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## Facets of Job Satisfaction Among Social Service Workers

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## FACETS OF JOB SATISFACTION AMONG SOCIAL SERVICE WORKERS

Workers in the field of social services report being overworked and underpaid. Studies have shown evidence that this is an accurate perception. Yet those same studies, as well as others, indicate that social service workers are generally satisfied with their jobs. This presents a question as to what the source or sources of this satisfaction are. An instrument designed to explore facets of job satisfaction

**MARY ANN MEEGAN, B.A.**

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**An Abstract Presented to the Faculty of the Graduate School of  
Lindenwood College in Partial  
Fulfillment for the Requirements for the  
Degree of Master of Arts**

1996

Thesis  
M 471f  
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FACETS OF JOB SATISFACTION  
AMONG SOCIAL SERVICE WORKERS  
**ABSTRACT**

**Workers in the field of social services report being overworked and underpaid. Studies have shown evidence that this is an accurate perception. Yet those same studies, as well as others, indicate that social service workers are generally satisfied with their jobs. This presents a question as to what the source or sources of this satisfaction are. An instrument designed to explore facets of job satisfaction specifically in the social services professions was administered to 40 Children's Services Workers of the Division of Family Services in St. Charles Co., Mo. The results indicate that, while less than satisfied with salary, promotional opportunities, and funding for programs, by far the great majority are more satisfied than not with their jobs. Certain facets were shown to have the highest level of satisfaction, among them those facets dealing with client contact and relationships with peers. Demographics of age, tenure, and job description did not have any significant impact on the overall level of satisfaction.**

A CULMINATING PROJECT PRESENTED TO  
THE GRADUATE SCHOOL OF LINDENWOOD COLLEGE  
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF ARTS

1996

**FACETS OF JOB SATISFACTION  
AMONG SOCIAL SERVICE WORKERS**

Marilyn Patterson, Ed. D., Associate Professor and Advisor

Jesse Harris, Jr., Ph. D., Adjunct Professor

Roberta Panagas, Ph. D., Assistant Professor

**MARY ANN MEEGAN, B.A.**

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**1996**

## COMMITTEE IN CHARGE OF CANDIDACY

**Marilyn Patterson, Ed. D., Associate Professor and Advisor**

Thank the following **Jesse Harris, Jr., Ph. D., Adjunct Professor** present in

the development of **Rebecca Panagas, Ph. D., Assistant Professor**

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## CONTENTS

**I wish to dedicate this thesis to my family; my husband, Keith, and my two sons, Sean and Ryan, who over the past four years have made many sacrifices of time and energy to support and enable me to complete my studies. I could not have done so without their love and faith in me.**

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## CHAPTER ONE

### Introduction

The job of a social service worker in the field of child abuse and neglect has been reported to be one of high stress and low pay (Jones, Fletcher, & Ibbetson, 1991; Kadushin & Kulys, 1995; Newsome & Pillari, 1991). The pressures of the job coupled with the perceived lack of commensurate remuneration contribute to burnout, a decrease in quality of services provided to the clients, overall job dissatisfaction, and a high turnover of personnel (Jayartne & Chess, 1984; G. Koeske, Kirk, R. Koeske, & Rauktis, 1994; Siefert, Jayartne, & Chess, 1991). The dissatisfaction with pay and the high turnover of personnel for the Children's Services staff of the St. Charles County office of the Missouri Division of Family Services appears to match the findings presented by these authors.

A recent article in the Summer, 1996 edition of The Children's Chronicle, published by Citizens for Missouri's Children, documented that DFS workers and supervisors carry caseloads heavier than the national average and that the size of these caseloads has increased over the last five years. The article also states that the State of Missouri spends less per

capita on child welfare than 41 other states, and compensates child welfare social service workers on a level with "beginning laundry managers, locksmiths, and heavy equipment operators" (Chronicle, p9), paying them \$1332.00 less per annum than seed and feed inspectors and animal health enforcement officers. *these jobs as "very pressured" (p. 451). Conway, William*

During a four week period from mid August to mid September, 1996, a total of five out of thirty eight employees on the Children's Services staff of St. Charles Co. DFS resigned their positions. This is a turnover rate of 13.15%. Also noted by administration and line personnel is that social service workers who leave usually do so in the early stages of their career, while those having several years of experience with the agency tend to remain. According to the personnel records in the St. Charles Co. office of the Division of Family Services, of the group resigning in Aug./Sept. 1996, four were employed an average of 4.25 years, compared to an average employment of 8.67 years for those remaining, verifying this observation. Even adding in the one resignee who had 17 years on the job only changed the mean length of employment for those leaving to 5.80 years, still much lower than the 8.67 year mean of those who remained.

Marriott, Sexton, and Staley (1994) present data indicating that, in spite of the high stress and low financial rewards of the social service field,

workers in that field find other areas of satisfaction with their jobs that overcome the negative aspects. This finding is in agreement with Jones et al. (1991), who report that family service workers in the Dept. of Social Services in London England were "in general enthusiastic about their jobs" in spite of perceiving these jobs as "very pressured" (p. 451). Conway, Williams, and Green, (1987) found that there are many different elements of a job to which each worker may respond differently, and Koeske et al. (1994) argue that, while these elements are numerous, they can be organized into several critical areas, or facets, such as challenge and feeling of success, as well as salary and benefits.

Various authors doing research in the social services field posit different facets as being of highest importance in predicting job satisfaction (Arches, 1991; Etzion, 1984; Jones et al. 1991; Kadushin & Kulys, 1995; Koeske & Kelly, 1995; Marriott et al. 1994; Newsome & Pillari, 1991; Poulin & Walter, 1991; Rabin & Zellner, 1992; Siefert et al. 1991; Smith & Tisak, 1993; Supple-Diaz & Mattison, 1992). However, there is little consensus on which facets most influence the perception of job satisfaction in the human services field.

The purpose of this research is exploratory; to determine if there is an identifiable and quantifiable facet or facets influencing the perception of

job satisfaction among the 40 Children's Services workers in the St. Charles County office of the Mo. Division of Family Services. These specific social service workers investigate child abuse and neglect, provide protection and, if necessary, foster care for abused and neglected children, and offer services to parents to prevent and or remedy the problems underlying the abusive or neglectful situation. In spite of the documented low pay and high stress, many of these workers choose to remain in this field, and they express positive attitudes about their job overall.

The questions and hypotheses to be addressed by this study are:

Questions:

- 1) What is the percentage of job satisfaction among the Children's Services workers in the St. Charles Co. Division of Family Services?
- 2) How do these workers rank the different facets of their job as to amount of satisfaction for each facet?

Hypotheses:

- 1) There is no relationship between degree of job satisfaction and age of employee.
- 2) There is no relationship between degree of job satisfaction and length of time, or tenure, with the Division.
- 3) There is no average mean difference in job satisfaction ratings across job categories.

## CHAPTER TWO

### Review of the Literature

While the amount of literature pertaining to job satisfaction in the field of human services is daunting, spanning a time period of more than three decades, an effort has been made herein to present a representative cross-section of the numerous studies in this area. Specifically, authors and studies that utilized a facets model of measurement in researching job satisfaction among social services workers are highlighted. Also presented are various authors whose work supports the rationale for this research, that is that better job satisfaction results in better delivery of services to clients.

#### Job satisfaction, burnout, services, and turnover

Numerous authors, among them Barber, 1986; Jayartne and Chess, 1984; Koeske and Kelly, 1994; and Siefert et al., 1991, have presented studies regarding job satisfaction in the social services field. They link job satisfaction of the social service worker to better services to clients and reduced turnover of personnel.

Barber (1986) found a direct relationship between job dissatisfaction, high caseloads, absenteeism, and turnover in the social services field. In a study in which 2,521 social services workers responded

to a questionnaire surveying the workers' perception of satisfaction with intrinsic and extrinsic factors of their job, as well as absenteeism and intent to leave, 30% indicated having lost interest in their jobs. The single largest factor contributing to this loss of interest was reported to be the high caseloads; almost twice the importance was given to the perception of being overworked as was given to dissatisfaction with pay. Absenteeism was high; 65% missing from 1 to 10 days per year, 21% missing 11 to 15 days per year, and 14% missing over 15 days per year. Twenty-four percent of the 2,521 subjects were actively seeking to change not only their jobs, but to leave the field of social services entirely. Seventy-one percent indicated that they might be changing jobs sometime within the next three years. Barber concludes that as social service workers are placed under increasingly high caseloads, their job satisfaction with their job decreases, resulting in greater absenteeism and turnover.

Koeske and Kelly (1994) agree, indicating that dissatisfaction with the job of social worker predicts a low level of service to clients, high levels of stress and burnout, and frequent turnover. In a 1991 study of 404 social service workers in Pennsylvania designed to measure the workers' attitudes towards their work, the authors measured involvement with clients, emotional exhaustion (burnout), job satisfaction, and social



support. The findings of this study show a significant relationship of overinvolvement with clients to burnout ( $r = .37, p = .0001$ ), and a negative relationship between burnout and job satisfaction ( $r = -.52, p < .001$ ). Koeske and Kelly state "an empathic concern for clients is generally considered critical to effective mental health treatment" (p.282). They found that there was a circular relationship between the experience of burnout or emotional exhaustion caused by various stressors and job dissatisfaction, leading "helping professionals to protect themselves ...by becoming uncaring and cynical" (p.282). Self-esteem, which was a control and secondary variable in this study, was found to be an important part of the process model of viewing the relationship between job satisfaction and client care. Koeske and Kelly state that "Burnout, and a sense of failure in treating clients leads to lowered self-esteem" , which in turn results in a greater risk of emotional exhaustion (p.290). Jayartne and Chess (1984) report a strong relationship between high caseloads and depersonalization of clients, indicating that pay, while a consideration, does not have as much influence on job satisfaction as does the workload. These authors measured several different factors related to job satisfaction with a subject group of 288 MSWs, of whom 60 were in the field of child welfare, and 84 in the field of family services. The

remaining 144 worked in community mental health. Among factors measured were depersonalization of clients and workload, as well as a global measure of job satisfaction. Eighty-four percent responded that they were satisfied with their jobs, and yet 39% of the family service workers, and 44.6% of the children's services workers indicated that they were likely to change jobs. Using an analysis of variance to establish mean differences, Jayartne and Chess found that workload had the highest mean for factors negatively affecting workers' job satisfaction, 12.567 for the child welfare workers, 12.764 for the community health workers, and 11.927 for the family services workers. These means were almost double the means for pay as a negative factor, which all were just slightly above a 6.5. Depersonalization of clients showed a means corresponding more closely with the means for workload; ranging from 12.171 for child welfare workers to 9.275 for family service workers. The authors concluded that there is a direct relationship between overly large caseloads and inferior delivery of services to the client due to the depersonalization that ensues.

Siefert et al. (1991) report that high levels of job satisfaction along with a high sense of personal accomplishment are associated with less turnover and less burnout. Positing that job satisfaction and burnout are separate but related facets of the relationship between social service

workers and their jobs, these authors measured characteristics of job satisfaction and the variable of burnout, using depersonalization of clients, emotional exhaustion, and sense of personal accomplishment scales. In 1979 and again in 1989 randomly selected members of the NASW were surveyed, 853 in 1979, and 882 in 1989. While job satisfaction was reported as high (32.5% as very satisfied and 53.2% as somewhat satisfied) one fourth of the respondents reported a sense of emotional exhaustion and burnout with almost 20% reporting depersonalization of clients. Twenty-one percent of the workers surveyed said they were very likely to attempt to find other work, and almost 50% were at least considering a job change. From their findings, the authors concluded that "high levels of job satisfaction ... were associated with less likelihood of turnover, and depersonalization [of clients] and emotional exhaustion was associated with greater likelihood that the social worker would make a genuine attempt to find another job" (p.197).

### **Pay, promotion, caseloads, and job satisfaction**

There would seem to be a major consensus over the past ten or so years that a high level of satisfaction in the job of social worker results in better client care and reduced turnover. At the same time, issues of overly large caseloads and low pay have been shown to be instrumental in creating

the job dissatisfaction associated with poor services and high turnover (Butler, 1990; Jayartne & Chess, 1983; Kadushin & Kulys, 1995; Newsome & Pillari, 1991; Vinokur-Kaplan, 1991). Nonetheless, human services workers, particularly in the public sector, are "overworked and underpaid" (Newsome & Pillari, 1991, p. 119).

A survey of the employees of a department of human resources in a city in the Southeastern United States, who were involved in services to families and children, was conducted by Newsome and Pillari (1991). One hundred and forty-five social service workers responded. Using a self-administered questionnaire, the authors measured both intrinsic and extrinsic factors related to the job, including salary, security, stress, and workload. While the respondents indicated satisfaction with job security, they reported dissatisfaction with salary. Caseloads were reported to be high, ranging from 22 for juvenile workers to 37 for family services workers, resulting in only one contact with a client in as high as 50% of the caseload. Even so, the respondents reported high satisfaction with clients (Chi Square = 24.13;  $df = 8$ ;  $p = .002$ ) in spite of the mild dissatisfaction with salary.

In a study of 80 social workers employed in public not for profit hospitals in Cook County, IL., Kadushin and Kulys (1995) measured both

global job satisfaction and the sources of job satisfaction. These authors found that high caseloads and low salaries were found to be related to job dissatisfaction to a mild degree; 19% named high caseloads as a major source of complaint, and 13% named low salary as a major complaint.

Butler (1990), in a survey of 404 MSWs, 50% of whom worked as caseworkers in a public agency, measured satisfaction with eight different areas of their employment, including supervision, workload, and financial rewards, and promotion. Overall, the social workers were more satisfied than dissatisfied with their jobs, with a total mean score for satisfaction of 3.59 on a scale of 5. They were most satisfied with their actual work duties (3.91) and their coworkers (3.86), and least with their workload (3.07), with satisfaction with pay falling at a mean of 3.26. Satisfaction with possible career advancement or promotion had a fairly high mean of 3.58. Thus, while not as significant as satisfaction with kind of work and co-workers, pay and promotion were found to have a moderate effect on overall job satisfaction.

In a random sample of members of the National Association of Social Workers, Jayartne and Chess (1983), studied the effect of different variables on job satisfaction. Using a sample of 553 respondents, only half of whom were MSWs, and over half of whom worked in public agencies,

the authors found that only three of the seven facets had a significant effect on job satisfaction. Job challenge had the strongest relationship to job satisfaction,  $t = 9.761$ ,  $p < .001$ . Opportunity for promotion was about half as important, at  $t = 4.755$ ,  $p < .001$ , and financial rewards, while still significant, had the least impact of the three, at  $t = 3.074$ ,  $p < .01$ . All the other facets measured gave non-significant  $t$  scores. Overall, the authors found that the subjects were satisfied to very satisfied with their jobs, 82.7%. Even so, 43.1% stated they were making a genuine effort to find other employment. The analysis of the data showed that only 26 % of the variance explained by job facets is accounted for in intent to leave, and that of that 26%, 16% is accounted for by dissatisfaction with financial rewards. Thus the conclusion was reached that while pay may be only somewhat related to job satisfaction, it may be "a prime determinant in the decision to turnover" (p.134).

