

Take This Job and Love It:  
Findings from a Survey  
of Home Visitors

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# Overview of Presentation

- HFNY Program and Evaluation
- Study Design of Worker Survey
- Findings from Worker Survey
  - Worker Characteristics
  - Results: work environment, job satisfaction, worker burn-out
  - Implications for Practice



healthy families  
new york

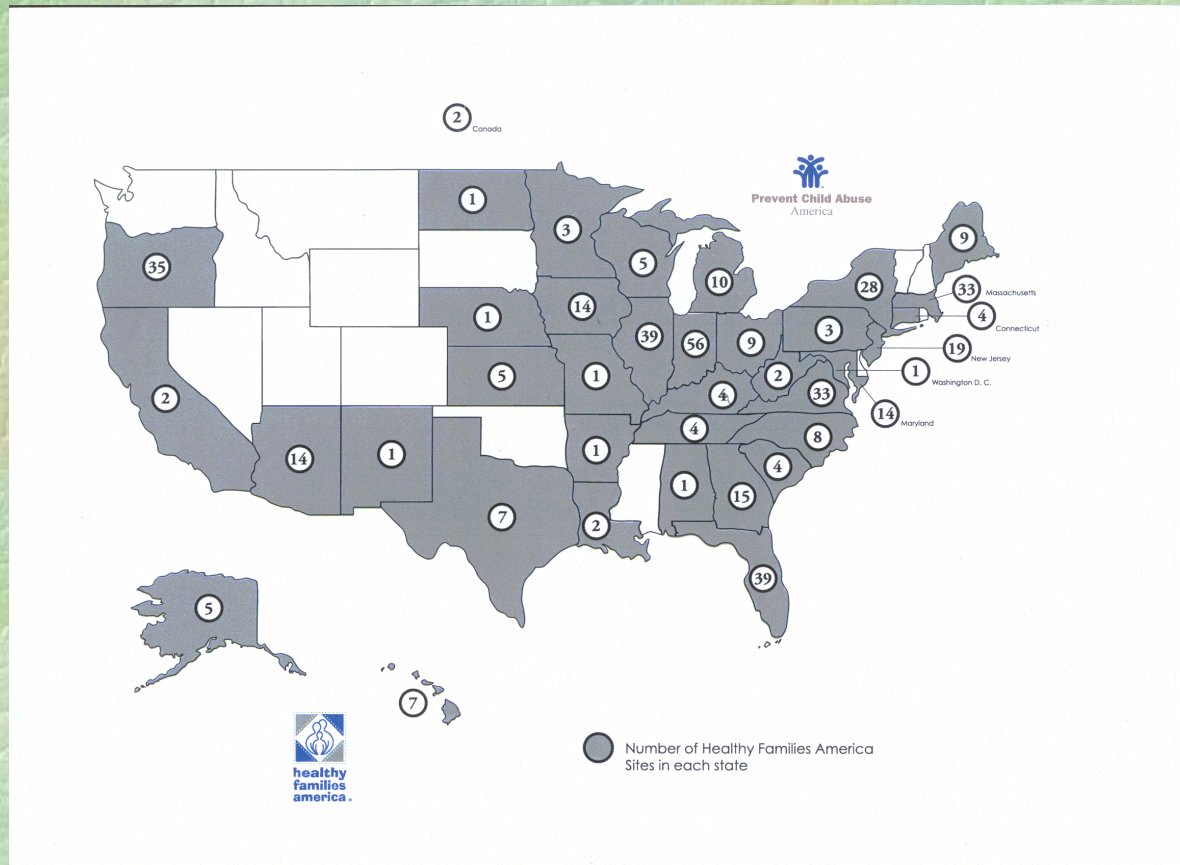


# Healthy Families New York (HFNY)

- A child maltreatment prevention initiative
- Expectant and new mothers screened for risks for child maltreatment
- Paraprofessional home visitation
- Modeled after Healthy Families America

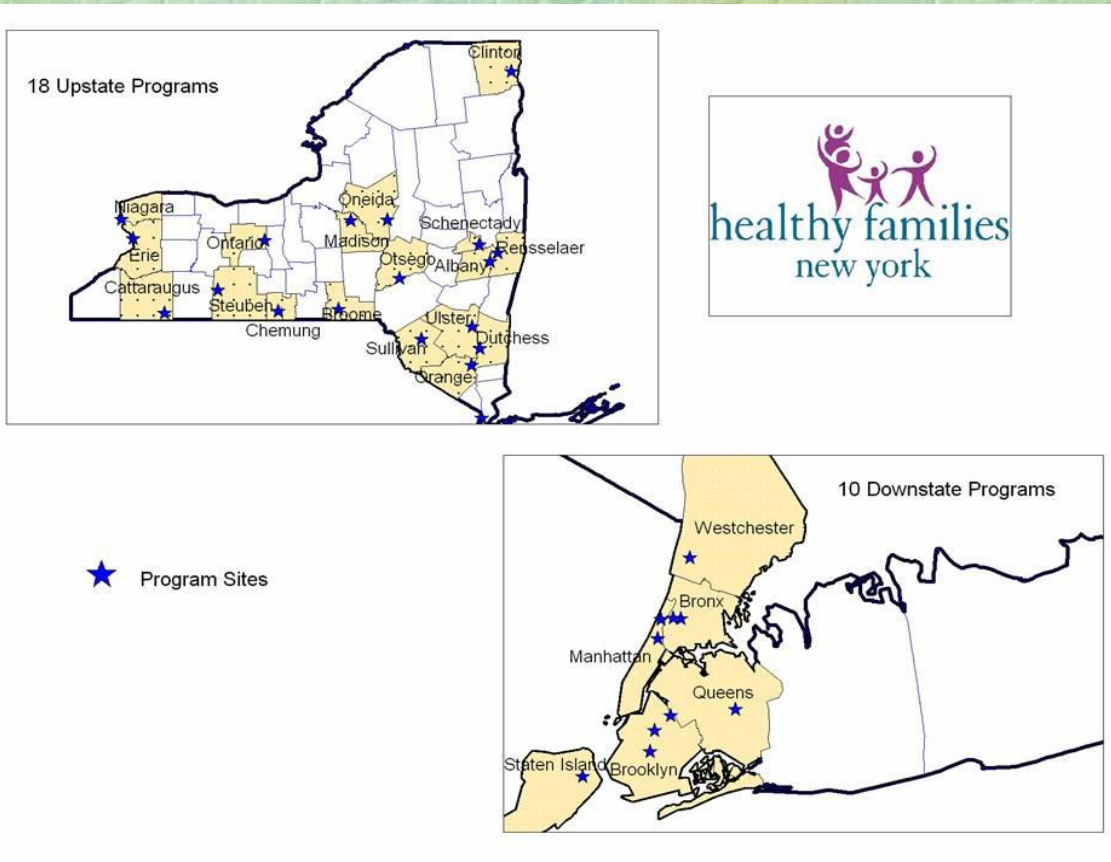


# Map of HFA Sites in USA





# Location of HFNY Sites



# HFNY Program Goals

- Promote optimal child health and development
- Enhance positive parent-child interactions
- Increase parental self-sufficiency
- Prevent child abuse and neglect



