professional social workers, found greater willingness to seek help to be directly associated with greater professional commitment and indirectly associated with enhanced upward career mobility.*

## INTRODUCTION

An opinion often expressed by members of the helping professions holds that persons who have themselves experienced the need for help, and undergone the process of requesting and receiving (or not receiving) it, are likely to be better helpers. Having stood on that other end of the helping relationship, they have had the opportunity to develop a greater capacity for sensitivity and empathy towards their clients. During the initial phase of professional contact, this enhanced sensitivity can exercise a decisive influence on the relationship.

The social work literature has most often concerned itself with ways of giving assistance, devoting little attention to the prerequisites for seeking it. Historically, the group within the profession

who most emphasized the process leading to the request for help was the functional school. The functionalists focused on the willingness to seek help in the context of the initial phase of the helping relationship and incorporated the dynamics of help-seeking into their concept of "engagement" (Faatz, 1953; Smalley & Bloom, 1977). This emphasis was not preserved as the functional school merged with the dominant perspectives in contemporary social work practice.

Recent research has confirmed the willingness to request help as a means of coping with distress to be an attribute of individuals, more a personal trait than a consequence of situational determinants (Cohen, *in press*; Cohen et al., 1998). The present study is about the impact of this trait on the attitudes and careers of professional social workers. It will attempt to discover to what degree the willingness to seek help is associated with the commitment of social workers to their profession and with the advancement of their careers within the profession

### COMMITMENT TO SOCIAL WORK

One clear indicator of social workers' professional commitment is the rate at which they leave the profession. In their research on British public-sector social workers in 1974–75, Knapp et al. (1981) examined rates of "turnover" (changing jobs) and "wastage" (leaving the social work profession) among 13,750 social workers. Approximately half the workers in their study who left their jobs also left the profession. These authors perceived this wastage as occurring most often as the final stage in a gradual deterioration of commitment and job satisfaction. Those most likely to exit the profession were females in the 25–34 age range, with below-average professional qualifications and with less than one year seniority.

The professional commitment factor is also relevant to much of the recent research on job satisfaction in social work. Marriot et al. (1994) employed a self-report questionnaire to gather data from 188 Canadian social workers in psychiatric settings regarding their satisfaction with various components of their work and with the job overall. They found that their respondents' overall satisfaction was greater than their satisfaction with any of the

components (variety, autonomy, social interaction, learning opportunities, etc.). Professional commitment was not included in the study, but the discussion refers to Herzberg's (1968) distinction between intrinsic ("motivator") factors and extrinsic ("hygiene") factors in job satisfaction, and concludes that overall job satisfaction for psychiatric social workers is primarily a function of the intrinsic factors.

A recent study of graduating BSW students' commitment to the social work profession (Lazar et al., 1995) utilized an index of commitment based on the Organizational Commitment Scale (Meyer and Allen, 1984), modified to serve as an index of commitment to the profession. Both the original and the revised instrument measured two dimensions reminiscent of Herzberg's (1968) intrinsic/extrinsic dichotomy: affective commitment and continuance commitment. The affective commitment component refers to the individual's feelings and attitudes towards the profession and the strength of commitment to its ideals and practices. The second dimension, continuance commitment, refers to the person's "staying power" based on such considerations as job security, occupational status, and salary, and on the availability and attractiveness of alternatives.