Research involving 279 subjects, 35% of whom had bachelors degrees, 64% of whom had MSWs, and 1% of whom had a Ph.D., was conducted by Vinokur-Kaplan (1991). Seventy percent were employed in child welfare work. Forty-eight percent were employed in public agencies, and another 11% in agencies that were under combined public and voluntary auspices. Job satisfaction found to be high, at a mean of 3.74 on

a five point scale, with 66% reporting satisfaction. There was little difference in satisfaction between the baccalaureate subjects (3.67) and the MSWs (3.78). Those working in child welfare were the most satisfied, (3.86) while those working in other areas were somewhat less satisfied (3.52). Six factors were studied, including salary, working with clients and coworkers, and others. The subjects indicated being most satisfied with their work with clients (85%), and colleagues (71%). Only 41% indicated satisfaction with salary, and 57% indicated dissatisfaction., the factor most frequently mentioned as dissatisfying. Once again, the conclusion is that, while not the primary source of job satisfaction in the field of human services, salary does play a moderate role in dissatisfaction.

Both Barber (1986) and Jayartne and Chess (1983, 1984) present findings showing that salary, while having some influence on job satisfaction, has only about half as much negative influence as does a high caseload. In Barber's study, pay lacked a significant relationship with job satisfaction ( $r = -.06$ , n.s.), as did workload ( $r = -.13$ , n.s.). In the Jayartne and Chess study, workload had twice the effect on job satisfaction as salary. These authors found that the overall satisfaction of

### **Job satisfaction: What it is and what influences it**

One way to view the construct of job satisfaction is as a function of

a person's perception of how well his or her particular personal needs are being met by the task or job situation in question. If the goals set for the individual are attainable, the individual experiences a sense of self-efficacy, enhancing job satisfaction and performance. On the other hand, if the job is perceived as not doable, or the employee experiences a sense of failure to meet expectations, whether of self or agency, the employee's sense of self-efficacy decreases, and job dissatisfaction ensues (Locke, 1976).

Kadushin and Kulys (1995), state that job satisfaction "represents a balance between the positive and negative aspects of the job" (p.182).

According to them, not all workers will find the same aspects of their jobs as positive or negative, and workers who are satisfied overall will have some job dissatisfaction, while those who are for the most part dissatisfied will find some areas of satisfaction.

Defining job satisfaction as "the degree of positive affect toward the job or its components" (p.199), Marriott et al. (1994) documented this mix of satisfaction-dissatisfaction, indicating that while social service workers complain about various aspects of their job, they still report being content with their positions. These authors found that the overall satisfaction of the social service workers with their jobs was greater than their satisfaction with any one component, leading to a conclusion that job satisfaction or



dissatisfaction does not ride on any one particular issue, nor is it a sum or average of the satisfaction with the various components. In a study of 188 social service workers responding to an 85 item questionnaire the authors found that "the overall rating for job satisfaction was higher than for any single component"(p.204). This led to their speculation that while these workers complain about various aspects of their jobs, they are "reasonably content" (p.204). There is also a possibility that the social services worker's sense of job satisfaction cannot be supported by consideration of different factors.

A study of children and family service workers in the public Dept. of Social Services in London England ( Jones et al., 1991) showed the social service workers to be "in general enthusiastic about their jobs" in spite of perceiving their jobs as "very pressured" (p.451). Using a 100 item questionnaire these authors polled 117 social service workers to measure job satisfaction, job pressure, work demands, supports and constraints, and thought and emotional perceptions about the job. Sixty-two percent of the workers surveyed liked their job and did not wish to change, 30% liked it but would consider changing jobs, 7% liked it somewhat but thought there was something they might like better, and only 1% said they disliked working in social services. However, 72% of these same workers reported

feeling a lot of pressure and stress but managing to cope; 6% indicated having difficulty coping, and 22% reported enjoying the amount of pressure perceived. Sixty-seven percent assessed that the amount of pressure negatively effected the quality of service provided to the clients.

A study by Kirk, G. Koeske, and R. Koeske (1993) has shown that in the field of human services negative symptoms such as job stress or burnout make no significant change in overall job satisfaction. These authors conducted a longitudinal study of case managers in the New York State Office of Mental Health who provided intensive services to severely mentally disabled persons living in community settings, and found that despite an increase in the experience of symptoms of job burnout these workers reported "no significant change in the amount of satisfaction derived from their employment" (p.171). While satisfaction or dissatisfaction with financial remuneration for the job was not found to be of major influence on overall satisfaction with the job, the authors did note that the workers who quit the job before the end of the 18 month study were making about \$5000 per year less than their counterparts who stayed, and had reported less satisfaction with salary, benefits, and promotion opportunities.

Thus it would seem that low pay and high caseloads in the field of human services, while associated with job dissatisfaction, are not its primary source. This leaves a question as to what facets are influential in affecting job satisfaction for social workers, an important question when one considers the potentially negative effects of job dissatisfaction on quality of client care and the high cost of frequent turnover of social services personnel.

### **The facet approach to measuring job satisfaction**

In determining what factors relate to job satisfaction in the field of human services, there is a general consensus that there are different elements of each job to which individual workers may respond to or evaluate differently. Conway, Williams, and Green, (1987), suggest that job satisfaction be measured according to different facets of the job, defining facets as specific components of a job towards which different workers may have differing evaluative responses. The facets for different jobs may vary, and they may be intrinsic, pertaining to the employee's perception, or extrinsic, pertaining to the employer's procedures. These facets include such items as challenge, sense of accomplishment, working conditions, salary, work stress, organizational structure, and many other features of one's employment. In 1980, 1982, and 1984 these authors

conducted research of public employees in social services agencies. From 71 closed-ended questions, they derived 10 scales and 3 individual items they considered to be important to job satisfaction. From a series of open-ended questions, they derived 67 categories associated with job satisfaction. From these they constructed a model of job facet satisfaction with 23 items for measurement.

Koeske et. al. (1994) state that "there could be an almost endless list of job facets to be assessed" (p.28) if a researcher attempted to list every specific facet of a particular job. Nonetheless, they argue that "Many very specific facets can be organized into a limited number of critical dimensions" (p.28), calling these areas facets. They name such facets as interpersonal relationships, pay and benefits, involvement and autonomy in decision making, recognition and sense of accomplishment, opportunity for education and advancement, and clarity and appropriateness of policy and procedure. Of particular interest in the field of human services, client contact, availability of resources, and a sense of really helping another person are other facets considered by the authors. However, different authors have identified different facets as being of greatest importance in predicting job satisfaction in the human services field.

### **Research on job satisfaction from a facets model**

Kadushin and Kulys (1995) identify six predictors of job satisfaction; autonomy, status, organizational constraints, personal, professional, and social interaction, task requirements, and pay. Autonomy refers to the amount of independence in job activities and control over decision making. Job status is defined as the amount of personal importance felt about the job as well as how it is perceived by the community. Organizational requirements are the limitations placed on the job by management, while task requirements are those functions which must be performed as a part of the job. Personal interaction refers to both formal and informal social and professional contacts as a part of the job. Pay includes both monetary remuneration and other benefits. In their study of hospital social workers, the researchers found personal interaction with clients resulting in positive outcome for the client to be the highest predictor of satisfaction for this group, with 40% of the respondents singling this out. Autonomy in devising a helpful treatment plan was seen as included in a positive outcome for clients. Lack of job status as evidenced by non-cooperative hospital staff, role confusion, and lack of appreciation and status was mentioned by 61% of the respondents as a source of job dissatisfaction. Pay and promotion were found to have only a

mild positive correlation to job satisfaction. There was a stronger negative correlation between ethical and value conflict due to job constraints and job satisfaction, with 63% mentioning lack of time to provide adequate services as a source of dissatisfaction, and 24% mentioning lack of resources to meet clients' needs as a source of dissatisfaction. Only 6% had mentioned low pay.

Several authors are in agreement with some of these facets, but not necessarily all of them. Arches (1991), found autonomy and bureaucracy (organizational constraints) to be of greatest importance, stating that of the three areas of worker attributes, client attributes, and organizational attributes, the third was the most related to job satisfaction. The responses of 400 social workers in Massachusetts, 40% of whom worked in the public sector, resulted in finding that lack of autonomy due to bureaucratization in the field of social services was the most significant factor ( $\beta = -.35, p .001$ ) affecting job dissatisfaction. She suggests that the reliance on hierarchical authority mitigates against the use of individual knowledge and skill in the performance of service to clients, creating a sense of frustration which results in burnout.

Poulin and Walter (1992) mention autonomy and control as predictors of high job satisfaction, stating that "Human services

organizations that provide for professional autonomy, workers' influence over decisions, and flexibility in carrying out job tasks have more satisfied workers" (p.111). In their study of 813 social workers, of whom 236 worked in public agencies, 404 in private non-profit agencies, and 156 in private for profit agencies, the authors identified the factors of job clarity and job autonomy as of highest importance, with a mean of 4.31 and 4.03 respectively out of a range of 1-5. Interpersonal relations scored the next highest, with a mean of 3.98 for satisfaction with clients and 3.59 for satisfaction with co-workers. Satisfaction with compensation produced a mean of 3.07, organizational factors a mean of 3.02, and the lowest mean was 2.10 for satisfaction with promotional opportunities. These authors posit a direct positive relationship between supervisor support, as well as co-worker support, indicating increased retention where that support is seen to be strong.

Rabin and Zellner (1992) mention decision authority regarding treatment plans, how much of the implementation of the treatment plan is under the social worker's control, as well as how the worker's efforts are evaluated by supervision and colleagues as being of highest importance to job satisfaction. They administered four questionnaires to 87 social service workers in nine different mental health settings. Facets measured were

worker assertiveness in general, worker assertiveness in specific situations, job clarity, and job satisfaction. Under the heading of job clarity, they measured the worker's authority to decide on treatment methods, areas that were within the worker's realm of responsibility, the expectations of supervisors, colleagues, clients, and other professionals, and the degree to which the worker was evaluated. Fifteen separate items were presented on the job satisfaction instrument. Job clarity was found to be negatively correlated with anxiety ( $r = -.30$ ,  $p = .005$ ), and significantly correlated with job satisfaction ( $r = .24$ ,  $p = .026$ ).

Marriott et al (1994), while mentioning autonomy and variety, found that overall job satisfaction correlated more with the intrinsic factors of position satisfaction than with extrinsic factors such as pay and physical environment. They explain position satisfaction as a complex variable which includes task requirements, role definition, organizational requirements, job prestige and status, autonomy, variety, social interaction, and respect from other professionals. The two facets identified by the authors as having the highest correlation with position satisfaction are task and status. Status is connected with prestige as well as autonomy, prestige being recognition from co-workers, supervisors, other professionals, and the general public. The task facet includes job requirements, role



definition, and organizational requirements. Marriott et. al. (1994) also indicate that access to administrative decisions is important to an overall sense of job satisfaction.

Personal interaction is posited by several authors (Etzion, 1984; Jones et al. 1991; Koeske & Kelly, 1995; Newsome & Pillari, 1991; Smith and Tisack, 1993; Supple-Diaz & Mattison, 1992) to be of primary importance in influencing job satisfaction/dissatisfaction.

Etzion (1984) states that effective support can ameliorate job stress. In a statistical analysis of 630 human services professionals, in which the relationship between work and life stress and burnout, and the relationship between work and life support and burnout were measured, the author found that the stresses were positively correlated with burnout, but “negatively and significantly correlated with both supports”(p.617). The correlation with support at work is  $t(627) = 3.35, p < .02$ . Her conclusion is that “the effect of workstress on burnout was moderated by social support” (p.620).

Koeske and Kelly (1995) report that an effective support system ameliorates overinvolvement, thus reducing burnout and turnover. While a social service worker’s support system may include friends and family outside the work environment, their study found that the two most

important sources of support for a human services worker came from supervision and colleagues. Social support from these groups was negatively correlated with burnout at  $r = -.31$ , and for those subjects below the median in support, the incidence of burnout was quite a bit higher than for those with more support ( $r = .59$  compared to  $r = .38$ ).

Jones et al. (1991) report that their studies show that support from colleagues ranked highest, next to support from supervision, then from family and friends, as well as clerical staff. These authors further report that a lack of collegial and supervisory support leads to depression and burnout among the social work staff, and that quality of supervision adds

to or detracts from job satisfaction. Of the 117 public agency social service workers polled, 75% felt that support from colleagues made their jobs easier, for a mean of 3.9 out of a possible 5. Support from family and friends obtained the same mean. Support from supervisors was viewed by 52% as a factor in their job satisfaction; this facet scored a mean of 3.5. Interestingly, support from clerical and other staff scored a bit higher, with a mean of 3.7.

Newsome and Pillari (1991) posit that a "positive and supportive relationship between the supervisor and worker in a social agency is critical for effective delivery of treatment services to clientele" (p.124).

Specifically, the authors examined the relationship between the

the job, "talking to others at work" emerged as having an ameliorating supervisory relationship and satisfaction with clients in a public social services agency, using a five part questionnaire administered to 121

subjects who worked with families and children. They found a moderate relationship between what workers considered to be positive supervision role ambiguity, role conflict, value conflict, challenge, comfort, workload, pay, and promotion. Role ambiguity refers to how well the job is defined of the job requirements at one time. Value conflict can be related to role conflict, but refers more to the social worker's perception of having to compromise or act against a personal value or ethic in the course of the job. Workload is the perception of how hard the social worker has to work, or how fast, to accomplish the task at hand. Challenge refers to how hard, or exacting, the job is perceived to be, comfort refers to whether or not the physical surroundings are experienced as pleasant. Financial rewards refers to pay as well as other benefits, while promotional opportunities refers to the chances for advancement in the field at the current place of work. High levels of challenge in the job, along with low conflict with professional values, were found to be significant predictors of job satisfaction. Satisfaction with financial rewards, while mildly related, was not seen to be as important, nor was opportunity for

Supportive supervision was seen to consist of more frequent contact with supervision, with more case conferences. Those workers who met with supervision at least once a week reported the supervision as more positive than those whom met less, and reported more job satisfaction and satisfaction with clients.

Supple-Diaz and Mattison (1992) report finding that factors helping social workers cope with high caseloads, lack of resources, low pay, and job-related stress were "individual support from co-workers and boss" (p.121). They surveyed 96 social workers working in the field of oncology in Michigan as to their perceptions of five areas of interest, including job satisfaction, sources of stress and reward, and support from colleagues. In this study, relationships with colleagues were seen as both a source of support and a source of stress, the stress occurring when there was role ambiguity or a perceived lack of value given to the social worker's role. However, when asked which factors helped them cope with the stress of

the job, "talking to others at work" emerged as having an ameliorating impact on feelings of emotional exhaustion and depersonalization of clients.

Siefert et al. (1991), in two consecutive studies of social workers in the health care field, measured eight facets relating to job satisfaction; role ambiguity, role conflict, value conflict, challenge, comfort, workload, pay, and promotion. Role ambiguity refers to how well the job is defined, role conflict refers to the worker's perception of not being able to fulfill all of the job requirements at one time. Value conflict can be related to role conflict, but refers more to the social worker's perception of having to compromise or act against a personal value or ethic in the course of the job. Workload is the perception of how hard the social worker has to work, or how fast, to accomplish the task at hand. Challenge refers to how hard, or exacting, the job is perceived to be, comfort refers to whether or not the physical surroundings are experienced as pleasant. Financial rewards refers to pay as well as other benefits, while promotional opportunities refers to the chances for advancement in the field at the current place of work. High levels of challenge in the job, along with low conflict with professional values, were found to be significant predictors of job satisfaction. Satisfaction with financial rewards, while mildly related, was not seen to be as important, nor was opportunity for

promotion. Role conflict and ambiguity were found to have a strong negative relationship with job satisfaction, as did lack of physical comfort, all of which were found to be predictors of emotional exhaustion. High role conflict low challenge, and low satisfaction with pay were found to be predictors of client depersonalization.