# HFNY Evaluation Methods

- Randomized Trial
- HFNY Management Information System
- Process Studies



# Study Design of Worker Survey





# Measures

- Socio-demographic characteristics
- Experiences in human services
- Standardized instruments on:
  - Supervision
  - Empathy, Mastery, and Intent to Leave
  - Work Environment
  - Job Satisfaction and Worker Burnout

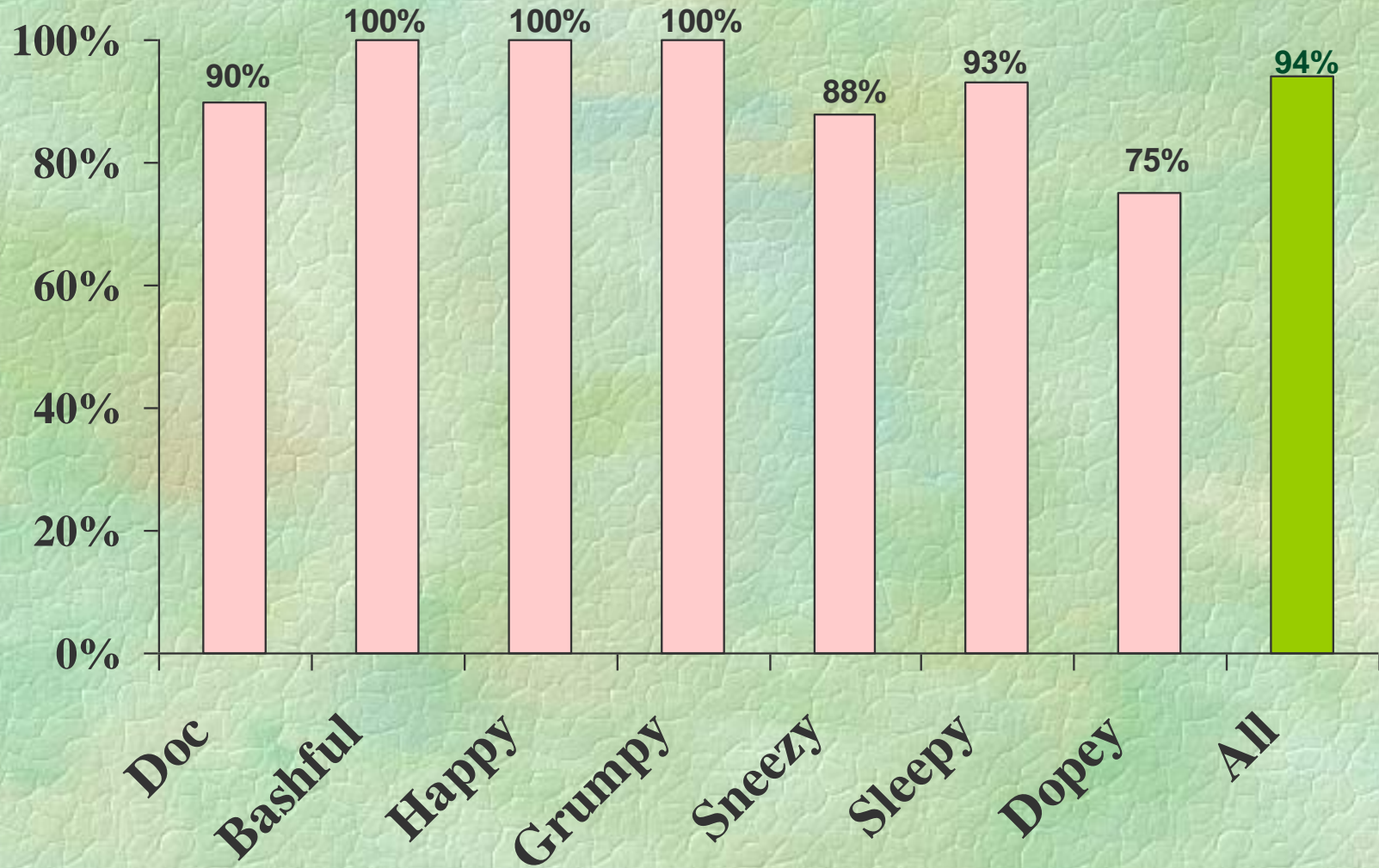


# Data Collection

- Fall 2004
- 7 Sites (3 Upstate/ 4 NYC)
- Site Visit
- Return by Mail
- Incentives
- Confidentiality