Koeske and Kirk (1995) studied the effects of internal vs. external locus-of-control on work-related variables in a population of mental health professionals and found that those with internal locus-of-control reported greater satisfaction with their work, less burnout, and more favorable attitudes toward clients. Staudt's (1997) study of school social workers concentrated on external and organizational variables rather than personal characteristics. The author justified this by pointing out that previous research (McNeely, 1983; Arches 1991) had found the organizational factors more influential and that these are also the aspects most amenable to change. Nevertheless, the three variables identified in Staudt's study as statistically significant predictors were not all strictly organizational factors. The best predictor was satisfaction with supervision, second was the relationship between the actual and ideal level of service provision, and third was stability of work environment. Satisfaction with supervision is at least partially a commitment variable, and the way the social worker sees the ideal level of service is clearly a perception influenced by professional

commitment. Only the third predictor, the number of changes in the work environment, can be defined as a strictly organizational variable. Additional support for the importance of commitment factors derives from Kadushin and Kulys' (1995) study of hospital social workers who identified the ability to help clients, resource provision, job challenge, and autonomy in decision-making as their major sources of job satisfaction. Similar findings were reported by Poulin (1994). Bar-Gal and Gutterman (1996) studied Israeli social workers and found that such commitment-related factors as challenge and a clear sense of purpose contributed most to their job satisfaction.

### THE WILLINGNESS TO SEEK HELP

The decision to request assistance, according to Keith-Lucas (1972), requires the prior fulfillment of four conditions: the person's recognition of the existence of a problem which he or she cannot solve alone, the willingness to disclose one's vulnerability to another human being, the readiness to grant that other person some degree of power over one's life, and the willingness to change. Because the willingness to change has more to do with the acceptance of help than with the requesting of it, the Keith-Lucas model has been operationalized for research on the basis of its first three components (Cohen, in press).

Factors associated with difficulty in asking for help include role- or status-conflicts between the helper and the person in need (Kulka et al., 1979; Nadler et al., 1984; Nadler, 1987), the threat to self-esteem that derives from the helped person's perceived inability to reciprocate (Tessler and Schwartz, 1972; Morris and Rosen, 1973; Nadler, 1991), shyness or embarrassment (Shapiro, 1983; DePaulo et al., 1989), or negative experience with episodes of help-seeking in the past (Keith-Lucas, 1972).

The most consistent finding in studies of help-seeking has been that women are more willing than men to ask for help (Gourash, 1978; Veroff, 1981; Fischer et al., 1983; Leaf et al., 1987; Ashton and Fuehrer, 1993; Rickwood and Braithwaite, 1994). The greater utilization of medical and mental health services by women has been attributed to their greater sensitivity to symptoms, their tendency to interpret various signs and symptoms as

indicators of underlying emotional problems, and their greater belief in the efficacy of treatment (Horwitz, 1977; Kessler et al., 1981; Corney, 1990).

The association of help-seeking with age appears to vary by age group. Among adults help-seeking has most often been found to increase with age, except that the elderly are more reluctant to request help (Brown, 1978; Veroff, 1981; Harel et al., 1990). Persons with more education are more likely to seek professional assistance while those with less formal education make greater use of informal sources of help (Fischer and Cohen, 1972; Gourash, 1978; Fischer et al., 1983); persons engaged in the helping professions may be an exception because of their sensitivity to the potential stigma of the helper seeking help (DePaulo and Fisher, 1980). Individuals with stronger support networks show a stronger tendency to seek help when in distress, but they appear to be in distress less often (Wilcox and Burkel, 1983; Fox, 1986, Roberts, 1988; Rickwood and Braithwaite, 1994).

The hypotheses of the present study are: (1) that the willingness to seek help among professional social workers is positively associated with greater commitment to the profession and, (2) that the willingness to seek help is positively associated with upward mobility in social work careers.

## METHOD

The study was conducted in Israel, where nearly all social workers begin their careers after completing the undergraduate BSW degree. An increasing number of these workers, after gaining some professional experience, then return to the university and enter the graduate MSW program, which is designed for working students. In Israel, social workers work in agency settings, with a small number engaged in private practice in the big cities. Many of these agencies now support their workers' graduate studies and expect that candidates for career advancement (typically, the first step on the ladder to senior positions involves supervising workers or students) will have MSW degrees.