Smith and Tisak (1993) also researched the facet of role in relationship to job satisfaction, concentrating on role agreement and role expectations vis-à-vis the activities and results expected of the worker by the supervisor. Role expectations included the worker's perceived view of the actual expectations, and the supervisor's perceived view of the expectations. When worker and supervisor had good communication resulting in a mutual understanding of the expectations, and agreement on them, job satisfaction was seen to be higher.

### **Summary**

Job dissatisfaction and burnout in the field of social services has been shown to result in high absenteeism and high turnover, as well as depersonalization of clients. Worker dissatisfaction has a negative impact upon the delivery of services to clients, lessening the potential for a positive

outcome for clients. It is also costly to the agencies involved, in terms of training and maintaining adequate staff.

Numerous studies have linked high caseloads and low salaries to intent to leave the human services field, or change jobs within it. Other studies have reported a high level of job satisfaction among social service workers in spite of their complaints of being overworked and underpaid. This led researchers to attempt to identify aspects of the work in the social services field other than pay and workload that accounted for this satisfaction.

In doing so, various researchers have developed a facet model to measure job satisfaction, however, there is no agreement on what items, or aspects of the job of social services worker should be measured. Different attempts to identify specific factors related to job satisfaction have resulted in pointing to more than one facet as being of high importance. It has been suggested that this is because job satisfaction is a perceived state or subjective sense or feeling, and therefore will differ from worker to worker.

Nonetheless, a cross-section of these studies does begin to show some consensus on certain components within the human services field as being related to job satisfaction. In general, the factors can be thought of as intrinsic, that is, related to the worker's perception, such as a sense of achievement, or extrinsic, related to the various procedures of each job,

county office of the Division of Family services in Missouri. All the social workers operate under the same policies and procedures, as well as the same pay and benefit structure, all within the same daily working environment, thus forming a fairly homogeneous group for study. Based on the literature in the field, a facet model, or facet approach appears to be the best way to measure the satisfaction of these subjects.

The literature indicates factors such as autonomy, status, job challenge, sense of achievement, job variety, and job clarity play an important role in predicting job satisfaction in the social services field. Also found to be of importance are interpersonal relationships; those with clients first, followed by those with co-workers, followed by those with supervision. Social and supervisory support have been shown to ameliorate stress and burnout from high caseloads and overinvolvement with clients. Two variables which are noticeably lacking in the literature reviewed are those of age and tenure. The question that remains unanswered in these numerous studies is whether age and or length of time with a social services entity play any part in a worker's overall job satisfaction. There is also a possibility that aspects of the job perceived as highly important to satisfaction might also be different in different age or tenure groups.

Value conflict is seen as a high predictor of the stress associated with job dissatisfaction, as is role conflict and role ambiguity. By far, the greatest predictor of job dissatisfaction is documented to be overly high caseloads, coupled with lack of resources to adequately assist the client. Low pay and little chance for advancement are seen as negatively impacting the satisfaction of social service workers, but not to the extent of the high caseloads. Bureaucratic constraints and austere work environment have also been shown to have a negative effect on the worker's feeling of satisfaction. Also addressed by some of the aforementioned studies, was the influence a particular job description may have on the amount of job satisfaction. Jones et al (1991) found that social service workers who dealt with the aged had higher rates of satisfaction than those workers in the same agency that dealt with families and children. Marnott et al (1984) reported that position satisfaction was a most important component of overall satisfaction, while Vinokur-Kaplan (1991) found that social workers in the field of child welfare were more satisfied than social

The purpose of this study is to identify the specific facets that contribute to job satisfaction in a limited population, namely a mid-size workers in the field of child welfare were more satisfied than social

county office of the Division of Family services in Missouri. All the social workers in other fields. The Children's Services workers in the Division of Family Services are divided into several different job categories, which while all dealing with families and children, still have some unique characteristics. Thus, there is the possibility that a worker's job description, on the literature in the field, a facet model, or facet approach appears to be the best way to measure the satisfaction of these subjects.

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## CHAPTER THREE

workers in other fields. The Children's Services workers in the Division of

## Method

Family Services are divided into several different job categories, which,

while all dealing with families and children, still have some unique

## Subjects

characteristics. Thus, there is the possibility that a worker's job description,

or category, may have a relationship to that worker's overall satisfaction.

The subjects for this study were the 40 Children's Services Workers

in the St. Charles County Division of Family Services. These workers

operate under the mandates and procedures as outlined by the State of

Missouri in Statute 210 relating to the investigation, prevention, and

remediation of child abuse and neglect within the state. The majority of the

workers have a baccalaureate degree, not necessarily related to the social

services field. They are employed in a number of varying job descriptions,

with no one variation in specific duties, but the same overall goal of helping

the children of Missouri to experience a safe and functional family life

environment.

In addition to the role of supervisor, job classifications included

investigators, foster care workers, assessors and treatment workers, and

specialized workers. Investigators respond to the crisis situations

reported to the child abuse and neglect hotline, assessing the situation for

the safety of the child, making arrangements if necessary for the alternative

environment.

Foster care workers provide a safe and functional family life

environment for children who are unable to remain in their biological

families. Assessors evaluate the child and family situation, and

make recommendations for the appropriate services and interventions.

Treatment workers provide individual and family therapy, and

coordinate services with other professionals in the community.

Specialized workers provide services to children and families who

are at risk for child abuse and neglect, and provide services to

children and families who are currently involved in the child abuse and

neglect process. They provide services to children and families who

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## CHAPTER THREE

### Method

#### Subjects

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In addition to the role of supervisor, job classifications included investigators, foster care workers, assessors and treatment workers, and specialized workers. Investigators respond to the crises situations reported to the child abuse and neglect hotline, assessing the situation for the safety of the child, making arrangements if necessary for the alternative

care of the child, and following up on evidence to determine if abuse and or neglect has actually occurred.

Should the child require alternative placement, the foster care workers come into play. It is their function to oversee the placement and welfare of the child in temporary foster placement, while working with the child's family to correct the situation that led to the child's removal so that the child may be returned to parental care as quickly as possible. Also working in this area is the family preservation worker, a specialized worker who does intensive work with a family to prevent the removal of the child in cases of serious abuse or neglect that would require removal of the child without this intervention.

If abuse or neglect is determined to have taken place, but is not of such a serious nature as to warrant removal, the treatment worker assists the intact family to make those corrections or improvements deemed necessary to ameliorate the abuse or neglect. A new category of worker, the assessment worker, responds to calls to the hotline that do not meet the serious criteria of an investigation. In these cases, the assessor may simply refer the family to other resources, or may provide services for a short time, but there is no determination of abuse or neglect. Assessment workers also do treatment work.

Other workers include adoption specialists, foster home trainers, and other specialized foster care workers. These foster care specialists work with children in the foster care system who exhibit behavioral, emotional, or psychiatric difficulties, and lend support to the foster families who are trained to deal with them. There is also a specialized worker who handles those children who will most likely grow up in the foster care system to try to insure stability in foster home placement.

Thirty-three of the forty subjects responded; a response rate of 82.5%. The respondents ranged in age from 23 years to 56 years, with a mean age of 35.9. Further investigation revealed that the majority of respondents were in their early career years of 23 through 39. Only four of the subjects were in their 50's, four in their 40's, and none above 56. All but four of the respondents were females.

The level of education was decidedly at the baccalaureate level. Two subjects had less than a Bachelor's degree, while four had Master's degrees. Only three held professional licenses, all being licensed clinical social workers (LCSW), and one also holding a license from the American Association of Marriage and Family Therapists (AAMFT). All job descriptions were represented. Three out of 6 supervisors (50%), 5 out of 6 investigators (83.33%), 6 out of 7 foster care workers (88.71%), 11 out

of 12 assessment and treatment workers (91.66%), and 8 out of 9 specialized workers (88.88%), responded to the survey (see figure 1). The one worker who does only treatment was combined with those who do a combination of assessment and treatment because of the similarity of job description.

The 33 subjects responding had a mean length of time with the Division of Family Services of 8.23 years. The actual mean may be slightly higher, as two of the subjects reported having "20 +" years, and did not specify the exact number. Also, two of the subjects were new hires, and were counted as having 0.5 years with the agency, as the count only allowed for years and half years (see table 1).

The length of time in the specific job description was misrepresentative, and thus is not being included in any of the statistical calculations. This anomaly occurred due to an agency change in June, 1995, when a pilot project began, and a number of workers who had been designated as treatment workers were given the designation "assessor". While their job function is still closely related to that of treatment many of them indicated they had been performing their job for a period of only 1.5

## DEMOGRAPHICS

Subj	Job	Age	Sex	Ed	Lic	Tenure	Pos
1	4	25	1	1	0	00.5	00.5
2	6	51	1	1	0	10.0	02.0
3	6	31	1	1	1	08.0	03.0
4	4	23	1	1	0	00.5	00.5
5	6	30	1	1	0	07.0	03.5
6	1	53	1	0	0	20.0	03.0
7	1	44	1	1	0	22.0	16.0
8	2	29	1	2	0	03.0	01.0
9	2	40	1	1	0	20.0	02.0
10	6	45	1	1	1	18.0	09.0
11	1	54	0	1	0	26.0	07.0
12	2	37	1	1	0	07.0	05.0
13	4	31	1	1	0	07.5	03.0
14	6	41	1	1	0	05.5	02.0
15	6	29	1	1	0	02.0	00.5
16	2	29	1	1	0	02.5	01.5
17	2	24	0	1	0	02.5	01.5
18	2	30	1	1	0	07.0	02.5
19	2	29	1	1	0	05.5	01.0
20	6	37	1	0	0	05.5	02.0
21	4	29	1	1	0	03.0	00.5
22	2	29	1	1	0	03.5	01.0
23	6	56	1	2	1	15.0	05.0
24	5	53	1	2	0	10.0	06.5
25	4	26	1	1	0	04.0	02.0
26	5	36	0	2	0	06.5	06.5
27	4	29	1	1	0	03.0	03.0
28	5	29	1	1	0	07.0	02.0
29	2	32	1	1	0	07.0	01.0
30	5	33	1	1	0	06.5	00.5
31	2	32	1	1	0	09.0	02.0
32	2	35	0	1	0	11.0	02.5
33	3	55	1	1	0	06.0	03.0
Total		1186				271.5	102.0
Mean		35.9				8.2273	3.091
Range		33				25.5	15.5
Min		23				00.5	00.5
Max		56				26.0	16.0
Std Dev		9.95				6.44	3.13
Mode		29				7.00	2.00

## Legend:

Subj = Subject Number

Job = Job Description

1 = Supervisor

2 = 595 Assessment Worker

3 = Treatment Worker

4 = Foster Care Worker

5 = 595 Investigator

6 = Specialist

Sex = Gender

0 = Male

1 = Female

Ed = Educational Level

0 = Less than Bachelor's Degree

1 = Bachelor's Degree

2 = Master's Degree

Lic = Professional Licenture

0 = No

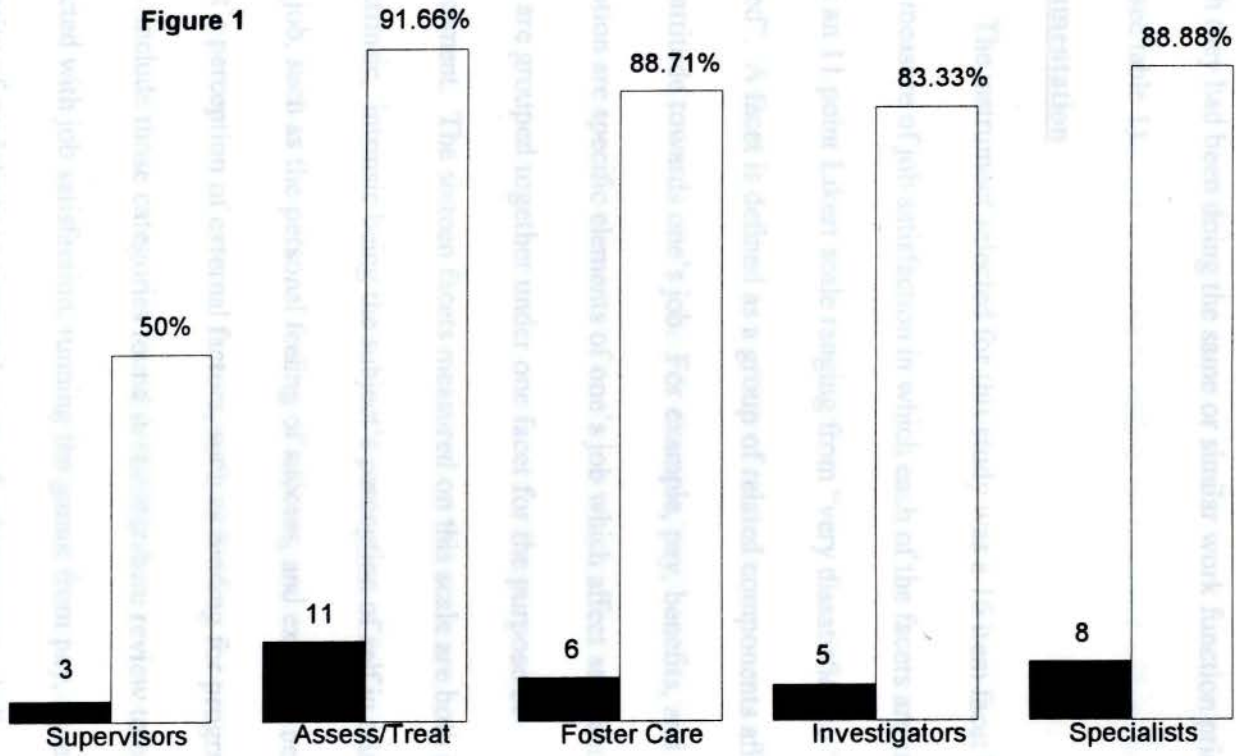
1 = Yes

Tenure = Length of time with agency

Pos = Length of time in position

TABLE 1

**Number and Percent of Subjects in Job Category**



years, counting from the time of the initiation of the pilot project, even though they had been doing the same or similar work function prior to that date (see table 1).

### **Instrumentation**

The instrument selected for this study was a 16 item facet based direct measure of job satisfaction in which each of the facets are rated across an 11 point Likert scale ranging from “very dissatisfied to “very satisfied”. A facet is defined as a group of related components affecting one’s attitude towards one’s job. For example, pay, benefits, and promotion are specific elements of one’s job which affect satisfaction. These are grouped together under one facet for the purpose of measurement. The sixteen facets measured on this scale are both intrinsic and extrinsic, intrinsic being the subject’s perception of self in relationship to the job, such as the personal feeling of success, and extrinsic being the subject’s perception of external factors, such as funding for programs. Facets include those categories found in the literature review to be connected with job satisfaction, running the gamut from pay, supervision, and clarity of guidelines to personal sense of achievement, challenge, and opportunities to interact with and impact clients (see appendix D for

validity was established through correlations of the JSS with other



subscales). The one major exception is the caseload size, which is not addressed by this instrument.