# Response Rates by Site





# Worker Characteristics



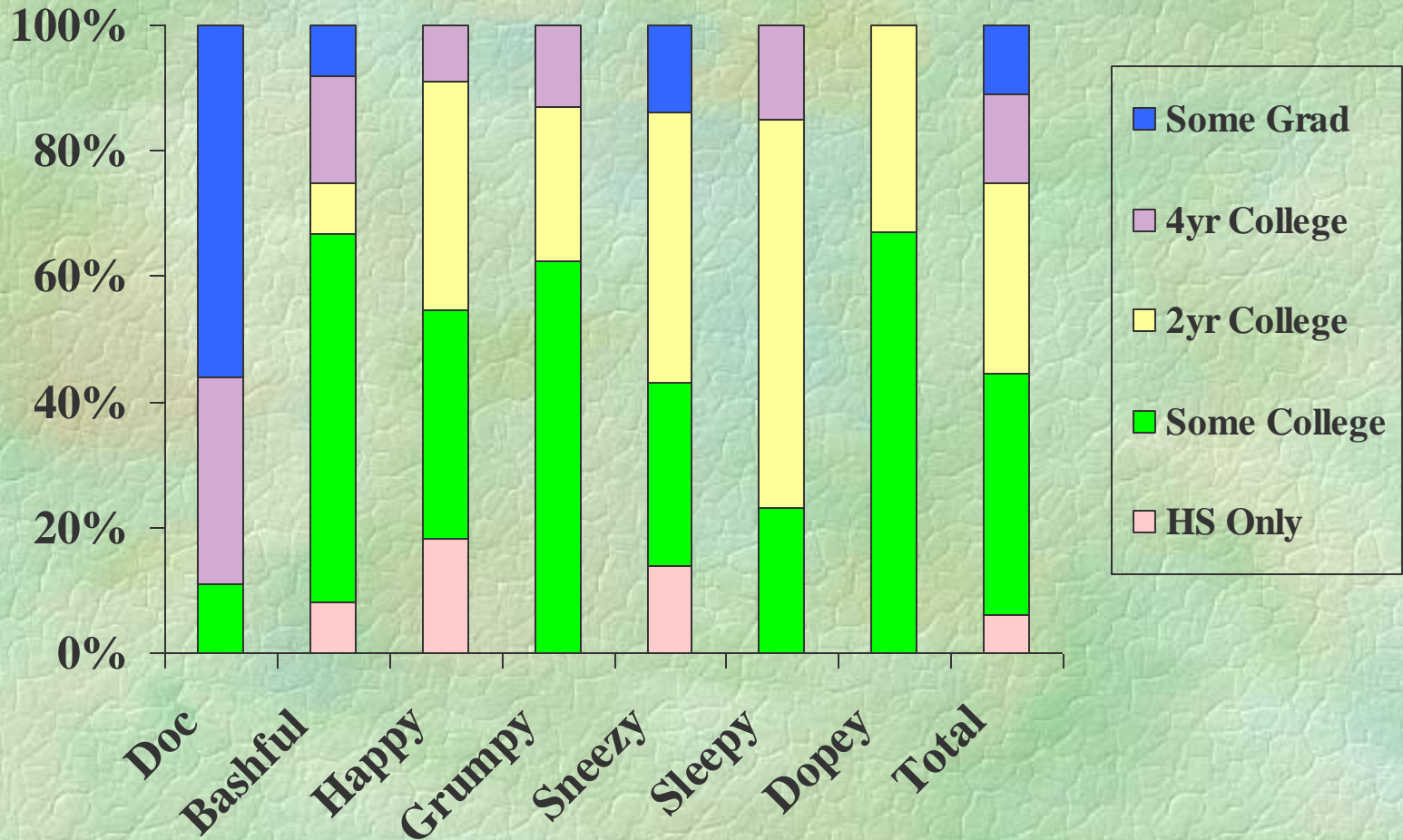


# Demographic Characteristics by Site

	Median Age	Have Children	Married
Doc	44	78%	89%
Bashful	46	92%	25%
Happy	37	100%	64%
Grumpy	43	100%	88%
Sneezy	27	71%	0%
Sleepy	36	69%	31%
Dopey	36	67%	33%

