Job Satisfaction Dynamics: Longitudinal Care Work Study

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What is job satisfaction?

• A person’s evaluation of his/her job and work context. A collection of attitudes about specific facets of the job.

• Different elements of job satisfaction
  – General or Global Job Satisfaction
    • How satisfied are you with your current job?
  – Facet Satisfaction:
    • Satisfaction with pay, benefits, supervision, co-workers, the job itself, promotional opportunities etc.
Why is it important to study job satisfaction?

• Relationship between job satisfaction and stress/burnout
  – Impact on employees’ physical and mental health and wellbeing

• Relationship between employee’s job satisfaction and service users’ satisfaction

• Inter-dependency between job satisfaction and intention/actual job quitting
  – Economic and occupational cost of turnover and vacancies

• A potential indicator of commitment, productivity and efficiency
Job satisfaction ‘Journey’

• A function of what has happened and what is currently taking place as well as future opportunities

• Impacted upon by
  – personal characteristics/background
  – job environment
  – Overall social care status and general attitudes

• Not static, but a cumulative dynamic experience
Theoretical background

• Fulfillment theory
  – Linked to main motivations: to satisfy workers’ demands and fulfilling their ‘obligations’ – rewards can take different forms

• Discrepancy theory
  – The difference between an actual and expected outcome
  – Future prospects might be more important than what is actually happening

• Equity theory
  – Relational satisfaction of what workers put in (including level of qualification needed) and what they get out – input/output

• Two-factor theory
  – Assumes two ‘independent’ sets of factors in the same job
  – ‘Motivators’ intrinsic factors may lead to satisfaction, while ‘Hygiene’ extrinsic factors may lead to dissatisfaction
Job satisfaction and intention to leave

- A complex relationship with multiple components and not directly causally linked

A study of newly qualified social workers (Hussein et al 2014)

What information did we collect?

• Survey (online, paper, assisted)
  – Job history
  – Motivations for previous and current job in social care
  – Job demand and decision authority
  – Different types of support
  – General job satisfaction
  – Facet satisfaction
  – Job security and intention to leave
  – Personal and employer characteristics

• Interviews with staff to reflect on many issues including job satisfaction
For our discussion we focus on LoCS staff surveys
EXPLORATORY ANALYSIS OF JOB SATISFACTION IN SOCIAL CARE

Note: Only a subsample of survey data was used. Findings should not be quoted, these are used for the purpose of this seminar only
# Job satisfaction

<table>
<thead>
<tr>
<th>General job sat.</th>
<th>Would advise a friend to take the job</th>
<th>Would you take this job again</th>
<th>How does it compare to expectations</th>
<th>Sat. with Emp. Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied/ Definitely yes/much better</td>
<td>24.9%</td>
<td>22.6%</td>
<td>47.5%</td>
<td>17.6%</td>
</tr>
<tr>
<td>Satisfied/possibly yes/better</td>
<td>54%</td>
<td>56.3%</td>
<td>33.1%</td>
<td>35.3%</td>
</tr>
<tr>
<td>Neither/not sure/same</td>
<td>13.8%</td>
<td>N/A</td>
<td>9.4%</td>
<td>36.8%</td>
</tr>
<tr>
<td>Dissatisfied/ probably no/worse</td>
<td>2.9%</td>
<td>13.8%</td>
<td>5%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Very dissatisfied/ definitely no/much worse</td>
<td>2.3%</td>
<td>4.4%</td>
<td>2.3%</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

24/09/2014  shereen.hussein@kcl.ac.uk
Relationship between job and employment conditions satisfaction

<table>
<thead>
<tr>
<th>Overall Job satisfaction</th>
<th>Employment Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Very good</td>
</tr>
<tr>
<td>Very satisfied</td>
<td>57.4%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>36.2%</td>
</tr>
<tr>
<td>Neither</td>
<td>3.2%</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>0.6%</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>3.2%</td>
</tr>
<tr>
<td>Total N</td>
<td>94</td>
</tr>
</tbody>
</table>

There are some indicators to connect with two-factor theory, with motivators intrinsic factors appear to be more powerful
Main motivations for current job

<table>
<thead>
<tr>
<th>First</th>
<th>Second</th>
<th>Third</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good career prospects (21%)</td>
<td>Helping people to improve the quality of their lives (31%)</td>
<td>High job satisfaction (16%)</td>
</tr>
<tr>
<td>Personal ability to get on with people (17%)</td>
<td>Working in a team (14%)</td>
<td>Helping people to improve the quality of their lives (12%)</td>
</tr>
<tr>
<td>Helping people to improve the quality of their lives (15%)</td>
<td>High job satisfaction (11%)</td>
<td>Interesting, stimulating job (9%)</td>
</tr>
</tbody>
</table>

- Some motivations are likely to be affected by common latent variables
- Further data reduction techniques will be applied before further analysis
Some indications of association between expectations of high job satisfaction and reported JS – Fulfillment Theory? Also what is going on with ‘career’ group – equity theory?
Expectations and intention to leave: Discrepancy theory
Karasek Control-Demand Model

- Postulates that job strain is the result of an interaction between demand and control
- A job with high demand and low control is ‘high strain’ → unresolved stress
- A job with low demand and high control is ‘low strain’
- Somewhere between these 2 extremes lie ‘passive’ and ‘active’ jobs → ideal state
- The model was examined in relation to workers’ health outcomes, esp. cardiovascular disease
Passive Job
Low strain Job
Active Job
High strain Job
Can we explain some of this through equity theory?
Other factors in play: Support at work

Karasek Social support
Measures both
Co-worker support
Supervisor support

Fulfillment and two-fold theories
Importantly: job satisfaction is associated with general satisfaction with life.
What does this exploration tell us?

• Many social care workers report high overall job satisfaction
  – need to construct a more sensitive measure that picks nuances and differences

• Social care is a job expected to produce high job satisfaction, however the majority are in ‘passive’ or ‘high strain’ job
  – What theoretical framework best describe the process of job satisfaction in the care sector?

• Still to consider the interplay between personal characteristics and work specific conditions in relation to both job satisfaction and intention to leave
Questions for discussion

• How best to construct a more sensitive measure of job satisfaction?
• Which theoretical or conceptual model(s) appear to be most suited to the social care sector?
• What do we need to consider when we examine job satisfaction as part of the process of increased demand for social care?