The instrument is scored by adding each subject's facet scores to obtain each subject's measure of job satisfaction, then adding these individual satisfaction scores to arrive at an overall level of job satisfaction for the group of subjects. Also, the scores on each facet can be added to arrive at a satisfaction score for each facet.

The Job Satisfaction Scale (JSS) was developed and validated in studies from 1980 to 1991 by Gary F. Koeske, Ph.D., of the University of Pennsylvania School of Social Work, Stuart A. Kirk, DSW., School of Social Work, Columbia University of New York, and several associates. The studies involved more than 600 helping professionals, and resulted in alpha reliabilities between .83 and .91. The alpha reliabilities for the intrinsic subscales were .85 to .90, and for the organizational subscales, .78 to .90. Validity was established through correlations of the JSS scores with later administered surveys for depression, burnout, and intention to leave one's job. Predictive validity correlated with depression scores at  $r = -.27, p < .05$ , with burnout at  $r = -.39, p < .01$ , with decrease in quality of care at  $r = -.36, p < .05$ , and intention to quit at  $r = -.35, p < .05$ . Construct validity was established through correlations of the JSS with other

established job satisfaction measures, particularly a 1991 National Association of Social Workers (NASW) survey that measured intrinsic job stress and organizational job stress, resulting in a negative correlation with the JSS of  $r = -.39, p < .01$  (Koeske et. al., 1994). Thus, this instrument would appear to have established validity and reliability.

### **Procedure**

Data was collected from all of the subjects over a period of two weeks in September of 1996. The Job Satisfaction Scale was placed in the mailboxes of all 40 workers, along with an attached sheet for demographic information, along with a memo regarding the purpose of the study. A follow up memo was placed in all the mailboxes one week later, reminding the subjects to complete the survey before the end of the second week. Subjects were requested to place completed surveys in the researcher's mailbox to assure anonymity. Demographics of age, gender, job title, educational background, length of employment with DFS and length of time in present position were requested from each subject. The two week time period gave an opportunity for those subjects who may have been on sick leave or vacation to participate in the survey. The timing of the survey was the last two weeks in September so that vacations would not pose a major difficulty.

**Design**

All subjects responded to the 16 question Job Satisfaction Scale. A measure of satisfaction was arrived at by adding a subject's score on each facet to obtain a total satisfaction score for each subject. This total was then compared with the highest possible total for each subject for all facets ( $11 \times 16 = 176$ ) to arrive at a percentage of satisfaction.

The same procedure was used to obtain satisfaction scores for each facet. The individual facet scores were added to obtain a total score for each facet. This score was then used to rank the facets. For example, using subject #1 on table 2, pg. 45, the total given each facet can be followed across the table to the total measure of job satisfaction for that subject of 142, which resulted in a percentage of satisfaction of 80.68% ( $142 / 176$ ). By following the first facet column down the table from top to bottom, each of the 33 subjects' scores for facet # 1 can be seen, with a total score for that facet of 263. The highest possible score for any facet across all subjects would be 363 ( $11 \times 33$ ).

A breaking point between satisfied and dissatisfied was established by using the median of the highest possible overall score for job satisfaction of 176, and of the highest possible facet score of 11 by an individual subject, and a total of 363 by all subjects. These breaking points were 88

for the overall score, 5.5 for each facet score, and 181.5 for a total facet score across all subjects. Those subjects whose total score fell at or below 88 were seen as being dissatisfied with their jobs, and those facets whose total scores fell below 181.5 were seen as facets with which the subjects were dissatisfied. An overall measure of job satisfaction for the entire group was arrived at by adding each subject's total score, and a percentage of satisfaction for the entire group was obtained by comparing this total to the highest possible total of 5,808 (176 x 33).

Pearson's product moment correlation coefficient was used to test the hypotheses of no relationship between age and job satisfaction, and no relationship between length of time with agency and job satisfaction. A one way analysis of variance (ANOVA) was employed to examine differences in satisfaction among the job categories. An Alpha level of .05 was used in all statistical calculations to determine significance.

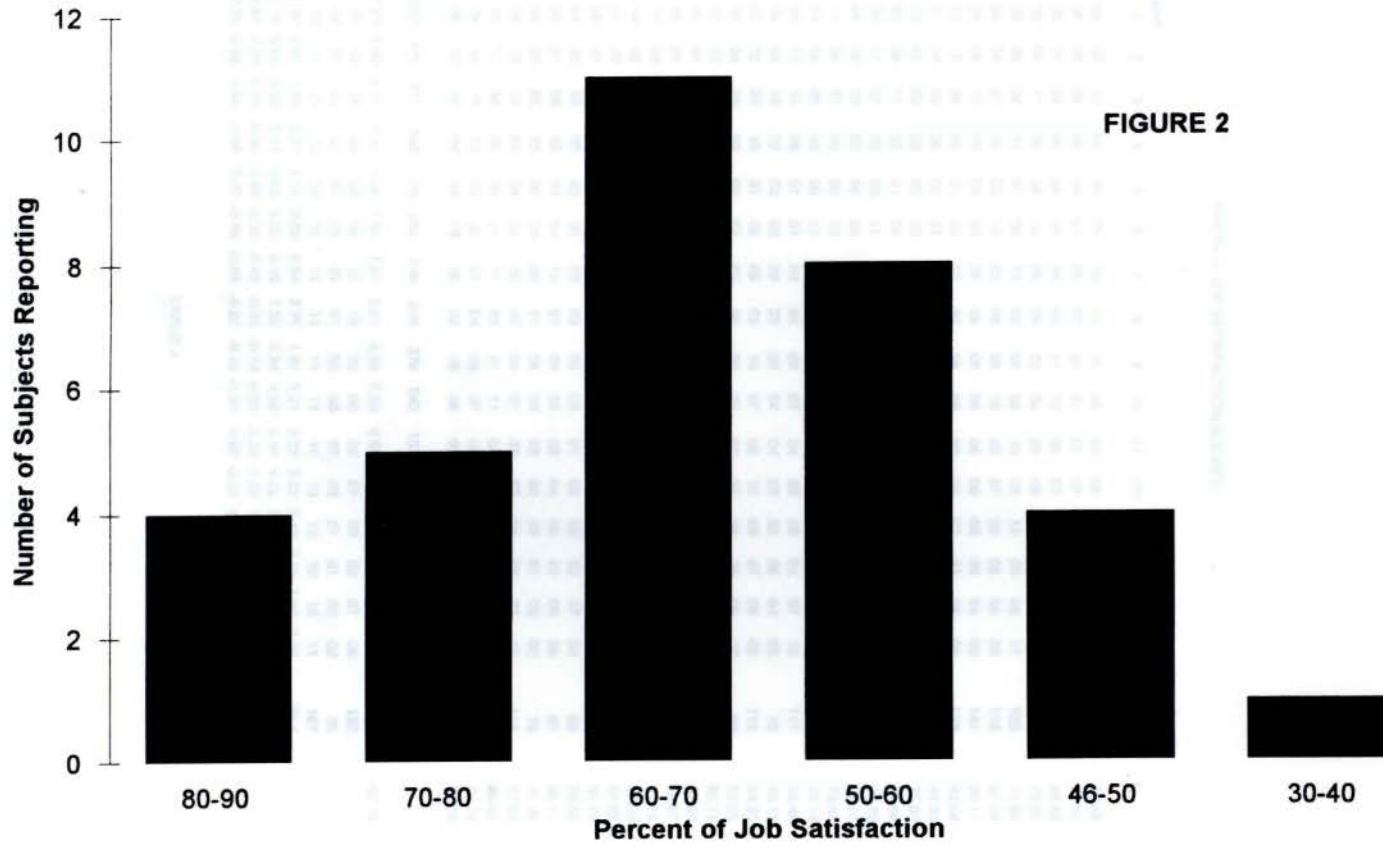
## CHAPTER FOUR

### Results

#### Overall level of job satisfaction

The first question posed in this research is "What is the percentage of job satisfaction among the Children's Services Workers in the St. Charles County Division of Family Services?" As a group, the 33 respondents indicated a 62.79% rate of satisfaction with their job. The highest possible individual score for job satisfaction (very satisfied) is 176 (16 x 11), while the lowest (very dissatisfied) is 11. The scores of the respondents ranged from a high of 155 (88.07%) to a low of 59 (33.52%). The percentage of satisfaction was arrived at by dividing the obtained score with the highest possible score. The mean rank score for overall satisfaction was 110.5 with a standard deviation of 22.65. The concentration of scores fell in the 60% range, with 11 of the 33 subjects reporting satisfaction levels ranging from 61.36% to 69.89% (see figure 2, table 2). Forty-four scores fell above the rank mean of 62.79% for overall satisfaction, and 52 fell below. The data was unimodal; peaking in the 110 to 119 range (see figures 3a & 3b; table 3).

**PERCENT OF SATISFACTION BY NUMBER OF SUBJECTS**



**FIGURE 2**

DISTRIBUTION OF OVERALL SATISFACTION SCORES

OVERALL JOB SATISFACTION SCORES

Subject	Facet																Total	%
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16		
01	09	09	10	08	06	09	10	11	10	08	08	08	08	09	09	10	142	80.68
02	08	08	08	05	06	07	09	07	06	07	07	07	07	09	09	09	119	67.61
03	09	07	08	06	06	08	04	05	11	10	06	07	10	08	09	09	123	69.89
04	08	09	11	08	08	08	08	09	10	06	06	08	08	08	08	07	130	73.86
05	09	08	06	02	07	09	10	03	08	08	10	08	10	09	08	11	126	71.59
06	08	08	07	06	03	10	09	08	06	10	03	07	08	08	08	09	118	67.05
07	09	09	10	09	08	09	09	08	09	08	08	09	09	09	09	09	141	80.11
08	08	10	09	08	01	06	07	04	09	08	03	08	07	07	09	08	112	63.64
09	07	04	06	06	02	05	03	04	06	05	04	05	05	04	06	06	78	44.32
10	09	10	09	03	05	09	09	09	09	09	04	08	10	10	09	10	132	75.00
11	08	08	11	05	01	07	05	09	07	05	05	08	09	01	08	08	105	59.66
12	08	11	07	06	03	11	06	02	11	11	06	08	08	07	09	09	123	69.89
13	08	08	03	05	06	08	05	05	08	07	04	06	08	02	07	09	99	56.25
14	10	09	07	03	03	10	10	10	10	10	02	08	08	10	09	11	130	73.86
15	09	08	09	05	05	11	09	10	10	09	06	06	09	10	09	09	134	76.14
16	08	10	10	08	07	07	04	04	09	07	04	09	09	04	07	10	117	66.48
17	06	03	09	02	03	03	09	03	06	04	04	03	05	09	04	03	76	43.18
18	07	06	05	10	01	03	09	08	10	07	06	10	09	07	09	06	113	64.20
19	08	08	09	02	02	07	07	06	05	05	02	05	08	06	05	07	92	52.27
20	08	10	10	07	09	09	10	08	08	08	09	09	10	08	08	10	141	80.11
21	06	07	09	07	04	06	09	09	07	06	05	06	08	08	06	07	110	62.50
22	05	07	10	07	03	03	08	05	09	09	05	05	07	03	03	03	92	52.27
23	10	09	06	05	01	06	05	01	10	10	01	05	01	01	06	06	83	47.16
24	10	08	06	02	03	10	06	06	10	10	02	09	09	08	10	09	118	67.05
25	07	03	10	03	01	07	09	09	09	07	04	06	01	10	07	09	102	57.95
26	08	07	04	07	02	08	05	05	05	06	03	04	07	05	07	08	91	51.70
27	04	02	08	02	03	06	03	03	05	03	01	03	03	02	07	04	59	33.52
28	08	01	09	06	05	04	10	07	09	03	02	04	06	09	05	09	97	55.11
29	05	03	08	06	02	10	06	01	08	04	02	03	09	01	03	02	73	41.48
30	09	10	10	06	04	08	06	07	09	07	05	07	06	06	08	10	118	67.05
31	10	11	08	08	08	11	11	09	11	11	08	09	09	10	10	11	155	88.07
32	09	06	10	03	02	06	01	04	08	07	03	04	08	01	09	09	90	51.14
33	08	08	09	04	04	09	09	06	08	08	03	05	03	09	09	06	108	61.36
Total	263	245	271	180	134	250	240	205	276	243	151	217	242	218	249	263	3647	
Mean	7.97	7.42	8.21	5.45	4.06	7.58	7.27	6.21	8.36	7.36	4.58	6.58	7.33	6.61	7.55	7.97	111	62.79
Range	06	10	08	08	08	08	10	10	06	08	09	07	09	09	07	09	132	
Min	04	01	03	02	01	03	01	01	05	03	01	03	01	01	03	02	35	
Max	10	11	11	10	09	11	11	11	11	11	10	10	10	10	10	11	167	
SD	1.47	2.62	1.98	2.27	2.38	2.29	2.54	2.75	1.80	2.21	2.33	2.02	2.42	3.10	1.89	2.36	36.4	
Var	2.16	6.88	3.92	5.13	5.68	5.25	6.45	7.55	3.24	4.86	5.44	4.06	5.85	9.62	3.57	5.57	85.2	
Kurt	0.87	0.24	0.03	-0.90	-0.89	-0.39	-0.48	-0.95	-0.74	-0.60	-0.38	-1.03	1.38	-0.85	0.37	0.50	-3.8	
Skew	-0.95	-0.98	-0.88	-0.09	0.47	-0.49	-0.65	-0.22	-0.48	-0.27	0.52	-0.30	-1.38	-0.76	-1.04	-1.05	-8.6	

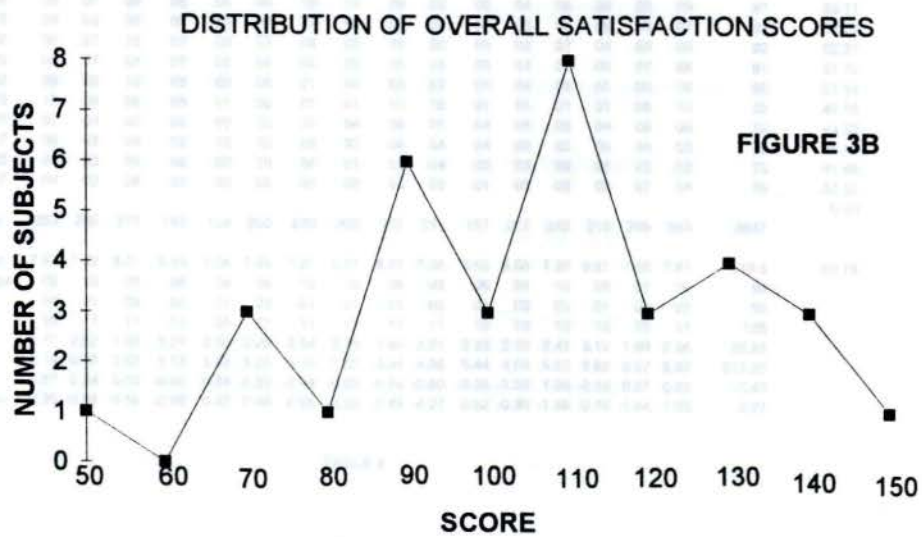
TABLE 2

DISTRIBUTION OF OVERALL SATISFACTION SCORES

5	9
6	
7	863
8	3
9	922170
10	528
11	98273088
12	363
13	0204
14	211
15	5

FIGURE 3A

Stem Width: 10  
Each Leaf: 1 Score





### Rankings of facets by percent of overall satisfaction

The second question to be addressed was "How do these workers rank the different facets of their job as to the amount of satisfaction for each facet?" The results indicated that facet 9 amount of their contract,