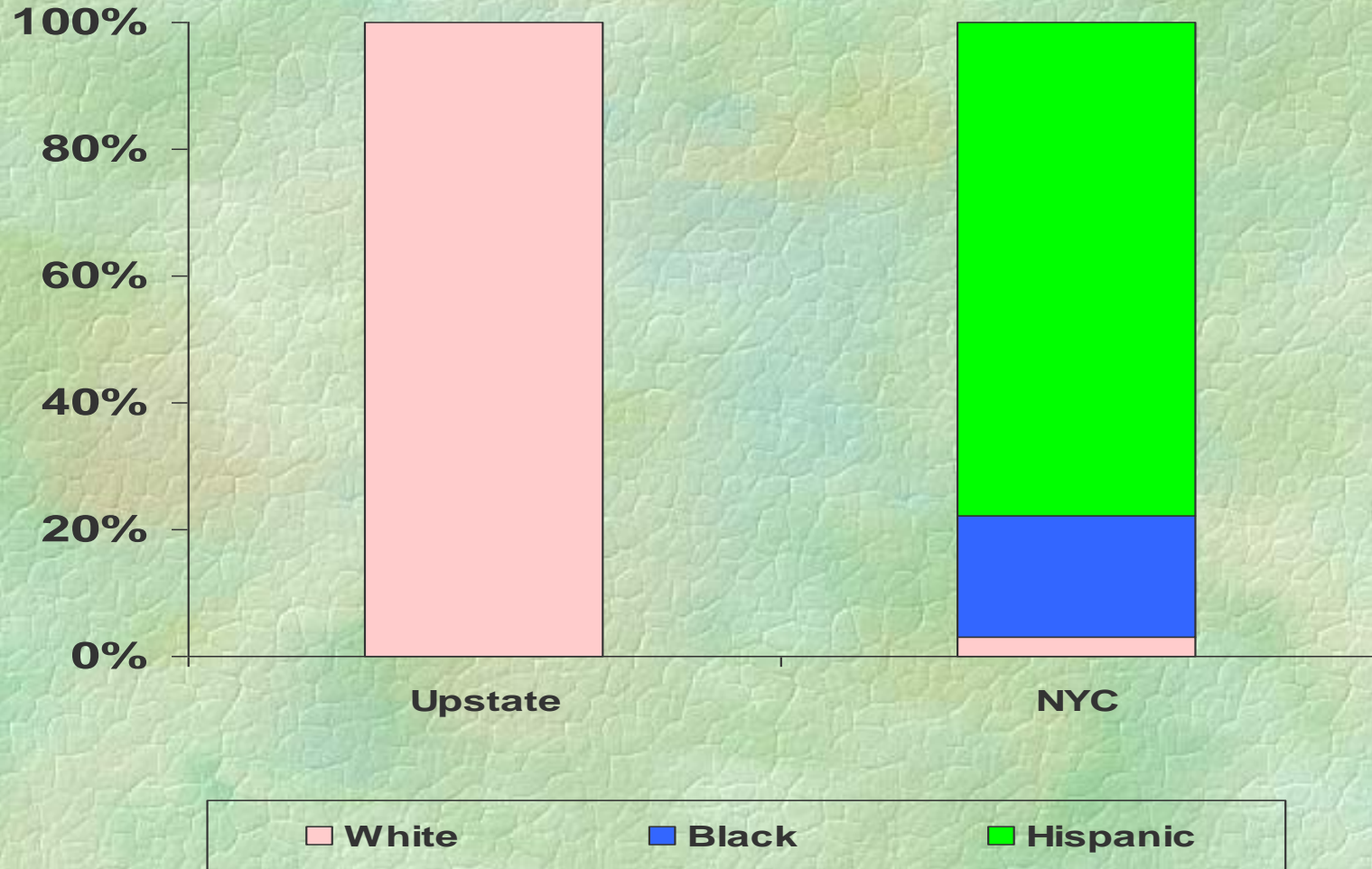


# Education by Site



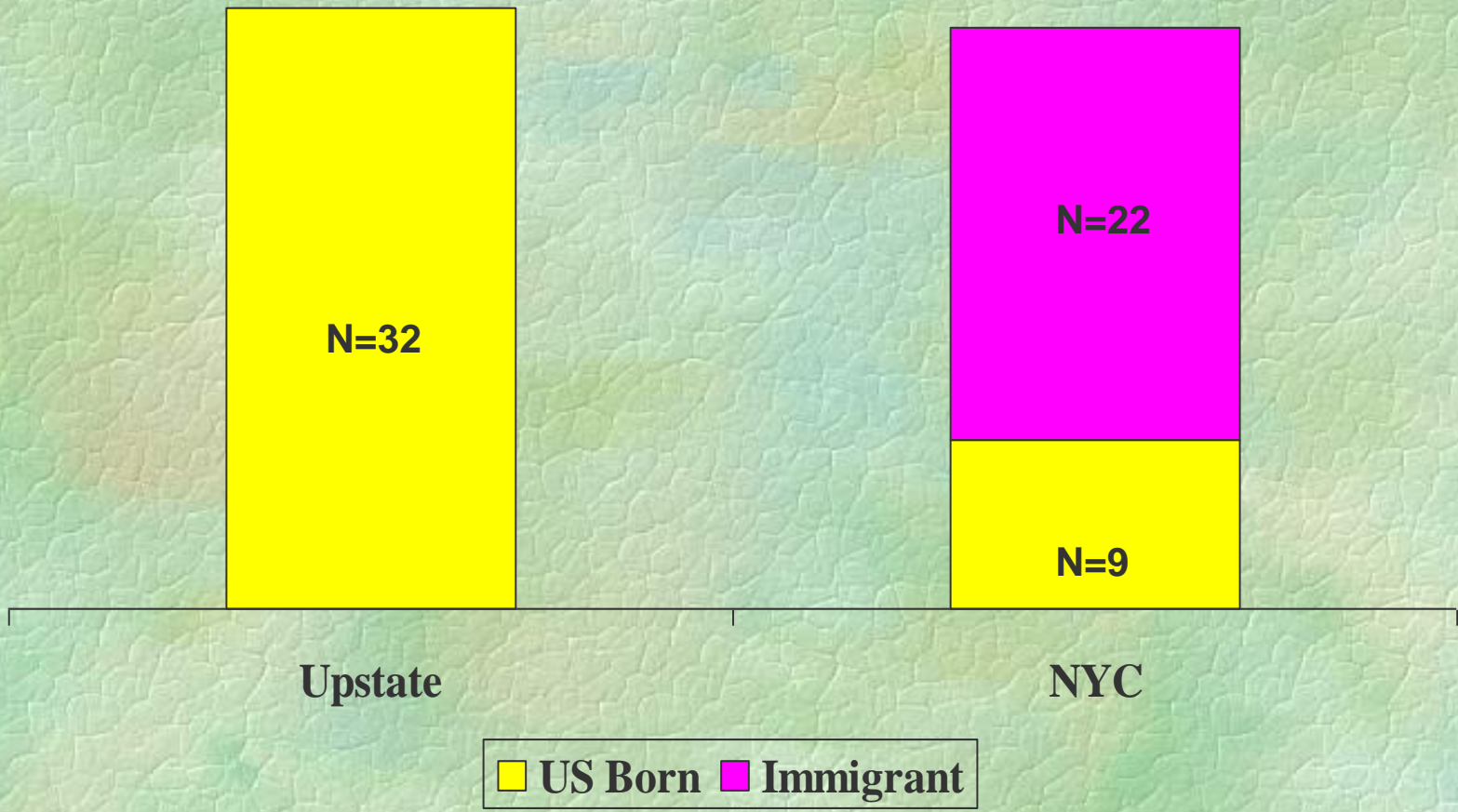


# Race and Ethnicity



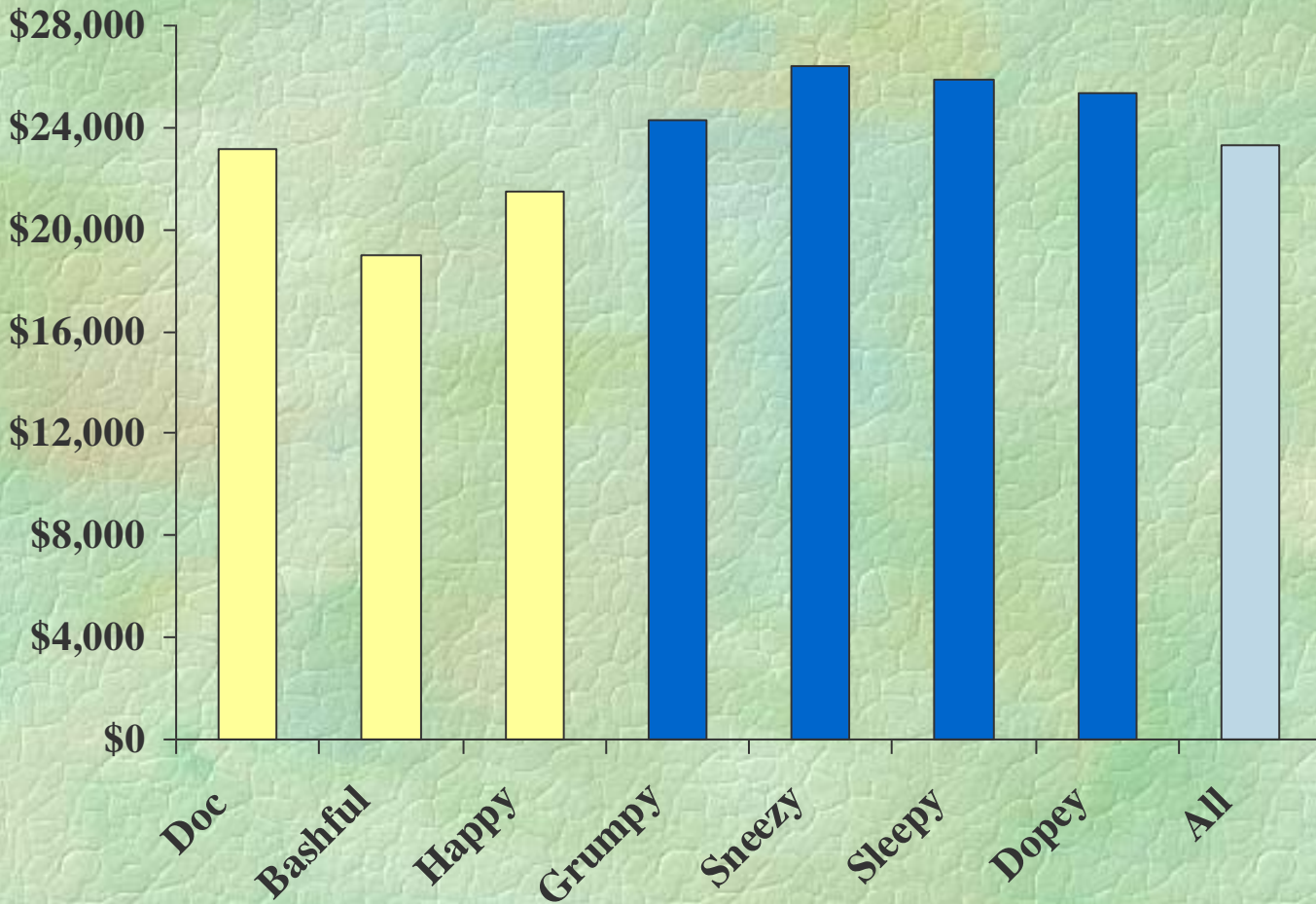


# Immigrant Status



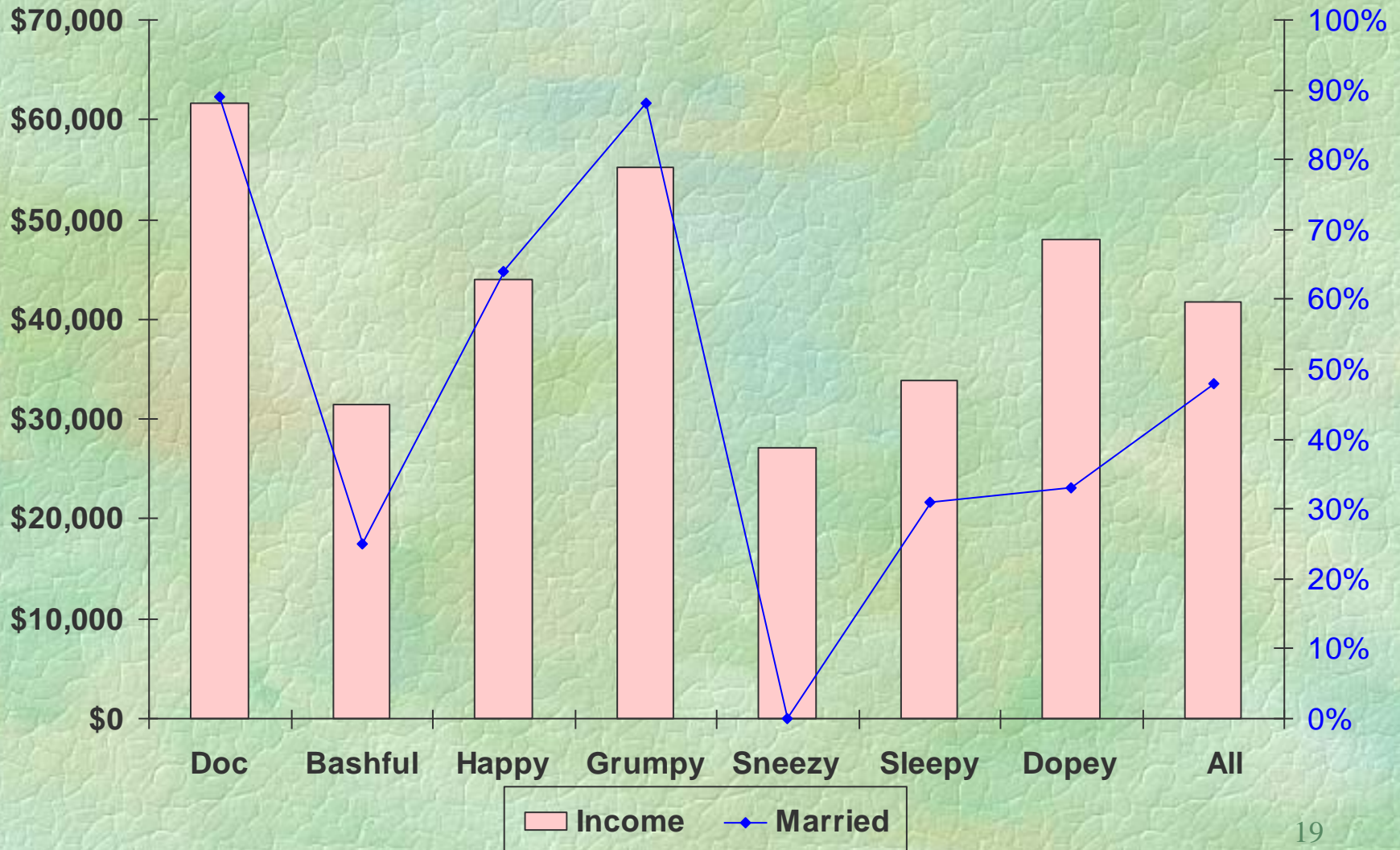


# Salary by Site





# HH Income and Marital Status by Site





# Findings from Worker Survey



Supervision, Empathy and Intent to  
Leave

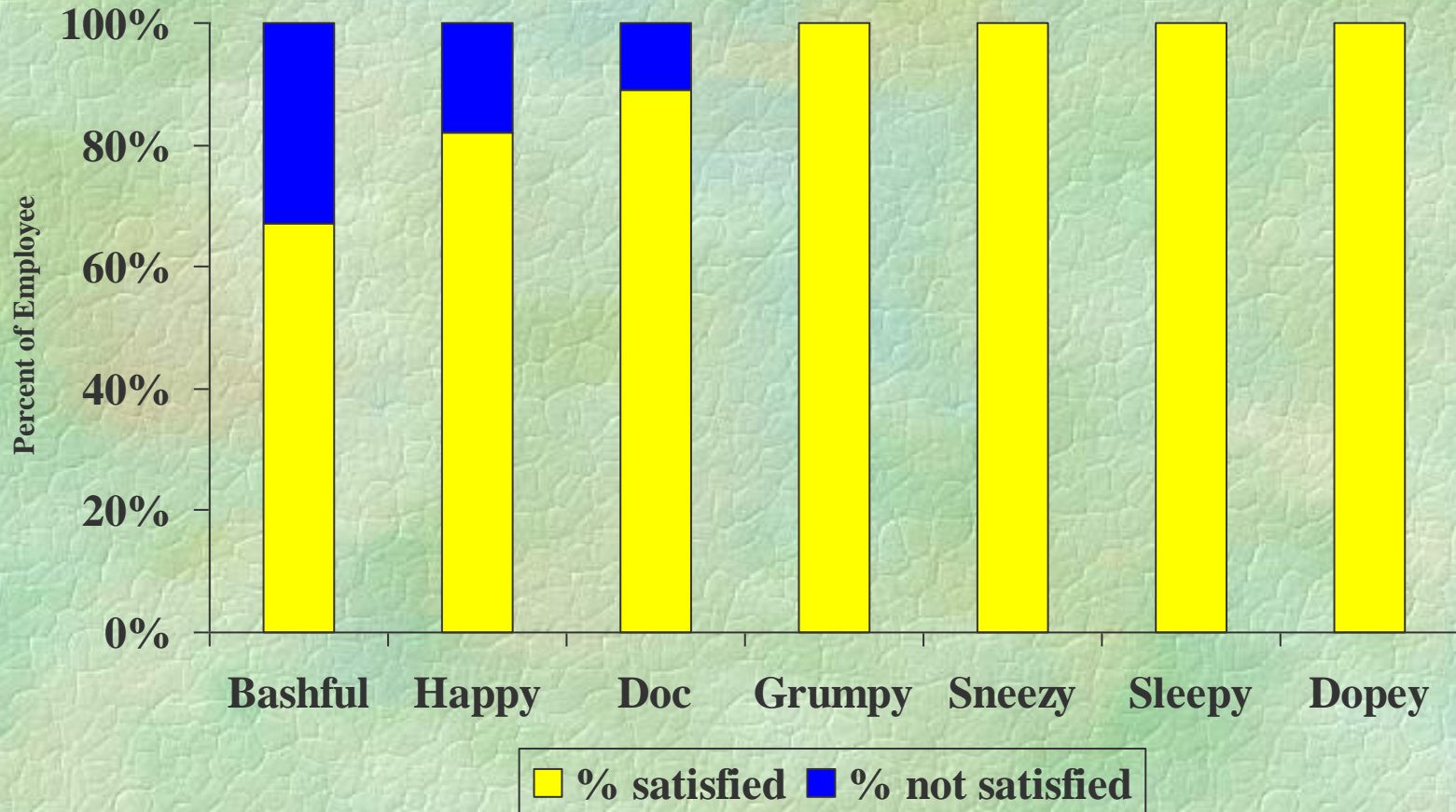


# Supervision

- Supervision Questionnaire (Shulman - 1982)
- 14 dimensions of supervision: little variation in individual dimensions by site
