It’s not the money so how do motivations drive decisions to work in the long term care sector?
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Pay in social care

Work by Shereen Hussein using National Minimum Data Set for Social Care (NMDS SC) estimated 9-13% of care workers illegally paid below National Minimum Wage
An independent report into working conditions in the Care Sector

By Baroness Denise Kingsmill CBE

‘The working conditions of Care Workers are among the worst of any in England. Their wages tend to be either National Minimum Wage or no more than 15% above that minimum. Frequently, even the National Minimum Wage is ignored, with employers unlawfully refusing to pay Domiciliary Workers for the time to travel in between their clients. Many Care Workers don’t even know what hours they’ll be working from week to week – exploitative ‘Zero Hours Contracts’ play a huge role in the sector and destabilise workers’ lives’ (p3)
Why does this happen? (1)

- Wages lower in ALL workforces in which there are high proportions of women employed part time
- Outsourcing
  - Terms and conditions vary between public, voluntary and private sectors
  - Although gender pay cases show women were paid worse than men in many councils historically
Why does this happen? (2)

• Employers argue that councils do not pay enough
  – ‘Monopsony’ (UKHCA, 2014)
  – Some agencies rely on self funders/people on direct payments but UKHCA estimate 70% of hours of home care purchased by councils
  – Debates about what is a ‘fair’ profit level after employers have met all their costs
Why motivations are important

• Understanding people’s motivations helps in planning recruitment
  – Why do people choose particular areas of paid work?

• Motivations sustain or discourage people in their paid work (Stevens et al, 2012)
Types of motivations

- Intrinsic or extrinsic
- Autonomous or heteronomous
- Instrumental (career and economic) and Intrinsic desires (fulfilment)
- Often complex
Therefore...

• Need to consider EXTERNAL factors as well as individual motivations
  – Labour market
  – Other personal or caring commitments
Longitudinal Care Work Study (LoCS)

• 4 areas in England
• Care homes and home care
• 120 interviews (T1 & T2)
• Older people, mental health, learning disability

Managers

• Same 4 areas
• Recruited via establishments where managers interviewed or elsewhere
• 93 (aiming for 120) T1 and T2

Staff

• Same 4 areas
• Recruited via participating establishments or elsewhere
• 51 interviews (aiming for 60) at one point in time

Service users and carers
Methods (2)

Other data

• Online survey
• Secondary analysis of National Minimum Dataset for Social Care (NMDS SC)

Analysis

• Transcripts coded using Nvivo
• Thematic analysis
• Coding agreed within team
• Results discussed with Social Care Workforce Research Unit Service User and Carer Advisory Group
Why care work?

- Multiple motivators
- Distinction between those who motivations include altruism and those whose do not

There are a lot of different reasons, I think. I like to think that people come into the care industry because they care. You do get ones that come in because they think it’s going to be easy. They soon realise that it’s not ... Some people come into it for money. It’s a job. Again, they realise it’s not as easy. For the most part, it’s because people care and they want to help and they want to give something back (HR Director)
A ‘vocation’

• Vocation often described in terms of professions (medicine, nursing teaching, religious life)
• But many employers and workers both shared view that social care was a ‘vocation’
• Term used frequently and without irony

I think, without sounding too patronising, it’s a vocation, isn’t it? I think a lot of people that want to come into social care actually want to come into it because they do want to support people or maybe care for people as part of their own personality (Care home manager)
External factors

• Perceived as an ‘easy’ area to gain employment
  – For health reasons
  – Geographical location
  – Fitting in with lifestyle

I used to work in an office and then I worked on a production line and then a quality control technician, but because of health I had to stand down so I was off work and was unable to return to the same sort of work which I did previously. So the only other option was support work which is an easy to get job ... I don’t know whether I’ll carry on doing support work, I might look for something different (Worker)
Career progression

• Mixed views on opportunities for career progression
  – Some managers started out as care workers
  – This quote was from older man who wanted satisfying job post retirement

The people that you get working in care are usually mothers and that sort of thing and people without much qualifications and that sort of thing. It isn’t very well paid. You don’t get the career type of people going in there. We have one girl here that’s 22 years old and ... she is a lovely little girl; old head on young shoulders, [she] will make a very very good support worker. But she won’t stay, because she wants to progress. She wants to do something better (Worker)
Wider life ambitions

- Combining personal aptitude with wider life ambitions
- But can create constraints on leaving a particular employer

[The government] really restricted [non EEA] immigrants coming in, but in the social care workforce they really need immigrants, whether they like it or not. They really need immigrants because no one would like to do the jobs. The EU [migrants] they can go back and forth ... Because we would like to have a work permit that is the reason we ... stay in the company because they are promising us to have a work permit (Worker)
As expression of personality and personal experience

• Role of personal experience
• Seen as expression of personality
  – ‘a caring nature’ was a recurrent phrase

And then obviously from looking after my Nan and granddad to doing nothing, I felt a bit like I wanted to do something for other people to help them as well. That is how I got onto care. My mum used to be a carer as well. I’ve followed her (LAUGHS). She is a lovely person. She is very caring and I think that’s where I get my nature from.... Just helping people in general is what I want to do (Worker)
Links with status of care work in society

• Motivations closely link with internal sense of doing a ‘worthwhile job’
• This worker bought orange squash and cake for residents because she thought they were not given enough

My first job, couldn't fault it. Lovely little place. Trained up and done right. Everything done right. Fantastic. Brilliant. Then to suddenly realise that these [other] places do exist and I’ve been there and done work for it. You know, to say if somebody used to say, where do you work and you have to like mumble it so that they can’t realise what you said and how embarrassing, because people know (Worker)
Motivations and safeguarding

• Motivations seen as a way of identifying unsuitable people
  – But not always something that could be picked out at interview

  And it’s not a job that anybody can do .... I think it’s [a] more responsible [job than is recognised] ... You always get the bad apple don’t you? And there’s always a tale of some horrific [scandal] ...
  (Service user)
Conclusion

• Motivations thought to exist in combination
  – Between people in different sectors and at different life stages

• Could also change
  – People who didn’t necessarily choose to go into care work but then decided it was the job for them

• In absence of perceived markers of status (pay, public perceptions), motivations often provided framework for choice of paid work
Discussion

• How can motivations be used to help solve problems of recruitment and retention?
• Will Values Based Recruitment help?
• What is the relationship between motivations and burnout?
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Thank you

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