RANKING OF TOTAL SATISFACTION BY SUBJECT

Subject	Facet																Total	%
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16		
31	10	11	08	08	08	11	11	09	11	11	08	09	09	10	10	11	155	88.07
01	09	09	10	08	06	09	10	11	10	08	08	08	08	09	09	10	142	80.68
07	09	09	10	09	08	09	09	08	09	08	08	09	09	09	09	09	141	80.11
20	08	10	10	07	09	09	10	08	08	08	09	09	10	08	08	10	141	80.11
15	09	08	09	05	05	11	09	10	10	09	06	06	09	10	09	09	134	76.14
10	09	10	09	03	05	09	09	09	09	09	04	08	10	10	09	10	132	75.00
04	08	09	11	08	08	08	08	09	10	06	06	08	08	08	08	07	130	73.86
14	10	09	07	03	03	10	10	10	10	10	02	08	08	10	09	11	130	73.86
05	09	08	06	02	07	09	10	03	08	08	10	08	10	09	08	11	126	71.59
03	09	07	08	06	06	08	04	05	11	10	06	07	10	08	09	09	123	69.89
12	08	11	07	06	03	11	06	02	11	11	06	08	08	07	09	09	123	69.89
02	08	08	08	05	06	07	09	07	06	07	07	07	07	09	09	09	119	67.61
06	08	08	07	06	03	10	09	08	06	10	03	07	08	08	08	09	118	67.05
24	10	08	06	02	03	10	06	06	10	10	02	09	09	08	10	09	118	67.05
30	09	10	10	06	04	08	06	07	09	07	05	07	06	06	08	10	118	67.05
16	08	10	10	08	07	07	04	04	09	07	04	09	09	04	07	10	117	66.48
18	07	06	05	10	01	03	09	08	10	07	06	10	09	07	09	06	113	64.20
08	08	10	09	08	01	06	07	04	09	08	03	08	07	07	09	08	112	63.64
21	06	07	09	07	04	06	09	09	07	06	05	06	08	08	06	07	110	62.50
33	08	08	09	04	04	09	09	06	08	08	03	05	03	09	09	06	108	61.36
11	08	08	11	05	01	07	05	09	07	05	05	08	09	01	08	08	105	59.66
25	07	03	10	03	01	07	09	09	09	07	04	06	01	10	07	09	102	57.95
13	08	08	03	05	06	08	05	05	08	07	04	06	08	02	07	09	99	56.25
28	08	01	09	06	05	04	10	07	09	03	02	04	06	09	05	09	97	55.11
19	08	08	09	02	02	07	07	06	05	05	02	05	08	06	05	07	92	52.27
22	05	07	10	07	03	03	08	05	09	09	05	05	07	03	03	03	92	52.27
26	08	07	04	07	02	08	05	05	05	06	03	04	07	05	07	08	91	51.70
32	09	06	10	03	02	06	01	04	08	07	03	04	08	01	09	09	90	51.14
23	10	09	06	05	01	06	05	01	10	10	01	05	01	01	06	06	83	47.16
09	07	04	06	06	02	05	03	04	06	05	04	05	05	04	06	06	78	44.32
17	06	03	09	02	03	03	09	03	06	04	04	03	05	09	04	03	76	43.18
29	05	03	08	06	02	10	06	01	08	04	02	03	09	01	03	02	73	41.48
27	04	02	08	02	03	06	03	03	05	03	01	03	03	02	07	04	59	33.52
																		0.00
Total	263	245	271	180	134	250	240	205	276	243	151	217	242	218	249	263	3647	
Mean	7.97	7.42	8.21	5.45	4.06	7.58	7.27	6.21	8.36	7.36	4.58	6.58	7.33	6.61	7.55	7.97	110.5	62.78
Range	06	10	08	08	08	08	10	10	06	08	09	07	09	09	07	09	96	
Min	04	01	03	02	01	03	01	01	05	03	01	03	01	01	03	02	59	
Max	10	11	11	10	09	11	11	11	11	11	10	10	10	10	10	11	155	
SD	1.47	2.62	1.98	2.27	2.38	2.29	2.54	2.75	1.80	2.21	2.33	2.02	2.42	3.10	1.89	2.36	22.65	
Var	2.16	6.88	3.92	5.13	5.68	5.25	6.45	7.55	3.24	4.86	5.44	4.06	5.85	9.62	3.57	5.57	513.20	
Kurt	0.87	0.24	0.03	-0.90	-0.89	-0.39	-0.48	-0.95	-0.74	-0.60	-0.38	-1.03	1.38	-0.85	0.37	0.50	-0.40	
Skew	-0.95	-0.98	-0.88	-0.09	0.47	-0.49	-0.65	-0.22	-0.48	-0.27	0.52	-0.30	-1.38	-0.76	-1.04	-1.05	-0.27	

TABLE 3

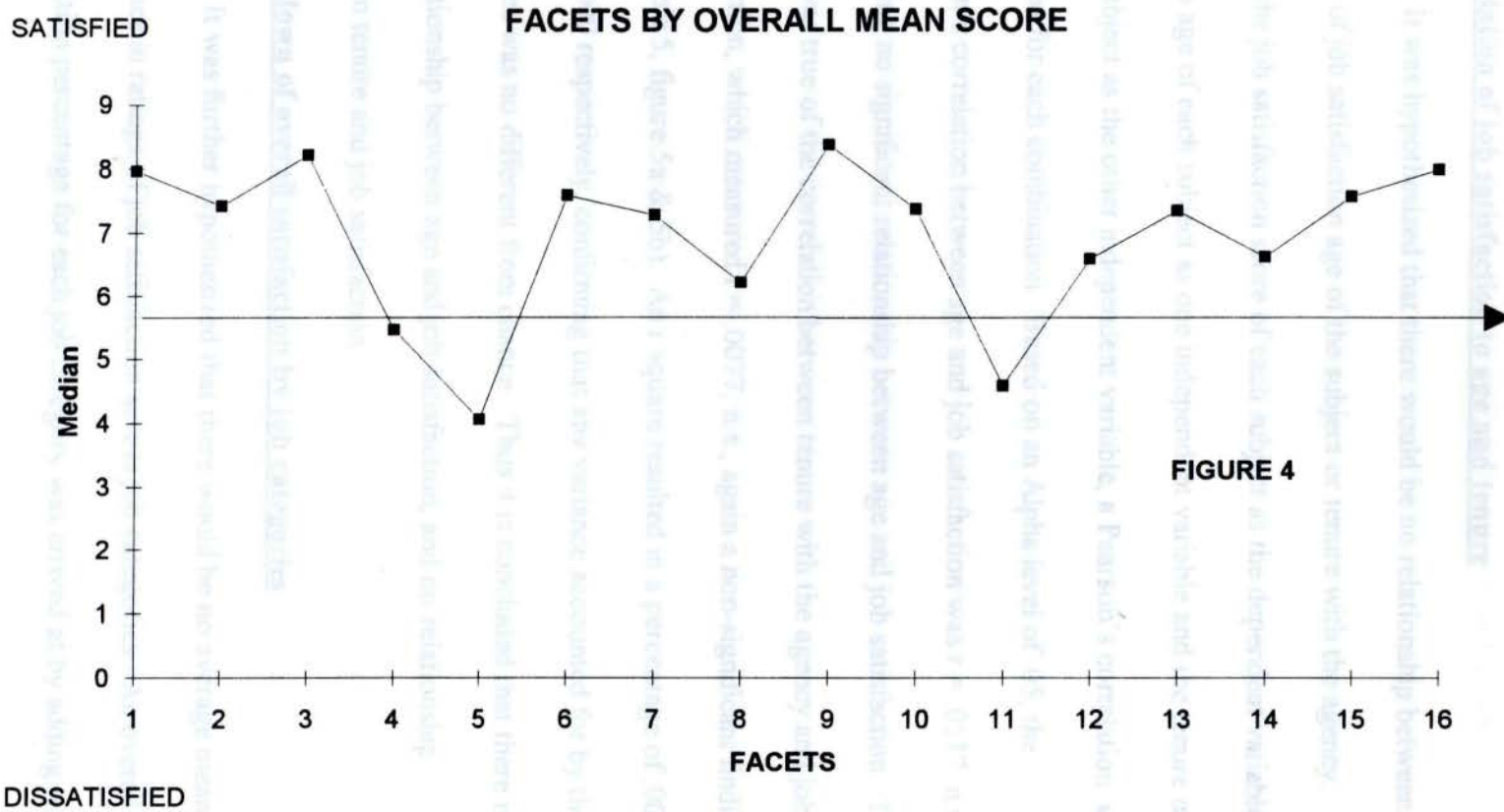
### **Ranking of facets by percent of overall satisfaction**

The second question to be addressed was "How do these workers rank the different facets of their job as to the amount of satisfaction for each facet?" The results indicated that facet 9, amount of client contact, ranked highest, with a rank mean score of 8.36 out of a possible 11, and a standard deviation of 1.47. Facet 3, interpersonal relationships with co-workers, fell in second highest place, with a rank mean of 8.21, SD 2.62. Closely following, in a tie for third place in the ranking, were facets 1, working with clients, with a rank mean score of 7.97, SD 1.98, and facet 16, field of specialization, with a rank mean score of 7.97, SD 2.27 (see table 4). The facets scoring the lowest, indicating respondent dissatisfaction, were facet 5, regarding promotion potential, and facet 11, regarding funding for programs, which had respective rank means and standard deviations of 4.06, SD 2.36, and 4.58, SD 1.89. Facet 4, dealing with pay and benefits, was the third lowest ranking facet, with a rank mean of 5.45, SD 3.10 (see table 4). A score of 5.5 is the breaking point between satisfied and dissatisfied for each facet on the instrument. Of special note to the researcher was the fact that 13 of the 16 facets scored positively for job satisfaction, and only 3 scored negatively (see figure 4).

JOB SATISFACTION SCORES BY FACET RANK

Subject	Facet															
	9	3	1	16	6	15	2	10	13	7	14	12	8	4	11	5
01	10	10	09	10	09	09	09	08	08	10	09	08	11	08	08	06
02	06	08	08	09	07	09	08	07	07	09	09	07	07	05	07	06
03	11	08	09	09	08	09	07	10	10	04	08	07	05	06	06	06
04	10	11	08	07	08	08	09	06	08	08	08	08	09	08	06	08
05	08	06	09	11	09	08	08	08	10	10	09	08	03	02	10	07
06	06	07	08	09	10	08	08	10	08	09	08	07	08	06	03	03
07	09	10	09	09	09	09	09	08	09	09	09	09	09	08	09	08
08	09	09	08	08	06	09	10	08	07	07	07	08	04	08	03	01
09	06	06	07	06	05	06	04	05	05	03	04	05	04	06	04	02
10	09	09	09	10	09	09	10	09	10	09	10	08	09	03	04	05
11	07	11	08	08	07	08	08	05	09	05	01	08	09	05	05	01
12	11	07	08	09	11	09	11	11	08	06	07	08	02	06	06	03
13	08	03	08	09	08	07	08	07	08	05	02	06	05	05	04	06
14	10	07	10	11	10	09	09	10	08	10	10	08	10	03	02	03
15	10	09	09	09	11	09	08	09	09	09	10	06	10	05	06	05
16	09	10	08	10	07	07	10	07	09	04	04	09	04	08	04	07
17	06	09	06	03	03	04	03	04	05	09	09	03	03	02	04	03
18	10	05	07	06	03	09	06	07	09	09	07	10	08	10	06	01
19	05	09	08	07	07	05	08	05	08	07	06	05	06	02	02	02
20	08	10	08	10	09	08	10	08	10	10	08	09	08	07	09	09
21	07	09	06	07	06	06	07	06	08	09	08	06	09	07	05	04
22	09	10	05	03	03	03	07	09	07	08	03	05	05	07	05	03
23	10	06	10	06	06	06	09	10	01	05	01	05	01	05	01	01
24	10	06	10	09	10	10	08	10	09	06	08	09	06	02	02	03
25	09	10	07	09	07	07	03	07	01	09	10	06	09	03	04	01
26	05	04	08	08	08	07	07	06	07	05	05	04	05	07	03	02
27	05	08	04	04	06	07	02	03	03	03	02	03	03	02	01	03
28	09	09	08	09	04	05	01	03	06	10	09	04	07	06	02	05
29	08	08	05	02	10	03	03	04	09	06	01	03	01	06	02	02
30	09	10	09	10	08	08	10	07	06	06	06	07	07	06	05	04
31	11	08	10	11	11	10	11	11	09	11	10	09	09	08	08	08
32	08	10	09	09	06	09	06	07	08	01	01	04	04	03	03	02
33	08	09	08	06	09	09	08	08	03	09	09	05	06	04	03	04
Total	276	271	263	263	250	249	245	243	242	240	218	217	205	180	151	134
Mean	8.36	8.21	7.97	7.97	7.58	7.55	7.42	7.36	7.33	7.27	6.61	6.58	6.21	5.45	4.58	4.06
Range	06	10	08	08	08	08	10	10	06	08	09	07	09	09	07	09
Min	04	01	03	02	01	03	01	01	05	03	01	03	01	01	03	02
Max	10	11	11	10	09	11	11	11	11	11	10	10	10	10	10	11
SD	1.47	2.62	1.98	2.27	2.38	2.29	2.54	2.75	1.80	2.21	2.33	2.02	2.42	3.10	1.89	2.36
Var	2.16	6.88	3.92	5.13	5.68	5.25	6.45	7.55	3.24	4.86	5.44	4.06	5.85	9.62	3.57	5.57
Kurt	0.87	0.24	0.03	-0.90	-0.89	-0.39	-0.48	-0.95	-0.74	-0.60	-0.38	-1.03	1.38	-0.85	0.37	0.50
Skew	-0.95	-0.98	-0.88	-0.09	0.47	-0.49	-0.65	-0.22	-0.48	-0.27	0.52	-0.30	-1.38	-0.76	-1.04	-1.05

TABLE 4



**FIGURE 4**

### **Correlation of job satisfaction to age and tenure**

It was hypothesized that there would be no relationship between the degree of job satisfaction age of the subject or tenure with the agency.

Using the job satisfaction score of each subject as the dependent variable, and the age of each subject as one independent variable and the tenure of each subject as the other independent variable, a Pearson's correlation was obtained for each combination. Based on an Alpha level of .05, the Pearson's correlation between age and job satisfaction was  $r = .0537$ , n.s., indicating no significant relationship between age and job satisfaction. The same was true of the correlation between tenure with the agency and job satisfaction, which measured  $r = .0077$ , n.s., again a non-significant finding (see table 5, figure 5a & 5b). An r square resulted in a percentage of .0028 and .0000 respectively, confirming that any variance accounted for by these variables was no different from chance. Thus it is concluded that there is no relationship between age and job satisfaction, and no relationship between tenure and job satisfaction.