The concept of help-seeking, as used in the present research, refers to formal or informal requests for aid when in distress, not to the instrumental enlisting of assistance. For example, calling a

roofer when the roof is leaking would be included in this concept, hiring a roofer to help build a new house would not.

*Sample.* In order to allow for testing of the hypotheses of the study, it was important that the sample include a relatively large proportion of veteran social workers. In order to achieve that, twenty-five BSW students at the University of Haifa were asked to participate in the data collection. They distributed questionnaires to their field supervisors and to one other supervisor in their fieldwork agency, and asked each supervisor to give an additional questionnaire to a colleague of similar seniority who did not occupy a supervisory position. In this way one hundred participants were selected, fifty of whom were supervisors; the other fifty had approximately the same amount of experience but had not achieved supervisory status. We had originally intended to add another eighty participants from among the larger classes of MSW students at the University, but we found that a high proportion of these students had been included in the original sampling and only twenty-two new participants could be enlisted in this way. Three randomly selected social agencies in the Haifa area provided an additional fifty-eight social workers. One questionnaire was not useable, resulting in a sample size of 179. The characteristics of the study participants are presented in Table 1.

As can be seen in Table 1, the majority of the participants are female (87.7%), which approximates the gender breakdown of the social work profession in Israel. Age (Mn.=37.6), education (Mn=16.5 years, *i.e.* 1.5 years beyond undergraduate degree), and seniority (Mn=10.4 years) are skewed upward, a result of the intentional bias of the sampling procedure. The majority of the participants are Jews of Ashkenazi (European) background (58.1%), and secular (76.0%), which are expected parameters. On the other hand, the proportion (62.9%) defining their standard of living as high or very high is larger than expected. A large minority (45.8%) of the participants have advanced to supervisory positions.

*Instruments.* The independent variable in this study is the willingness to seek help, as measured by a twenty-five item questionnaire, which combines Keith-Lucas' (1972) model of help-seeking with a textbook list of problems most frequently encountered by professional helpers (Egan, 1986). This instrument

Table 1

*Description of the Sample*

Gender	Males	12.3%	(22)
	Females	87.8	(157) (179)
Age	Mn=37.6	SD=7.9	(179)
Education (yrs.)	Mn=16.5	SD=2.0	(175)
SW seniority (yrs.)	Mn=10.4	SD=6.7	(176)
Ethnicity	Jewish, ashkenazi	58.1%	(104)
	Jewish, eastern	23.5	(42)
	Jewish, mixed	6.7	(12)
	Arab	7.3	(13)
	Druze	.6	(1)
	Other	3.9	(7) (179)
Religiosity	Religious	6.7%	(12)
	Traditional	14.5	(26)
	Secular	76.0	(136)
	Other	2.8	(5) (179)
Standard of Living (subjective)	Very high, high	62.9%	(112)
	Average	28.7	(51)
	Low, very low	8.3	(15) (178)
Supv. position	Yes	45.8%	(82)
	No	54.2	(97) (179)

has been validated recently in Israel (Cohen, in press). The inter-item reliability was re-examined for the present study and yielded a Cronbach's *alpha* of .72. The dependent variable of the first research hypothesis is commitment to the social work profession, as measured by a seven-item index adapted for this study from

an instrument developed by Lazar et al. (1995). The items in both questionnaires were in Likert format and were scored from "0" (disagree completely) to "3" (completely agree). The full "commitment" instrument with descriptive statistics is presented in Table 2. The "willingness to seek help" instrument can be found in Cohen (in press).