- 2 other summary questions about supervision – satisfaction and helpfulness
- General satisfaction

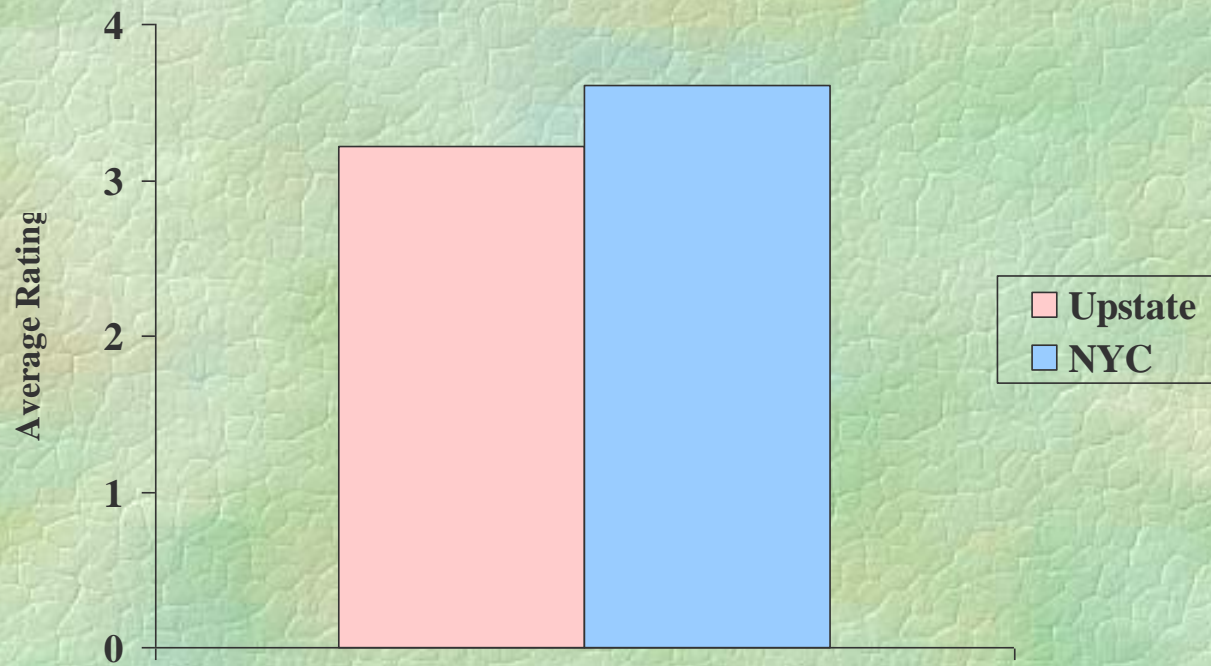


# Supervisor Satisfaction by Site





# Upstate/NYC Comparison



**Satisfied w/ Supervisor\***

\*  $p < .05$



# Role Clarity

- Caplan et al. (1975) – 4 item scale
- Measures degree of clarity of expectations on the job
- No significant variation on total score by location, education, or race



# Empathy: Two Dimensions

- Empathic Concern & Emotional Contagion
- Empathic Concern – 5 item instrument by Davis (1983)