### **Breakdown of overall satisfaction by job categories**

It was further hypothesized that there would be no average mean difference in ratings of job satisfaction across job categories. An overall satisfaction percentage for each job category was arrived at by adding the

total satisfaction score of each subject in that category and dividing the total by the highest possible job satisfaction total for that group. The highest possible job satisfaction total was arrived at by multiplying the highest possible individual score of 176 by the number of subjects in each job category.

In terms of overall job satisfaction, category 6, Specialist, scored highest, with a rating of satisfaction of 70.17%. Supervisors, job category 1, followed closely behind, being 68.94% satisfied with their job. Assessment/treatment workers, job categories 2 and 3, were the least satisfied with their jobs, at 58.19%. Investigators and foster care workers, categories 5 and 6, scored closely in satisfaction, at 60.23% and 60.80% respectively (see tables 6a and 6b, figure 6). These last three job categories scored below the 62.94% median for overall group satisfaction.

In spite of the perceived differences in satisfaction among the job categories, these differences were not statistically significant. Using the individual job satisfaction scores as the dependent variable, and the job category as the independent variable, an analysis of variance (ANOVA) was performed. The results,  $F(4,28) = 1.34$ , n.s., using an Alpha level of .05, were non-significant, leading to the conclusion that there is no mean difference in job satisfaction ratings across job categories (see table 7).

totalsat

**Correlation Coefficients**

	AGE	TOTALSAT
AGE	1	0.0537
	( 33)	( 33)
	p=.	p=.767
TOTALSAT	0.0537	1
	( 33)	( 33)
	p=.767	p=.

(Coefficient/(Cases)/2-tailed Significance)

"." is printed if a coefficient cannot be computed

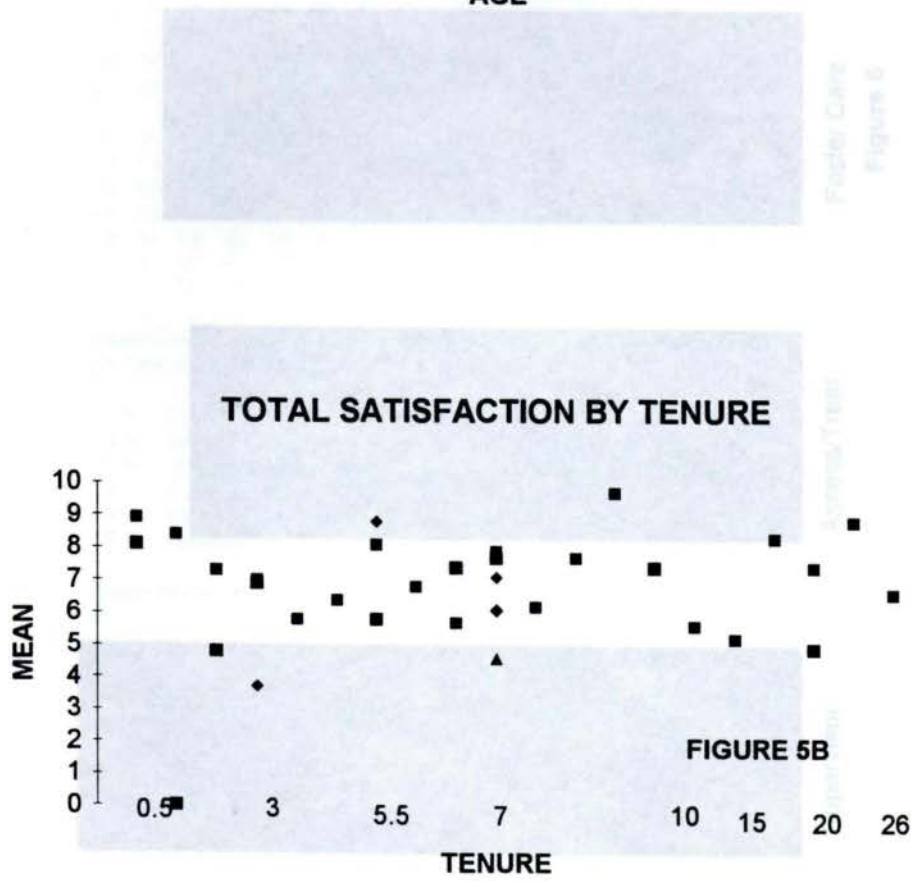
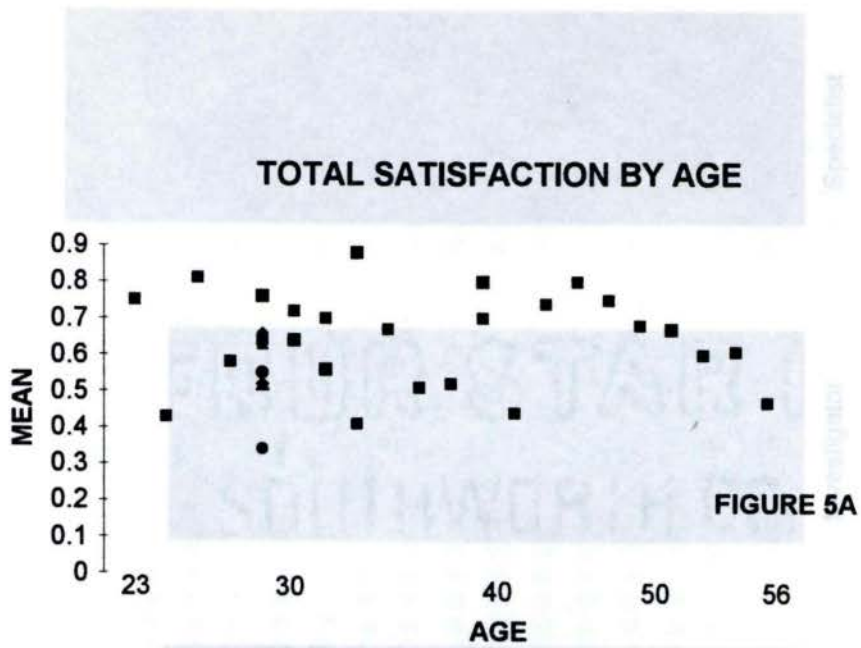
**Correlation Coefficients**

	TOTALSAT	TENURE
TOTALSAT	1	0.0077
	( 33)	( 33)
	p=.	p=.966
TENURE	0.0077	1
	( 33)	( 33)
	p=.966	p=.

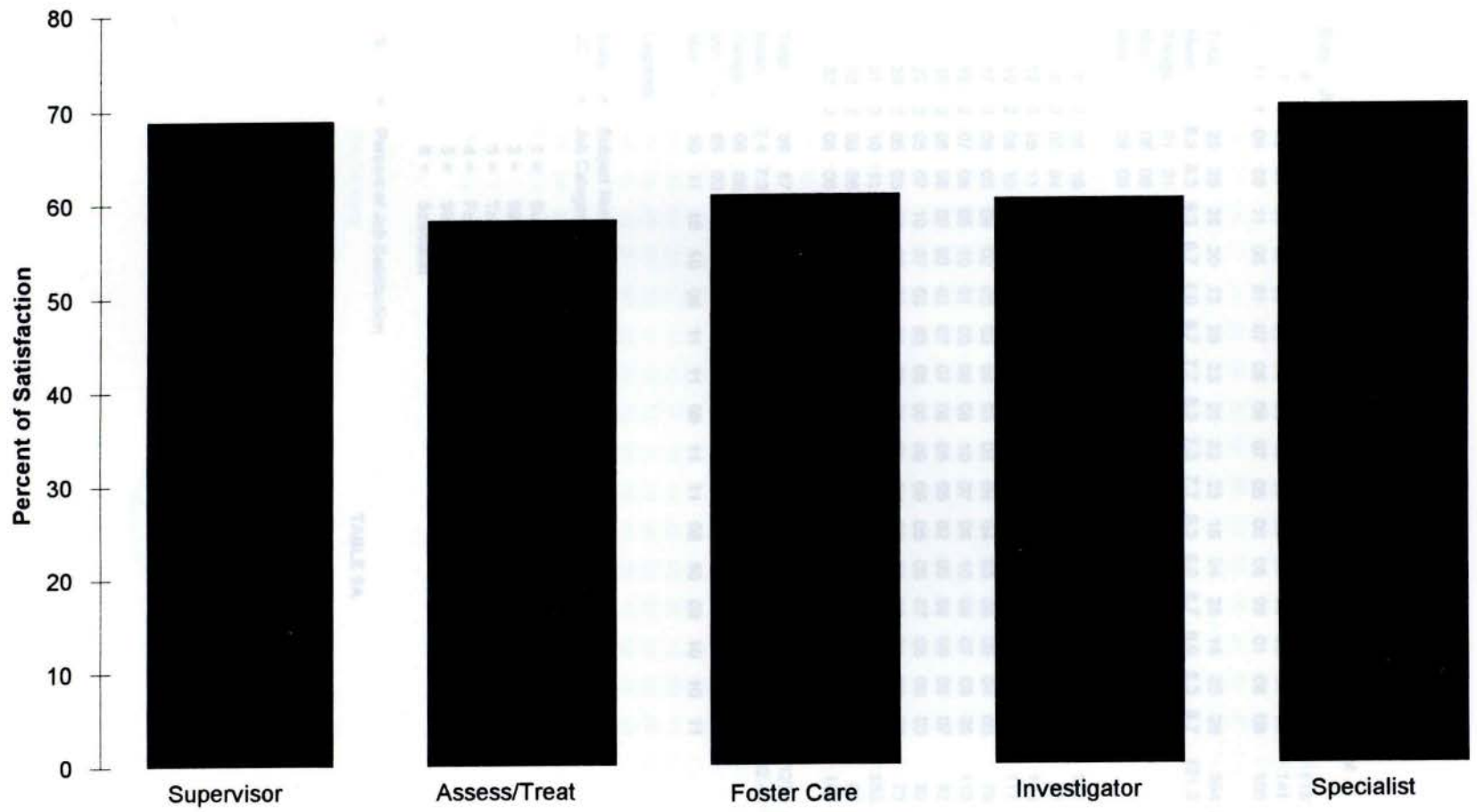
(Coefficient/(Cases)/2-tailed Significance)

"." is printed if a coefficient cannot be computed

**TABLE 5**







**Figure 5**

JOB SATISFACTION SCORES BY JOB CATEGORY

Subj	JC	Facet																Tot	%
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16		
6	1	08	08	07	06	03	10	09	08	06	10	03	07	08	08	09	118	67.05	
7	1	09	09	10	09	08	09	09	08	09	08	08	09	09	09	09	141	80.11	
11	1	08	08	11	05	01	07	05	09	07	05	05	08	09	01	08	08	105	59.66
<b>Total</b>		25	25	26	20	12	26	23	25	22	23	16	24	26	18	25	26	364	206.82
<b>Mean</b>		8.3	8.3	9.3	6.7	4.0	8.7	7.7	8.3	7.3	7.7	5.3	8.0	8.7	6.0	8.3	8.7	121.3	68.94
<b>Range</b>		01	01	04	04	07	03	04	01	03	05	05	02	01	08	01	07		
<b>Min</b>		08	08	07	05	01	07	05	08	06	05	03	07	08	01	08	08		
<b>Max</b>		09	09	11	09	08	10	09	09	09	10	08	09	09	09	09	09		
8	2	08	10	09	08	01	06	07	04	09	08	03	08	07	09	08	112	63.64	
9	2	07	04	06	06	02	05	03	04	06	05	04	05	05	04	06	06	78	44.32
12	2	08	11	07	06	03	11	06	02	11	11	06	08	08	07	09	09	123	69.89
16	2	08	10	10	08	07	07	04	04	09	07	04	09	09	04	07	10	117	66.48
17	2	06	03	09	02	03	03	09	03	06	04	04	03	05	09	04	03	76	43.18
18	2	07	06	05	10	01	03	09	08	10	07	06	10	09	07	09	06	113	64.20
19	2	08	08	09	02	02	07	07	06	05	05	02	05	08	06	05	07	92	52.27
22	2	05	07	10	07	03	03	08	05	09	09	05	05	07	03	03	03	92	52.27
29	2	05	03	08	06	02	10	06	01	08	04	02	03	09	01	03	02	73	41.48
31	2	10	11	08	08	08	11	11	09	11	11	08	09	09	10	10	11	155	88.07
32	2	09	06	10	03	02	06	01	04	08	07	03	04	08	01	09	09	90	51.14
33	3	08	08	09	04	04	09	09	06	08	08	03	05	03	09	09	06	108	61.36
<b>Total</b>		89	87	100	70	38	81	80	56	100	86	50	74	87	68	83	80	1229	698.30
<b>Mean</b>		7.4	7.3	8.3	5.8	3.2	6.8	6.7	4.7	8.3	7.2	4.2	6.2	7.3	5.7	6.9	6.7	102.42	58.19
<b>Range</b>		05	08	05	08	07	08	10	08	06	07	06	07	06	09	07	09		
<b>Min</b>		05	03	05	02	01	03	01	01	05	04	02	03	03	01	03	02		
<b>Max</b>		10	11	10	10	08	11	11	09	11	11	08	10	09	10	10	11		

Legend:

- Subj = Subject Number
- JC = Job Category
- 1 = Supervisor
- 2 = 595 Assessment Worker
- 3 = Treatment Worker
- 4 = Foster Care Worker
- 5 = 595 Investigator
- 6 = Specialist

% = Percent of Job Satisfaction

TABLE 6A

- 1 = Supervisor
- 2 = 595 Assessment Worker
- 3 = Treatment Worker
- 4 = Foster Care Worker
- 5 = 595 Investigator
- 6 = Specialist
- % = Percent of Job Satisfaction