Table 2 indicates that the item generating the most agreement ( $Mn=2.17$ ), "The social work profession has a great deal of personal meaning for me," has the lowest correlation ( $r=.19$ ) with the total index, probably indicating that a relatively high degree of social desirability is contaminating this item. On the other hand, the correlation of the total commitment index with social desirability, as measured by a five-item social desirability scale, adapted from the well-known Crowne-Marlowe (1964) instrument by Ben-Zur and Zeidner (1991) and included here

Table 2

*Descriptive Statistics for "Commitment" Scale Items*

<i>Scale Item</i>	<i>Item Mn.</i>	<i>Std. Dev.</i>	<i>Correlation with scale</i>
1. I would be happy if the rest of my career were to be in social work.	1.82	.71	.33
2. The social work profession has a great deal of personal meaning for me.	2.17	.66	.19
3. It would please me if my children would choose to become social workers.	1.15	.70	.34
4. One negative consequence of leaving social work would be a lack of available alternatives. <sup>r</sup>	1.73	.77	.39
5. Right now, staying in social work is as much a necessity for me as a desire. <sup>r</sup>	1.89	.82	.38
6. I could easily become as attached to another profession as I am to social work. <sup>r</sup>	2.11	.97	.37
7. I have too few options to consider leaving social work. <sup>r</sup>	1.84	.84	.62

<sup>r</sup> these items were coded in reverse

Cronbach's *alpha* = .66

in the help-seeking questionnaire, is not statistically significant ( $r=.06$ , see Table 3, below).

The dependent variable of the second research hypothesis is the simple dichotomous variable, attainment of supervisory status. This measure was applied only to participants with five or more years of professional experience ( $n=128$ ).

## RESULTS

The first research hypothesis predicted an association between the willingness to seek help, as measured by a 25-item questionnaire, and commitment to the social work profession, as measured by a seven-item instrument adapted for this study. The results of the first tests of this hypothesis appear in Table 3.

At the bivariate level, the first Pearson correlation value ( $r=.38$ ,  $p<.001$ ) presented in Table 3, supports the hypothesis. The results of the bivariate test of the second hypothesis, correlation of willingness to seek help with attainment of supervisory status for participants with at least five years of seniority ( $\eta=.53$ ,  $p<.001$ ) are also supportive of the hypothesis. These two results indicate that bivariate associations exist between social workers' willingness to seek help and their commitment to their profession, on the one hand, and between their willingness to seek help and their professional advancement, on the other.

The multivariate test of the first research hypothesis was conducted by means of a multiple regression analysis as presented in Table 4.

Table 3

*Correlations of Willingness to Seek Help with Commitment, Supervision, and Social Desirability*

<i>Variables</i>	<i>measure</i>	<i>corr.</i>	<i>p.</i>	<i>N</i>
Willingness to seek help w/commitment to sw	Pearson	.38	<.001	178
Willingness to seek help w/supervisory status	<i>eta</i>	.53	<.001	128
Willingness to seek help w/social desirability	Pearson	.06	n.s.	179

Table 4

*Multiple Regression on Commitment*

<i>Independent variable</i>	<i>B</i>	<i>S.E. of B</i>	<i>beta</i>
willingness to seek help	.80	.13	.45***
male gender	.24	.10	.17*
education (years)	3.1E-02	.02	.13
religiosity	4.2E-02	.08	.04
seniority in social work (years)	-5.3E-03	.01	-.08
Ashkenazi ethnicity	-.16	.07	-.17*

\* $p < .05$ ; \*\*\* $p < .001$ ;  $R^2(\text{adj.}) = .19$

The results of the analysis presented in Table 4 indicate that the combined explanatory power of the independent variables entered into the multiple regression equation explain 19 percent of the variance in the respondents' commitment to the social work profession. Of the six independent variables in the equation, three proved statistically significant predictors of the variance in the dependent variable. Male gender ( $beta = .17$ ) and non-Ashkenazi ethnicity ( $beta = .17$ ) are each statistically significant at the  $p < .05$  level. The most powerful predictor, however is willingness to seek help ( $beta = .45$ ,  $p < .001$ ), indicating that with five relevant variables controlled, willingness to seek help contributes significantly to explaining commitment to the social work profession. This result lends multivariate support to the confirmation of the first research hypothesis, *i.e.* that there is an association between social workers' willingness to seek help and their commitment to their profession.