- Emotional Contagion – 6 item instrument by Dillard & Hunter (1986)
- Both use 5-point Likert scale
- No differences by location, education, or race



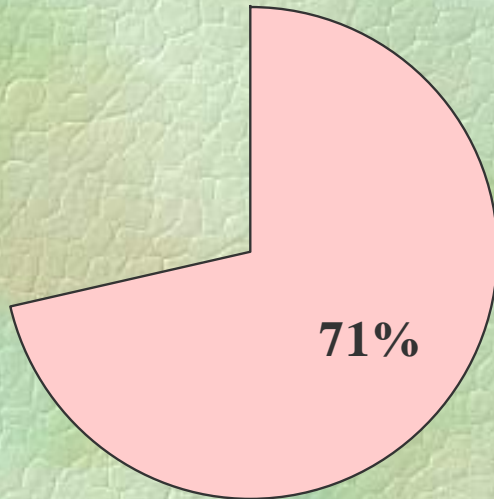
# Intent to Leave

- 4 questions on intent to leave:
  - Read ad in last year
  - Sent copies of resume in last year
  - Intend to look for job in 1 year
  - Intend to leave in 3 years
- Yes/no responses
- Significant differences in read ad by education, intend to leave in 3 years by location and tenure
- NYC and those with fewer months as FSW more likely to leave in 3 years