## JOB SATISFACTION SCORES BY JOB CATEGORY

Subj	JC	Facet															Tot	%	
		01	02	03	04	05	06	07	08	09	10	11	12	13	14	15			16
1	4	09	09	10	08	06	09	10	11	10	08	08	08	08	09	09	10	142	80.68
4	4	08	09	11	08	08	08	08	09	10	06	06	08	08	08	07	130	73.86	
13	4	08	08	03	05	06	08	05	05	08	07	04	06	08	02	07	99	56.25	
21	4	06	07	09	07	04	06	09	09	07	06	05	06	08	08	06	110	62.50	
25	4	07	03	10	03	01	07	09	09	09	07	04	06	01	10	07	102	57.95	
27	4	04	02	08	02	03	06	03	03	05	03	01	03	03	02	07	59	33.52	
Total		42	38	51	33	28	44	44	46	49	37	28	37	36	39	44	46	642	364.77
Mean		7.0	6.3	8.5	5.5	4.7	7.3	7.3	7.7	8.2	6.2	4.7	6.2	6.0	6.5	7.3	7.0	107	60.80
Range		05	07	08	06	07	03	07	08	05	05	07	05	07	08	03	07		
Min		04	02	03	02	01	06	03	03	05	03	01	03	01	02	06	06		
Max		09	09	11	08	08	09	10	11	10	08	08	08	08	10	09	04		
24	5	10	08	06	02	03	10	06	06	10	10	02	09	09	08	10	09	118	67.05
26	5	08	07	04	07	02	08	05	05	05	06	03	04	07	05	07	08	91	51.70
28	5	08	01	09	06	05	04	10	07	09	03	02	04	06	09	05	09	97	55.11
30	5	09	10	10	06	04	08	06	07	09	07	05	07	06	06	08	10	118	67.05
Total		35	26	29	21	14	30	27	25	33	26	12	24	28	28	30	36	424	240.91
Mean		8.8	6.5	7.3	5.3	3.5	7.5	6.8	6.3	8.3	6.5	3.0	6.0	7.0	7.0	7.5	9.0	106	60.23
Range		02	09	06	05	03	06	05	02	05	07	03	05	03	04	05	02		
Min		08	01	04	02	02	04	05	05	05	03	02	04	06	05	05	08		
Max		10	10	10	07	05	10	10	07	10	10	05	09	09	09	10	10		
2	6	08	08	08	05	06	07	09	07	06	07	07	07	07	09	09	09	119	67.61
3	6	09	07	08	06	06	08	04	05	11	10	06	07	10	08	09	09	123	69.89
5	6	09	08	06	02	07	09	10	03	08	08	10	08	10	09	08	11	126	71.59
10	6	09	10	09	03	05	09	09	09	09	09	04	08	10	10	09	10	132	75.00
14	6	10	09	07	03	03	10	10	10	10	10	02	08	08	10	09	11	130	73.86
15	6	09	08	09	05	05	11	09	10	10	09	06	06	09	10	09	09	134	76.14
20	6	08	10	10	07	09	09	10	08	08	08	08	09	09	10	08	08	141	80.11
23	6	10	09	06	05	01	06	05	01	10	10	01	05	01	01	06	06	83	47.16
Total		72	69	63	36	42	69	66	53	72	71	45	58	65	65	67	75	988	561.36
Mean		9.0	8.6	7.9	4.5	5.3	8.7	8.3	6.7	9.0	8.9	5.7	7.3	8.1	8.1	8.4	9.4	124	70.17
Range		2	3	4	5	8	5	6	9	5	7	9	4	9	9	3	5		
Min		8	7	6	2	1	6	4	1	6	3	1	5	1	1	6	6		
Max		10	10	10	7	9	11	10	10	11	10	10	9	10	10	9	11		

## Legend:

Subj = Subject Number

JC = Job Category

- 1 = Supervisor
- 2 = 595 Assessment Worker
- 3 = Treatment Worker
- 4 = Foster Care Worker
- 5 = 595 Investigator
- 6 = Specialist

% = Percent of Job Satisfaction

TABLE 6B

Ranking of facets of job satisfaction by job category

## ONEWAY

Variable TOTAL SAT  
By Variable JOB TITLE

## Analysis of Variance

Source	D.F.	Sum of Squares	Mean Squares	F Ratio	F Prob.
Between Groups	4	0.0853	0.0213	1.3425	0.2789
Within Groups	28	0.4448	0.0159		
Total	32				

Group	Count	Mean	Standard Deviation	Standard Error	95 Pct Conf Int for Mean
Supervisor	3	0.6894	0.1036	0.0598	TO 0.9467
595 Assessment	12	0.5819	0.1345	0.0388	TO 0.6674
Foster Care	6	0.6080	0.1638	0.0669	TO 0.7799
595 Investigator	4	0.6023	0.0800	0.0400	TO 0.7295
Specialist	8	0.7017	0.1007	0.0356	TO 0.7859
Total	33	0.6279	0.1287	0.0224	TO 0.6736

Group	MINIMUM	MAXIMUM
Supervisor	0.5966	0.8011
595 Assessment	0.4148	0.8807
Foster Care	0.3352	0.8068
595 Investigator	0.5170	0.6705
Specialist	0.4716	0.8011

TABLE 7

### **Ranking of facets of job satisfaction by job category**

A ranking of the 16 facets by each of the five job categories is interesting. Facets 1 and 9, relating to contact with and working with clients were noted most often as among the most satisfying facets of the job, followed by facets 3 and 16, interpersonal relationships with co-workers and field of specialization. Facets 5 and 11, opportunity for promotion and funding for programs, were noted most often as among the least satisfying facets of the job, followed by facet 4, salary and benefits.

There were five instances in which facets were tied for the top or bottom 3 ranks. Supervisors tied facets 6, job challenge, and facet 13, involvement in decision making, with facet 16 for 2nd place, assessment/treatment workers tied facets 3 and 9 for 1st place, foster care workers tied facet 8, chance to learn new skills, with facet 16 for 3rd place, and specialists tied facets 1 and 9 for 2nd place. Foster care workers tied facets 11 and 5 for last place. Researcher's discretion was used in the development of the chart showing 3 highest and 3 lowest scoring facets by job category. Those facets which were deemed most pertinent were given higher rankings (see figure 8). A complete ranking of the 16 facets by job category can be found on table 8.

FIGURE 8

## FACET RANK BY JOB CATEGORY - 3 HIGHEST/3 LOWEST

<i>Job Category</i>	<i>Highest Facet</i>	<i>2nd Facet</i>	<i>3rd Facet</i>
<b>1- Supervisor</b>	#3 Interpersonal relationships with co-workers	#2 Authority to do job	#13 Opportunity for decision making *
<b>2/3- Assessment/ Treatment</b>	#9 Amount of client contact	#3 Interpersonal relationships with co-workers	#1 Working with clients **
<b>4- Foster Care</b>	#3 Interpersonal relationships with co-workers	#9 Amount of client contact	#8 Chance for acquiring new skills
<b>5- Investigator</b>	#16 Field of specialization	#1 Working with clients	#9 Amount of client contact
<b>6- Specialist</b>	#16 Field of specialization	#1 Working with clients	#9 Amount of client contact ***

\* Facets 6, 13 and 16 tied for second place with mean of 8.67

\*\* Facets 9 and 3 tied for first place with mean of 8.33

\*\*\* Facets 1 and 9 tied for second place with mean of 9.00

<i>Job Category</i>	<i>Lowest Facet</i>	<i>2nd Facet</i>	<i>3rd Facet</i>
<b>1- Supervisor</b>	#5 Opportunity for promotion	#11 Opportunity for promotion	#14 Recognition by supervisors
<b>2/3- Assessment/ Treatment</b>	#5 Opportunity for promotion	#11 funding for programs	#8 Chance to acquire new skills
<b>4- Foster Care</b>	#5 Opportunity for promotion	#11 Funding for programs	#4 Salary & benefits *
<b>5- Investigator</b>	#11 Funding for programs	#5 Opportunity for promotion	#4 Salary & benefits
<b>6- Specialist</b>	#4 Salary & benefits	#5 Opportunity for promotion	#11 Funding for programs

\* Facets 11 and 5 tied for last place with mean of 4.67

**FIGURE 8**

FACET RANK BY JOB CATEGORY

		Facet															Tot	%	
Subject		03	06	13	16	1	2	08	15	12	07	10	09	04	14	11	05		
6	1	07	10	08	09	08	08	08	08	07	09	10	06	06	08	03	03	118	67.05
7	1	10	09	09	09	09	09	08	09	09	09	08	09	09	09	08	08	141	80.11
11	1	11	07	09	08	08	08	09	08	08	05	05	07	05	01	05	01	105	59.66
Total		28	26	26	26	25	25	25	25	24	23	23	22	20	18	16	12		
Mean		9.33	8.67	8.67	8.67	8.33	8.33	8.33	8.33	8.00	7.67	7.67	7.33	6.67	6.00	5.33	4.00		
Range		04	03	01	01	01	01	01	01	02	04	05	03	04	08	05	07		
Min		07	07	08	08	08	08	08	08	07	05	05	06	09	01	08	01		
Max		11	10	09	09	09	09	09	09	09	09	10	09	05	09	03	08		
Subject		03	09	01	02	13	10	15	06	07	16	12	04	14	08	11	05		
8	2	09	09	08	10	07	08	09	06	07	08	08	08	07	04	03	01	112	63.64
9	2	06	06	07	04	05	05	06	05	03	06	05	06	04	04	02	78	44.32	
12	2	07	11	08	11	08	11	09	11	06	09	08	06	07	02	06	123	69.89	
16	2	10	09	08	10	09	07	07	07	04	10	09	08	04	04	07	117	66.48	
17	2	09	06	06	03	05	04	04	03	09	03	03	02	09	03	04	76	43.18	
18	2	05	10	07	06	09	07	09	03	09	06	10	10	07	08	06	113	64.20	
19	2	09	05	08	08	08	05	05	07	07	07	05	02	06	06	02	92	52.27	
22	2	10	09	05	07	07	09	03	03	08	03	05	07	03	05	05	92	52.27	
29	2	08	08	05	03	09	04	03	10	06	02	03	06	01	01	02	73	41.48	
31	2	08	11	10	11	09	11	10	11	11	11	09	08	10	09	08	155	88.07	
32	2	10	08	09	06	08	07	09	06	01	09	04	03	01	04	03	90	51.14	
33	3	09	08	08	08	03	08	09	09	09	06	05	04	09	06	03	108	61.36	
Total		100	100	89	87	87	86	83	81	80	80	74	70	68	56	50	38		
Mean		8.33	8.33	7.42	7.25	7.25	7.17	6.92	6.75	6.67	6.67	6.17	5.83	5.67	4.67	4.17	3.17		
Range		05	06	05	08	06	07	07	08	08	09	07	08	09	08	06	07		
Min		05	05	05	03	03	04	03	03	03	02	03	01	01	01	02	01		
Max		10	11	10	11	09	11	10	11	11	10	10	10	10	09	08	08		
Subject		03	09	08	16	06	07	15	01	14	02	10	12	13	04	11	05		
1	4	10	10	11	10	09	10	09	09	09	09	08	08	08	08	06	08	142	80.68
4	4	11	10	09	07	08	08	08	08	08	09	06	08	08	08	08	06	130	73.86
13	4	03	08	05	09	08	05	07	08	02	08	07	06	08	05	06	04	99	56.25
21	4	09	07	09	07	06	09	06	06	08	07	06	06	08	07	04	05	110	62.50
25	4	10	09	09	09	07	09	07	07	10	03	07	06	01	03	01	04	102	57.95
27	4	08	05	03	04	06	03	07	04	02	02	03	03	03	02	03	01	59	33.52
Total		51	49	46	46	44	44	44	42	39	38	37	37	36	33	28	28		
Mean		8.50	8.17	7.67	7.67	7.33	7.33	7.33	7.00	6.50	6.33	6.17	6.17	6.00	5.50	4.67	4.67		
Range		08	05	06	06	03	07	03	05	08	07	05	05	07	06	07	07		
Min		03	05	03	04	06	03	06	04	02	02	03	03	01	02	01	01		
Max		11	10	09	10	09	10	09	09	10	09	08	08	08	08	08	08		
Subject		16	01	09	06	15	03	13	14	07	02	10	08	12	04	05	11		
24	5	09	10	10	10	10	06	09	08	06	08	10	06	09	02	03	02	118	67.05
26	5	08	08	05	08	07	04	07	05	05	07	06	05	04	07	02	03	91	51.70
28	5	09	08	09	04	05	09	06	09	10	01	03	07	04	06	05	02	97	55.11
30	5	10	09	09	08	08	10	06	06	06	10	07	07	07	06	04	05	118	67.05
Total		36	35	33	30	30	29	28	28	27	26	26	25	24	21	14	12		
Mean		9.00	8.75	8.25	7.50	7.50	7.25	7.00	7.00	6.75	6.50	6.50	6.25	6.00	5.25	3.50	3.00		
Range		02	02	04	06	05	06	03	04	05	09	07	02	05	05	03	03		
Min		08	08	05	04	05	04	06	05	05	01	03	05	04	02	02	02		
Max		10	10	10	07	10	10	09	09	10	10	10	07	09	07	05	05		
Subject		16	01	09	10	02	06	15	07	13	14	03	12	08	11	05	04		
2	6	09	08	06	07	08	07	09	09	07	09	08	07	07	07	06	05	119	67.61
3	6	09	09	11	10	07	08	09	04	10	08	08	07	05	06	06	06	123	69.89
5	6	11	09	08	08	08	09	08	10	10	09	06	08	03	10	07	02	126	71.59
10	6	10	09	09	09	10	09	09	09	10	10	09	08	09	04	05	03	132	75.00
14	6	11	10	10	10	09	10	09	10	08	10	07	08	10	02	03	03	130	73.86
15	6	09	09	10	09	08	11	09	09	09	10	09	06	10	06	05	05	134	76.14
20	6	10	08	08	08	10	09	08	10	10	08	10	09	08	09	09	07	141	80.11
23	6	06	10	10	10	09	06	06	05	01	01	06	05	01	01	01	05	83	47.16
Total		75	72	72	71	69	69	67	66	65	65	63	58	53	45	42	36		
Mean		9.38	9.00	9.00	8.88	8.63	8.63	8.38	8.25	8.13	8.13	7.88	7.25	6.63	5.63	5.25	4.50		
Range		5	2	5	3	8	5	3	6	9	9	4	4	9	9	8	5		
Min		6	8	6	7	1	6	6	4	1	1	6	5	1	1	1	2		
Max		11	10	11	10	9	11	9	10	10	10	10	9	10	10	9	7		

TABLE 8

## **CHAPTER FIVE**

### **Discussion**

#### **Summary of findings**

As anticipated from the literature, overall job satisfaction for Children's Services workers was moderately high; these workers as a whole are more satisfied than not with their jobs. Some subjects showed very high levels of satisfaction, and a few reported mild to moderate dissatisfaction. This finding is in agreement with many of the authors reviewed, who found social service workers to be generally satisfied with their jobs (Butler, 1990; Jayartne and Chess, 1983; Jones et al. 1991; Marriott et al. 1994; Vinokur-Kaplan, 1991).

In terms of the specific facets of the job with which the respondents were most satisfied, the amount of client contact ranked highest, and interpersonal relationships with co-workers ranked second. The top ratings given these facets by the Children's Services workers are in line with the findings of several authors who reported that satisfaction with clients and co-workers was an important predictor of job satisfaction in the field of social services (Arches, 1991; Newsome and Pillari, 1991; Vinokur-Kaplan 1991).



It is not surprising that people who choose a career in social services would place a high value on interacting with other people, whether it be with clients or co-workers, however, it is important to keep in mind the differences in the goal of the interaction with the two groups of people. Contact with clients by the Children's Services workers is, by definition of the job, for the purpose of serving or helping the client. It is notable that the facet regarding working with one's clients tied for third place in amount of satisfaction. There would seem to be some overlap between contact with and working with clients, nonetheless the fact that the Children's Services workers rated them both very highly underscores the importance that the helping of others, or service aspect of their jobs, has for these workers.

While interpersonal relationships with co-workers held the second highest source of satisfaction for the Children's Services workers, it should be understood that the nature, or purpose of these relationships differs from that of relationships with clients. According to the literature, positive interaction with co-workers has a supportive function by buffering the effects of job stress and pressure (Etzion, 1984; Jones et al. 1991; Koeske and Kelly, 1995). Thus, its importance to overall job satisfaction is as a counterforce to those facets of the job which relate to dissatisfaction.