The multivariate test of the second research hypothesis, *i.e.* the association between social workers' willingness to seek help and their professional advancement, was a discriminant analysis of supervisory status performed for the sub-sample with minimum five years seniority. The independent variables entered into the analysis were gender, age, education, religiosity, seniority, ethnicity, and willingness to seek help; the discrete variables were dichotomized. This procedure determined the ability of the scores on the willingness-to-see-help instrument, along with the other independent variables, to predict advancement to supervisory

positions for these 128 social workers. The discriminant analysis generated a Wilks'  $\lambda$  of .92 (only eight percent of variance explained); the contribution of willingness to seek help was the weakest of all the variables. These results are not presented in a table. In the light of the discriminant analysis, the second research hypothesis cannot be accepted. The direct bivariate association of supervisory status with the willingness to seek help is illusory, almost certainly an artifact of the workings of commitment as an intervening variable. Greater willingness to seek help is associated with increased commitment, and it is the increased commitment that contributes to greater upward mobility in the profession.

## DISCUSSION

Social work is a weak-technology profession. Unlike airplane mechanics, social workers have no manuals with directions for fixing or replacing malfunctioning parts. The profession encourages its students and practitioners to seek supervision, to consult, to make creative use of peer support. Help-seeking is valued as a means for social workers to improve their practice, as a means for social workers' clients to improve their situation and, in some instances, as means for social workers to help improve their clients' situations. Thus, we expected that in the social work profession, the willingness to seek help would be positively related to professional commitment and to professional advancement. The first of these expectations was confirmed by the findings reported here. The second expected relationship, between willingness to seek help and professional advancement, appears to be indirect, mediated by commitment. In any case, the findings of this study indicate that the willingness to seek help is important to the social work enterprise.

The results of this research show that the willingness to seek help is a trait that helps social workers identify with their profession. If, in turn, identification with one's profession leads to a better performance on the job, then the willingness to seek help should be encouraged and strengthened within the context of professional supervision. Supervisors should be encouraged to help workers become more aware of help-seeking, both as a

professional competence with significant benefits for the worker, and as a behavior that might be modelled by clients who need assistance in developing problem-solving and coping techniques.

For a professional social worker, the ability to seek help has a variety of applications. The behavior most clearly connected to this trait is the social worker requesting aid from superiors, supervisors, colleagues, resource persons, and contacts in other agencies who can provide the kind of assistance that enhances one's capacity to do his or her job and do it well. But there is another category of help-seeking behavior and it too is an important part of the social worker's job. With great regularity social workers find themselves in need of resources or services for their clients which they cannot provide themselves; they need to seek help *on behalf of their clients*. This is a crucial professional activity that requires cognitions and competencies that can be part of the "package" on which supervisors work with practitioners.

In sum, the relationship between willingness to seek help and professional commitment of social workers is positive, *i.e.* in the expected direction, and statistically significant, at both the bivariate and the multivariate levels of analysis. The zero-order correlation is of moderate magnitude ( $r=.38$ ). In the multiple regression analysis (total  $R^2=.19$ ) the willingness to seek help is the strongest predictor ( $\beta=.45$ ) of professional commitment. The positive relationship points to a connection between willingness to seek help and the ability to identify with a profession whose role is giving help. If the giving of help were to represent all or nearly all of what social workers do, we would expect the correlation to be stronger. In the typical real-world workplace, however, the time actually spent in direct, help-giving work with clients, or in seeking help on behalf of clients, is limited. A wide range of tasks, some with little direct connection to helping clients, shape the social worker's job. It is interesting to speculate whether the correlation coefficient of .38 which explains 14 percent of the variance in the respondents' commitment to social work, might also approximate the proportion of their work dedicated to providing direct help to clients.