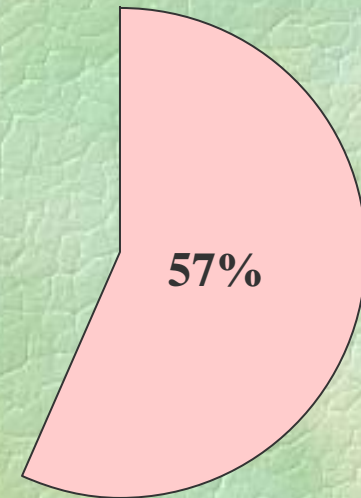


# Intent to Leave: The Whole Sample

**Read Ad in Last Year**



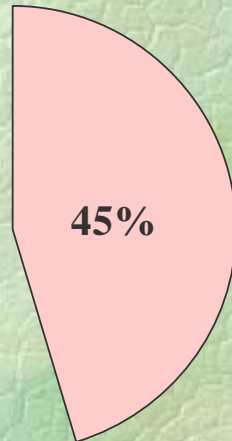
**Intend to Leave 3 Years**



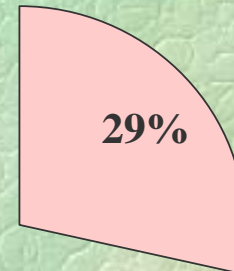


# Intent to Leave: The whole sample

**Intend to Look 1 Year**



**Sent Resume in Last Year**





# Audience Participation



Sample Questionnaire



# Findings from Worker Survey



Work Environment,  
Job Satisfaction and Burnout



# Work Environment Scale (WES)

- Widely used instrument
- Measures the workers' perception of their work
- Used 7 Scales
  - Involvement
  - Autonomy
  - Task Orientation
  - Work Pressure
  - Clarity
  - Managerial Control
  - Innovation



# Work Pressure and Autonomy

- Work Pressure

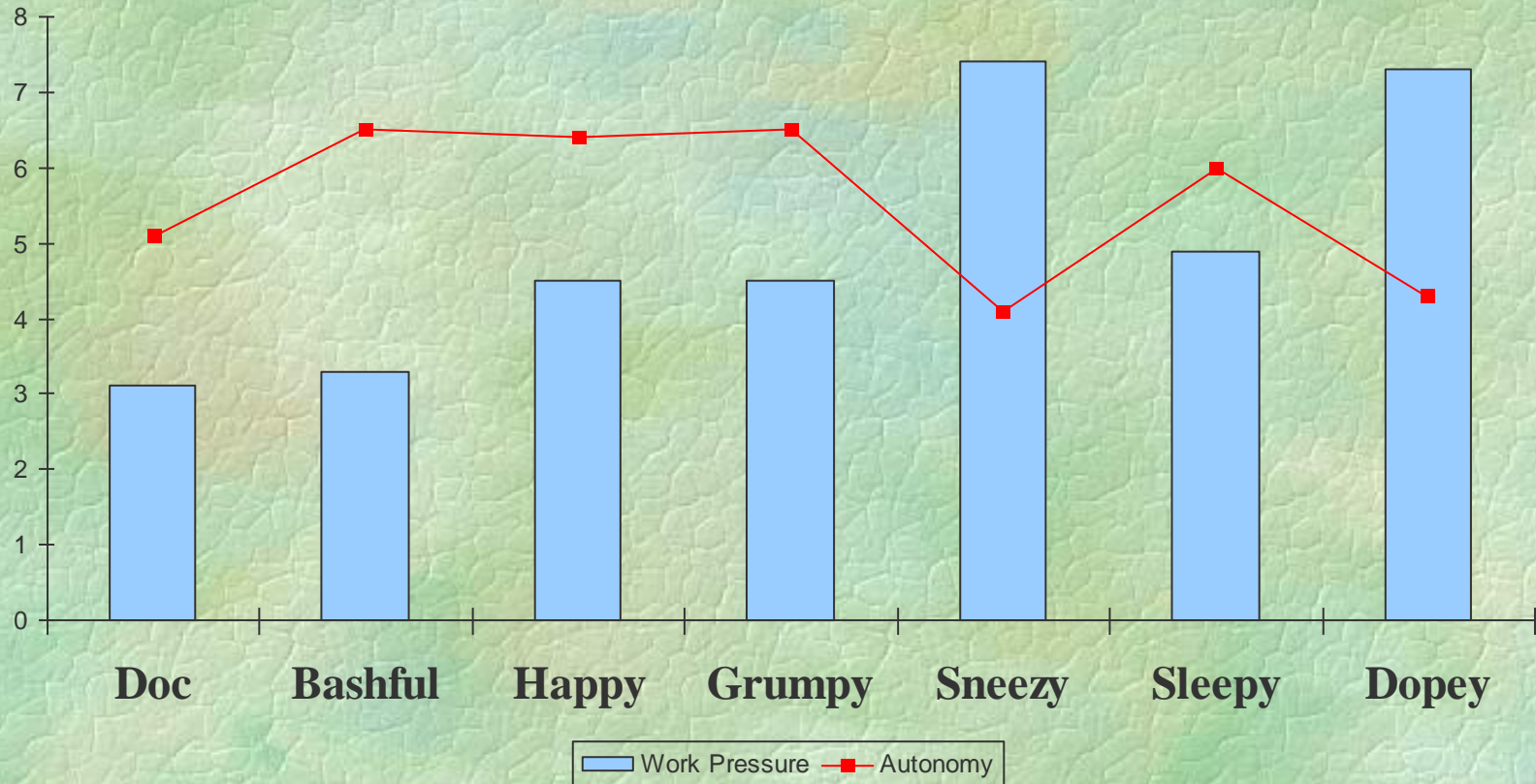
- The degree to which high work demands and time pressure dominate the job milieu
- Ex. There is consistent pressure to keep working

- Autonomy

- How much employees are encouraged to be self-sufficient and to make their own decisions
- Ex. Employees are encouraged to make their own decisions



# Work Pressure and Autonomy by Site



Correlation Coefficient =  $-.472^{**}$



# Job Satisfaction Survey (JSS)

- One of the most utilized instruments
- Developed for human service organizations
- Total score and 9 Subscales
- 9 subscales: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Conditions, Coworkers, Nature of Work, and Communication



# Total Job Satisfaction by Site





# Maslach Burnout Inventory (MBI)

## ■ Emotional Exhaustion

- Describe feelings of being emotionally overextended and exhausted by one's work
  - Ex. I feel used up at the end of the workday

## ■ Depersonalization

- Describe an unfeeling and impersonal response toward recipients of one's care or service
  - Ex. I don't really care what happens to some recipients