Field of specialization was the tying facet for third place in amount

of satisfaction reported. Not surprisingly, those Children's Services workers who identified themselves as Specialists rated this as the most satisfying facet of their jobs, while the other workers rated this facet moderately to very high in terms of amount of satisfaction. Differences in the percentage of satisfaction reported by each job category were also found. These findings would seem to concur with the literature. Several authors found job position to be a variable in determining overall satisfaction ( Jones et al. 1991; Marriott et al. 1994; Rabin & Zellner, 1992).

However, the results of this study found that the reported differences in job satisfaction among the various job categories were non-significant, indicating that in the narrower context of workers in the area of Children's Services, specific job tasks are not sufficiently different to greatly affect job satisfaction. Thus it would be accurate to say that the Children's Services workers in this study would find an overall positive level of satisfaction in any of the job categories within their field.

Three facets scored as being unsatisfactory. Opportunity for promotion was seen by the respondents to this study as having the least amount of satisfaction for them, with salary and benefits, while still on an unsatisfactory level, not being as great a source of dissatisfaction as

amount of funding for programs. Again, these findings agree with those of several authors, who found both opportunity for promotion and low levels of remuneration to be sources of dissatisfaction among social service workers, although dissatisfaction with pay was found to be the least important determinant of dissatisfaction (Jayartne & Chess, 1983; Kirk et al., 1993; Vinokur-Kaplan, 1991).

That funding for programs was seen by the Children's Services workers to be a greater source of dissatisfaction than salary and benefits underscores the primary importance helping their clients has for these workers. The literature addressed lack of funding for programs as a component of job stress, reporting that high job stress leads to burnout, which leads to lowered job satisfaction (Jones et al. 1991; Koeske and Kelly, 1995; Siefert et al. 1991).

No significant correlation was found between age and job satisfaction, or length of time in Children's Services and job satisfaction. This leaves a question as to the cause or explanation underlying the perceived pattern that workers in the earlier years of their career tend to leave with more frequency than those in the later years of their career.

### **Limitations**

The sample size of this study resulted in small cell sizes when the sample was broken down. Because of the small cell sizes, conclusions

drawn from the findings for each job category of workers need to be viewed with caution. An example of the problems inherent in the small cell sizes is the preponderance of tying scores by the supervisors. This phenomenon made it difficult to determine the order of importance of the facets for this group. Therefore, any conclusions drawn about which facets of their job the supervisors are most satisfied with should be tempered with an understanding of the effect the small cell size had on the results.

Another problem with the sample of subjects was that, at the time of the survey, three of the six foster care workers were new to their job category. Their inexperience in the particular job of foster care worker may have presented a confounding variable in the ranking of the facets, as another argument could be made against generalization because of the new workers may not have had an opportunity to develop an informed opinion as to the satisfaction the various facets of their job present to them. Thus, the results reported for this group of Children's Services workers might not be an accurate representation of their satisfaction or the sources thereof. Any conclusions drawn from these results should be tentative.

The instrument used in this study had within it a problem of overlap among the sixteen facets, for example the overlap between working with clients and amount of client contact. This made it difficult to isolate the actual importance of each facet to the overall score of

satisfaction. Conclusions on the importance of each facet to overall job satisfaction should be drawn with the problem of overlap in mind. There was also a problem with the use of the analysis of variance ANOVA to determine variance in job satisfaction across job categories. As the data was ordinal, and the ANOVA assumes interval data, the results could be called into question.

The research presented in this study was limited to a very specific subject group, that of the Children's Services workers in one particular county office. While an argument could be made that the findings would generalize across the state because the employees in this job description all work under the same policies and procedures as mandated by state law, another argument could be made against generalization because of the differences in population and caseload size among the various counties. Other confounding variables in an attempt to generalize would be the style of supervision county to county, the size of the office staff (some counties have as few as one or two workers), the differences in social problems in different counties, and the differences in operation among the various juvenile courts and offices, all of which have a strong impact on each county's methods of implementing policy and procedure. Thus, any attempt to generalize these findings could have spurious results.

### **Questions for future research**

Some of the limitations mentioned as an argument against generalization of this study would be fertile field for future study. Would there be significant differences in overall job satisfaction or the facets of satisfaction among the various counties and geographical areas in the state? Is there a difference in how Children's Services workers in rural areas perceive their job in terms of satisfaction vis-à-vis the workers in urban areas? How much effect does a particular Juvenile Office have on the satisfaction of the Children's Services workers in that judicial circuit? Does the size of the staff effect the degree of satisfaction or the facets of satisfaction?

Some variables that were associated in the literature with job dissatisfaction were not addressed in this study. Of particular interest would be how caseload size might effect the overall satisfaction of this group. Also of interest would be a measure of job stress, and how it related to the overall satisfaction of the group.

Another issue that was left unaddressed was what is behind the high incidence of job turnover, especially seeing that the Children's Services workers on a whole are satisfied with their jobs. According to the literature, perception of job satisfaction is only one variable that influences

a decision to leave a social services job. In fact, several authors found that even though the subjects of their studies were moderately to highly satisfied with their jobs, a large percentage of them were considering a possible job change (Jayartne & Chess, 1984; Poulin & Walter, 1992).

Identifying and measuring the reasons behind a worker's intent to leave would be an excellent counterpart to this study.

### **Significance**

The data in this study could be used to give the administration in the Division of Family Services in the State of Missouri a clearer concept of what factors are important in maintaining a satisfied and thus productive pool of social service workers in the field of child abuse and neglect. This would allow administration to examine current policies in light of the findings, and make procedural changes to increase the potential for job satisfaction. It has been shown in various studies cited in the literature that workers who are satisfied with their jobs will deliver better services to their clients. This should, in turn, result in more successful interventions and positive outcomes for those clients. In a time when there is severe government retrenchment of funding for social services, the success of an intervention with a client is critical for the client's well being, as well as that of the social service worker, as studies have linked the feeling of

that they reported more concern with lack of funding for programs to help

success in helping a client with the social service worker's perception of their clients than with their own pay.  
job satisfaction.

It is hoped that a recognition of this by government funding bodies and by the citizenry itself might result in better funding for the programs lobbying the state legislature for changes in policy and funding that would increase the potential for satisfaction in this field, thus increasing the quality of services to the citizens of the state. This study could be easily expanded and done throughout the State of Missouri, or even throughout the United States, in the field of social welfare and social services. The findings could be of particular interest at this time of massive changes in the structure of the government and electorate to take steps to make the field of social services a satisfying one for its workers.

### **Conclusion**

From the ranking of facets by the subjects of this study, as well as from the literature, it is clear that the motivating force behind those who choose a career in the field of social services is an altruistic desire to help other people. Pay and benefits are secondary, and even though the research points out that remuneration is not commensurate with the requirements of the job, and is almost universally a source of dissatisfaction, the low pay does not effect the social service worker's desire to do successful interventions with clients. In fact, these workers tend to put the clients' welfare even above their own, as shown by the fact that they reported more concern with lack of funding for programs to help



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their clients than with their own pay.

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It is hoped that a recognition of this by government funding bodies and by the citizenry itself might result in better funding for the programs designed to aid the less fortunate, and a pay scale for social service workers more commensurate with their job skills and dedication.

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bottom line is that satisfied social service workers provide better services to clients. Better services to clients should result in a lessening and eventual cessation of the need for the services. Thus it is in the interests of the government and electorate to take steps to make the field of social

services a satisfying one for its workers.

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DATE 5/16/96  
RE Attached Survey

As most of you are aware, I am working on my thesis for my Master's degree. I would like to involve all of you in this project. The question for my thesis is based on one we so often ask ourselves and one another, "Why do I stay here?" It is my theory that there is something about our jobs that makes us sufficiently satisfied that it overcomes the negatives of low pay, high workload, etc. The attached survey is meant to measure both the percentage of our overall job satisfaction, as well as point to those aspects of our jobs with which we are satisfied and those with which we are not. I would appreciate it if you would complete the survey and the attached demographic questionnaire and place it in my mailbox. This survey is anonymous. Thank you very much for your cooperation and assistance.

**APPENDIX A**

**TO:** All Children's Services Staff  
**FROM:** Mary Ann Meegan  
**DATE:** 9/16/96  
**RE:** Attached Survey

As most of you are aware, I am working on my thesis for my Master's degree. I would like to involve all of you in this project. The question for my thesis is based on one we so often ask ourselves and one another: "Why do I stay here?". It is my theory that there is something about our jobs that makes us sufficiently satisfied that it overcomes the negatives of low pay, high workload, etc. The attached survey is meant to measure both the percentage of our overall job satisfaction, as well as point to those aspects of our jobs with which we are satisfied, and those with which we are not. I would appreciate it if you would complete the survey and the attached demographic questionnaire and place it in my mailbox. This survey is anonymous. Thank you very much for your cooperation and assistance.

## APPENDIX B

**TO:** All Children's Services Staff

*The following information is for statistical purposes only, not to be used*  
**FROM:** Mary Ann Meegan

**DATE:** 9/30/96

**RE:** Survey

Just a reminder to get your surveys in. The response so far has been excellent, with over 50% of you already responding. However, I do need to hear from more of you by the end of the week. Thank you for all your support! At some point in time I hope to have some interesting statistics from this to share with you.

II Age

III Gender

IV Educational level

V License:

VI Length of time with children's services

VII Length of time in current position





## APPENDIX D

### SECTION V: SATISFACTION WITH JOB

Instructions: Please rate each of the aspects of your work listed below to the **degree of satisfaction or dissatisfaction** it provides you. Circle a number between 1 (Very Dissatisfied) and 11 (very satisfied) for each aspect.

	Very Dissatisfied (-)	Very Satisfied (+)
1. Working with your clients . . . . .	1	11
2. The amount of authority you have been given to do your job . . . . .	1	11
3. Interpersonal relations with fellow workers . . . . .	1	11
4. Your salary and benefits . . . . .	1	11
5. Opportunities for promotion . . . . .	1	11
6. The challenge your job provides you . . . . .	1	11
7. The quality of supervision you receive . . . . .	1	11
8. Chances for acquiring new skills . . . . .	1	11
9. Amount of client contact . . . . .	1	11
10. Opportunities for really helping people . . . . .	1	11
11. Amount of funding for programs . . . . .	1	11
12. Clarity of guidelines for doing your job . . . . .	1	11
13. Opportunity for involvement in decision making . . . . .	1	11
14. The recognition given your work by your supervisor . . . . .	1	11
15. Your dealing of success as a social worker . . . . .	1	11
16. Field of specialization you are in . . . . .	1	11

## APPENDIX E

MARY ANN MEEGAN

Mary Ann Meegan resides in St. Louis County, Missouri, and is employed in Children's Services in the Division of Family Services in

## RAW DATA

Demographics		Job Satisfaction Scale Scores															
S	J A G E L T P	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
01	4 25 1 1 0 00.5 00.5	09	09	10	08	06	09	10	11	10	08	08	08	08	09	09	10
02	6 51 1 1 0 10.0 02.0	08	08	08	05	06	07	09	07	06	07	07	07	07	09	09	09
03	6 31 1 1 1 08.0 03.0	09	07	08	06	06	08	04	05	11	10	06	07	10	08	09	09
04	4 23 1 1 0 00.5 00.5	08	09	11	08	08	08	08	09	10	06	06	08	08	08	08	07
05	6 30 1 1 0 07.0 03.5	09	08	06	02	07	09	10	03	08	08	10	08	10	09	08	11
06	1 53 1 0 0 20.0 03.0	08	08	07	06	03	10	09	08	06	10	03	07	08	08	08	09
07	1 44 1 1 0 22.0 16.0	09	09	10	09	08	09	09	08	09	08	08	09	09	09	09	09
08	2 29 1 2 0 03.0 01.0	08	10	09	08	01	06	07	04	09	08	03	08	07	07	09	08
09	2 40 1 1 0 20.0 02.0	07	04	06	06	02	05	03	04	06	05	04	05	05	04	06	06
10	6 45 1 1 1 18.0 09.0	09	10	09	03	05	09	09	09	09	09	04	08	10	10	09	10
11	1 54 0 1 0 26.0 07.0	08	08	11	05	01	07	05	09	07	05	05	08	09	01	08	08
12	2 37 1 1 0 07.0 05.0	08	11	07	06	03	11	06	02	11	11	06	08	08	07	09	09
13	4 31 1 1 0 07.5 03.0	08	08	03	05	06	08	05	08	07	04	06	08	02	07	09	09
14	6 41 1 1 0 05.5 02.0	10	09	07	03	03	10	10	10	10	10	02	08	08	10	09	11
15	6 29 1 1 0 02.0 00.5	09	08	09	05	05	11	09	10	10	09	06	06	09	10	09	09
16	2 29 1 1 0 02.5 01.5	08	10	10	08	07	07	04	04	09	07	04	09	09	04	07	10
17	2 24 0 1 0 02.5 01.5	06	03	09	02	03	03	09	03	06	04	04	03	05	09	04	03
18	2 30 1 1 0 07.0 02.5	07	06	05	10	01	03	09	08	10	07	06	10	09	07	09	06
19	2 29 1 1 0 05.5 01.0	08	08	09	02	02	07	07	06	05	05	02	05	08	06	05	07
20	6 37 1 0 0 05.5 02.0	08	10	10	07	09	09	10	08	08	08	09	09	10	08	08	10
21	4 29 1 1 0 03.0 00.5	06	07	09	07	04	06	09	09	07	06	05	06	08	08	06	07
22	2 29 1 1 0 03.5 01.0	05	07	10	07	03	03	08	05	09	09	05	05	07	03	03	03
23	6 56 1 2 1 15.0 05.0	10	09	06	05	01	06	05	01	10	10	01	05	01	01	06	06
24	5 53 1 2 0 10.0 06.5	10	08	06	02	03	10	06	06	10	10	02	09	09	08	10	09
25	4 26 1 1 0 04.0 02.0	07	03	10	03	01	07	09	09	09	07	04	06	01	10	07	09
26	5 36 0 2 0 06.5 06.5	08	07	04	07	02	08	05	05	05	06	03	04	07	05	07	08
27	4 29 1 1 0 03.0 03.0	04	02	08	02	03	06	03	03	05	03	01	03	03	02	07	04
28	5 29 1 1 0 07.0 02.0	08	01	09	06	05	04	10	07	09	03	02	04	06	09	05	09
29	2 32 1 1 0 07.0 01.0	05	03	08	06	02	10	06	01	08	04	02	03	09	01	03	02
30	5 33 1 1 0 06.5 00.5	09	10	10	06	04	08	06	07	09	07	05	07	06	06	08	10
31	2 32 1 1 0 09.0 02.0	10	11	08	08	08	11	11	09	11	11	08	09	09	10	10	11
32	2 35 0 1 0 11.0 02.5	09	06	10	03	02	06	01	04	08	07	03	04	08	01	09	09
33	3 55 1 1 0 06.0 03.0	08	08	09	04	04	09	09	06	08	08	03	05	03	09	09	06

S Subject

J Job

A Age

G Gender

E Education

L Licenture

T Tenure

P Time in current position

0 = Male 1 = Female

0 = Less than Bachelors

1 = Bachelors

2 = Masters

0 = No 1 = Yes

Time with Agency in half-year increments

Time in current position in half-year increments