The findings with regard to male gender and non-Ashkenazi ethnicity point to the possibility of an association between social workers' willingness to seek help and minority status within

the profession. An alternate explanation might relate to how gender and ethnic role expectations are shaped by the differential socialization practices prevalent at any particular time and place. This issue should be explored in a future study.

The major practice implication of the present research is the need to pay increased attention to the willingness to seek help as a significant professional competence for social workers engaged in direct intervention.

## REFERENCES

- Arches, J. (1991). Social structure, burnout, and job satisfaction, *Social Work, 36*, 202–206.
- Ashton, W. A., & Fuehrer, A. (1993). Effects of gender and gender role identification of participant and type of social support resource on support seeking, *Sex Roles, 28*, 461–476.
- Bar-Gal, D. & Gutterman, N. (1996). Perception of job satisfaction, service effectiveness, and burnout among Israeli social workers involved in direct practice, *Society & Welfare 16*, 541–565 (Hebrew).
- Ben-Zur, H., & Zeidner, M. (1991). Anxiety and bodily symptoms under the threat of missile attacks: The Israeli scene. *Anxiety Research 4*, 79–95.
- Cohen, B. Z. (in press). Measuring the willingness to seek help. *Journal of Social Service Research*.
- Cohen, B. Z., Guttman, D., & Lazar, A. (1998). The willingness to seek help: A cross-national comparison. *Cross-Cultural Research, 32*, 342–357.
- Corney, R. H. (1990). Sex differences in general practice attendance and help seeking for minor illness. *Journal of Psychosomatic Research, 34*, 525–534.
- Crowne, D., & Marlowe, D. (1964). *The approval motive*. New York: Wiley.
- DePaulo, B. M., Dull, W. R., Greenberg, J. M., & Swaim, G. W. (1989). Are shy people reluctant to ask for help? *Journal of Personality & Social Psychology, 56*, 834–844.
- DePaulo, B. M., & Fisher, J. D. (1980). The costs of asking for help. *Basic and Applied Social Psychology, 1*(1), 23–35.
- Egan, G. (1986). *The skilled helper: A systematic approach to effective helping* (3rd ed.). Monterey, CA: Brooks/Cole.
- Faatz, A. J. (1953). *The nature of choice in casework process*. Chapel Hill, NC: University of North Carolina Press.
- Fischer, E. H., Winer, D., & Abramowitz, S. J. (1983). Seeking professional help for psychological problems. In A. Nadler, J. D. Fisher, & B. M. DePaulo (Eds.), *New directions in helping: Vol. 3, Applied perspectives on help seeking and receiving*. New York: Academic Press.
- Fischer, E. H. & Cohen, S. L. (1972). Demographic correlates of attitudes toward seeking professional psychological help. *Journal of Consulting & Clinical Psychology, 39*, 70–74.