## ■ Personal Accomplishment

- Describe feelings of competence and successful achievement in one's work with people
  - Ex. I've accomplished many worthwhile things in this job

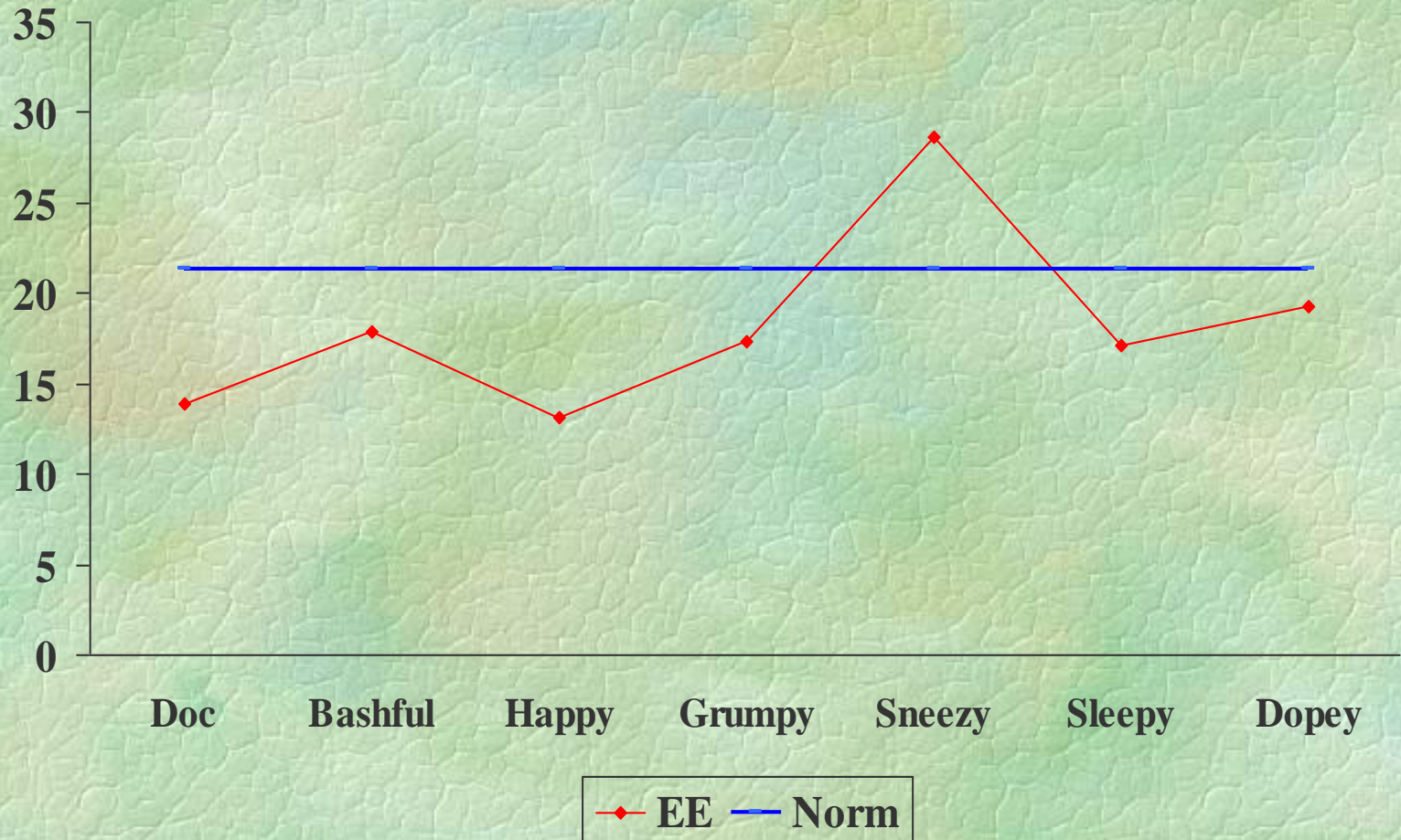


# Are You Burned Out from Your Job?

- The questionnaire is composed of the items for the emotional exhaustion scale
- Norm was created by testing a large sample of people working in social services: 21
- Higher number means more emotional exhaustion



# Emotional Exhaustion by Site





# Findings on Job Satisfaction, Intent to Leave and Burnout





# Research on Work Environment and Job Satisfaction

- Limited research on work environment on job performance
- A few studies show organization climate influences worker effectiveness, morale, and satisfaction
- SES and work experience have some impact



# Findings on Work Environment and Job Satisfaction

- Higher the work pressure, lower the job satisfaction
- Higher the worker autonomy, higher the job satisfaction
- Upstate workers were less happy with their job
- Older workers were more happy with their job



# Research on Job Satisfaction and Intent to Leave

- Research show consistently significant relationships between job satisfaction, organizational commitment, turnover intentions and actual turnover
- Less satisfied workers indicate that they are more likely to leave
- Age, race, and work experience has some impact



# Findings on Job Satisfaction and Intent Leave

- Total job satisfaction is a significant factor predicting all four measures of intent to leave
  - Read ads last year
  - Intent to leave in 3 year
  - Intent to leave in 1 year
  - Sent resume last year
- Hispanic workers were more likely to have sent resume in the past year



# Research on Mastery and Emotional Burnout

- Much emphasis on the relationship between clients' sense of control and better outcomes
- Limited research on worker's sense of control on job effectiveness
- Studies found that increased worker control may lead to less stress on the job and an increase in worker effectiveness



# Mastery Scale

- Pearlin & Schooler (1978) - 7 item scale regarding empowerment
- Modified “on the job”
  - Ex. I have little control over the things that happen to me on my job
- Same instrument for client interviews in randomized trial



# Findings on Mastery and Worker Burnout

- Limited impact of age and other demographic characteristics on worker burnout
- Higher the sense of mastery, less likely to feel burned out
- Workers in NYC sites were more likely to feel burned out



# Summary and Implications





# Summary

- Our findings suggest that empowered workers are more satisfied with their work and less likely to burn out
- Parallel process models suggest that organizations that empower workers are more capable of empowering clients
- Worker empowerment may lead to better program outcomes



# Implications:

## Ways to Empower workers

- Creating employment settings that provide participatory management and allow workers to make independent decisions
- Providing advanced training and support for actualizing special interests and talents of workers
- Promoting a collaborative team like approach among colleagues where there is shared power and information among all levels of staff



# Implications:

## Ways to Empower Workers

- Offering a “safe” organizational environment which allows workers to openly address concerns
- Providing administrative “markers” providing recognition and validation of workers’ efforts (ex. through promotional opportunities, better salaries, and comfortable working conditions)