- Fox, J. W. (1986). Sex, marital status, and age as social selection factors in recent psychiatric treatment. *Journal of Health & Social Behavior*, 25, 395–405.
- Gourash, N. (1978). Help-seeking: A review of the literature. *American Journal of Community Psychology*, 6, 413–423.
- Harel, Z., Ehrlich, R., & Hubbard, R. (1990). *The vulnerable aged: People, services, and policy*. New York: Springer.
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review* 46, 53–62.
- Horwitz, A. (1977). The pathways into psychiatric treatment: Some differences between men and women. *Journal of Health & Social Behavior*, 18, 169–178.
- Kadushin, G. & Kulys, R. (1995). Job satisfaction among social work discharge planners. *Health & Social Work*, 20, 174–186.
- Keith-Lucas, A. (1972). *Giving and taking help*. Chapel Hill, NC: University of North Carolina Press
- Kessler, R. C., Brown, R. L., & Broman, C. L. (1981). Sex differences in psychiatric help-seeking: Evidence from four large-scale surveys. *Journal of Health & Social Behavior*, 33, . 49–64.
- Knapp, B., Harissis, K., & Missiakoulis, S. (1981). Who leaves social work? *British Journal of Social Work*, 11, 421–444.
- Koeske, G. F., & Kirk, S. A. (1995). Direct and buffering effects of internal locus of control among mental health professionals. *Journal of Social Service Research*, 20 (3/4), 1–28.
- Kulka, R. A., Veroff, J. & Douvan, E. (1979). Social class and the use of professional help for personal problems: 1957 and 1976. *Journal of Health & Social Behavior*, 20, 2–17.
- Lazar, A., Cohen, B. Z. & Guttman, D. (1995). Professional commitment among graduating BSW students in Israel. *International Social Work*, 38, 341–354.
- Leaf, P. J., Bruce, M. L., Tischler, G. L. & Holzer, C. E. (1987). The relationship between demographic factors and attitudes toward mental health service. *Journal of Community Psychology*, 15, 275–284.
- Marriot, A., Sexton, L., & Staley, D. (1994). Components of job satisfaction in psychiatric social workers. *Health & Social Work* 19, 199–205.
- McNeely, R. L. (1983). Organizational patterns and work satisfaction in a comprehensive human service agency: An empirical test. *Human Relations* 36, 957–971.
- Meyer, J. P. & Allen, N. J. (1984). Testing the 'side-bet' theory of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69, 372–378.
- Morris, Sheridan C. III, & Rosen, S. (1973). Effects of felt adequacy and opportunity to reciprocate on help seeking. *Journal of Experimental Social Psychology*, 9, 265–276.
- Nadler, A. (1987). Determinants of help-seeking behavior: The effects of helper's similarity, task centrality and recipient's self esteem. *European Journal of Social Psychology*, 17, 57–67.
- Nadler, A. (1991). Help-seeking behavior: Psychological costs and instrumental

- benefits. In M. S. Clark, (Ed.), *Review of Personality & Social Psychology: vol. 12, Prosocial Behavior* (pp. 290–311). Newbury Park, CA: Sage.
- Nadler, A., Maler, S., & Friedman, A. (1984). Effects of helper's sex, subject's sex, subject's androgyny, and self-evaluation on male's and female's willingness to seek and receive help. *Sex Roles, 10*, 327–339.
- Poulin, J. E. (1994). Job task and organizational predictors of social worker job satisfaction. *Administration in Social Work, 18*, 21–38.
- Rickwood, D. J., & Braithwaite, V. A. (1994). Social psychological factors affecting help-seeking for emotional problems. *Social Science Medicine, 39*, 563–572.
- Roberts, S. J. (1988). Social support and help-seeking: Review of the literature. *Advances in Nursing Science, 10*, 1–11.
- Shapiro, E. G. (1983). Embarrassment and help-seeking. In B.M. DePaulo, A. Nadler, & J. D. Fisher (Eds.), *New directions in helping: Vol. 2, Help Seeking*. (pp. 141–159). New York: Academic Press.
- Smalley, R. E., & Bloom, T. (1977). Social casework: The functional approach. In J. B. Turner (Ed.), *Encyclopedia of Social Work, 17th Edition* (pp. 1280–1290). Washington, D.C.: National Association of Social Workers.
- Staudt, M. (1997). Correlates of job satisfaction in school social work. *Social Work in Education 16*, 43–49.
- Tessler, R. C. & Schwartz, S. H. (1972). Help seeking, self esteem, and achievement motivation: An attributional analysis. *Journal of Personality & Social Psychology, 21*, 318–326.
- Veroff, J. B. (1981). The dynamics of help seeking in men and women: A national survey study. *Psychiatry, 44*, 189–200.
- Wilcox, B. L., & Birkel, R. C. (1983). Social networks and the help-seeking process: A structural perspective. In B. DePaulo, A. Nadler, & J. D. Fisher (Eds.), *New directions in helping: Vol.3, Applied perspectives on help seeking and receiving* (pp. 235–253). New York: Academic Press.

