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A MEASURE OF JOB SATISFACTION AMONG CHILD PROTECTIVE SERVICE
WORKERS IN THE COUNTY OF SAN BERNARDINO: A COMPARATIVE
ANALYSIS OF TWO DISTRICT OFFICES

A Project
Presented to the
Faculty of
California State University,
San Bernardino

In Partial Fulfillment
of the Requirements for the Degree
Master of Social Work

by
Mario Alberto Cabrera

June 1998

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ABSTRACT

This study examines the level of job satisfaction among child protective service (CPS) workers in the county of San Bernardino. A positivist paradigm was selected as the orientation to guide this study. The design for this study included a self-administered questionnaire. The rationale for using this design was to insure the anonymity of all respondents taking a part in this study. The sample selected for this study included professionally trained CPS workers from two regional offices in the county of San Bernardino. The size of the sample was determined by the total number of surveys returned. The total number of possible survey respondents at the time this study was conducted totaled 170 child welfare service practitioners (CPS workers). There were a total of 76 surveys returned (a 44% response rate). This number of respondents represents approximately 20% of the total population of CPS workers in the county. The resulting data was analyzed using quantitative measures. The results from the two regions were compared. Level of job satisfaction was found to be relatively high in this sample. The findings show that those in the San Bernardino region are significantly more satisfied with their jobs compared to those in the Rancho office.

ACKNOWLEDGMENTS

I would like to thank the following people who helped make the completion of this project possible: Dr. Morley D. Glicken, my project advisor; Dr. Ira Neighbors, the second reader of this project; Dr. Elizabeth M. Tracy and Associates, for permitting me to use questions from their 1992 study; Gary L. Null, Director, Public Social Services, San Bernardino, for permitting this study; and all the dedicated CPS workers who participated in this study, without whom this project would not have been possible.

DEDICATION

To my loving wife Cindy, who was relentlessly patient, loving, encouraging, and supportive; to my two sons, Kirk and Christopher, for their patience and understanding; to my mother, Gutberta, for believing in me and praying for me through my difficult moments; to my brother Marco, who could not be here to celebrate this moment with us all; to my grandmother, Antonia, whose strength and tenacity I inherited; and to all the members of my family and my in-laws who expressed their encouragement and admiration for my educational aspirations which this project represents.

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INTRODUCTION

Problem Statement and Focus

Drake and Yadama (1996) state that child welfare is the most demanding and difficult occupation in the social services. When compared to other social services agencies (family services or community mental health), child welfare workers experience more depersonalization, more role ambiguity and conflict, less worker comfort, and more value conflict. These authors state that figures on attrition among child welfare workers range between 46 and 90 percent within the first two years upon entering the agency. They suggest the rate of attrition signals a crisis which results in lower levels of commitment and impaired decision making. With new, less skilled and less competent workers replacing those who leave the agency, service to the client inevitably suffers.

According to Rycraft (1994), the high rate of attrition of social service workers in child welfare agencies continues to be a problem throughout the country. The demands placed upon today's public child welfare service workers continues to increase. This may be even more true today, in light of the recent welfare reform acts recently passed into law. With the new welfare laws limiting the number of years any family can receive financial aid to a

maximum of five years, it is quite conceivable that many more people will become desperate to make ends meet, and perhaps become more stressed and depressed. One can only imagine the possible increases in crime, drug abuse, and child abuse which this new legislation may unwittingly exacerbate.

Yet under strict monetary constraints, coupled with shrinking public funds, child welfare service (CWS) agencies struggle to meet the challenges and the increasing demand for public social services. One inevitable outcome arising from this economic dilemma is the onus placed on CWS workers who are already overwhelmed and overburdened with excessive caseloads. Workers struggle to meet the increasing demands of their jobs against a backdrop of endless paperwork and increasing caseloads (Rycraft, 1994).

Meanwhile, clients in the CWS system (whose family's and children's safety often depend upon the worker's ability to intervene) are neither getting the level nor the quality of service they need (Drake & Yadama, 1996). Furthermore, the outcome of providing inadequate services places children at greater risk of abuse and neglect.

This study examines the level of job satisfaction among child protective service workers in the county of San Bernardino. For the purposes of this study, the researcher

has defined job satisfaction as a worker's overall happiness or contentment with overall aspects of the work involved in performing the job. Emphasis have been placed on highlighting characteristics of the job which may explain the current level of job satisfaction.

The felt need to conduct this study arose from the researcher's desire to identify issues affecting levels of job satisfaction which might, if necessary, be addressed for the enhancement of child protective service (CPS) worker satisfaction. The hypothesis of this research is that by addressing the issues which affect the level of job satisfaction (which may be identified through this research) there will be a subsequent increase in the level of job satisfaction and a subsequent increase in the quality of service to the client.

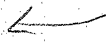
The orientation selected for this study utilized the positivist's approach to scientific inquiry. This paradigm was chosen for its objective nature. Guba (1990) stated that the positivist approach or paradigm specifies a distant, non-interactive posture. This criteria has been met through the design of this study via the self-administered questionnaire.

The research design selected insured that the researcher's own values and biases did not vitiate or

convolute the findings. The idea of this study is to find out how things really are in regard to job satisfaction without risking the imposition of the researcher's values on the sample population.

This study evaluates the social work role of the agency from the perspective of the CPS worker. Responses to the survey questions have helped the researcher evaluate how well the agency is meeting the needs of the worker, and ultimately those of the client. The worker is in the unique position to see and experience, first hand, what services are needed. The worker is also in the best position to evaluate the intended and unanticipated results agency policies have on the client (Beebe, 1995).

Administration and policy planning is the social work practice role of interest to this study. The practice role in this domain concerns itself mainly with policy changes in large systems or organizations, in contrast to the clinical practice role which concerns itself mainly with micro level systems such as individuals, families, and small groups.

This study attempts to answer the following research  * questions pertaining to CPS workers: (1) what is the current level of job satisfaction in this population, (2) what are the variables contributing to low levels of job satisfaction, (3) is the level of job satisfaction higher

among those with social work specializations, (4) are there significant differences in levels of job satisfaction between the two regions, and (5) what role does the agency play in regard to the level of job satisfaction among CPS workers in the county of San Bernardino.

This research contributes to social work practice by examining the level of job satisfaction among CPS workers in the county of San Bernardino. It is anticipated that the findings will provide data which might serve as a basis for the development of new strategies and future policies to address current issues related to job satisfaction among CPS workers.

LITERATURE REVIEW

A person's satisfaction on the job is based largely upon that person's attitudes and perceptions about the work and the job. Attitudes affect more than a person's life. They have an affect on a person's work performance, the organization where the person is employed, and more importantly, the clients the person comes into contact with on the job (Koeske et al., 1994). For workers in child welfare, those most affected by the worker's level of satisfaction on the job are the clients they serve, namely, abused and neglected children and their caretakers.

The existing literature on this topic is replete with

variables that have been talked about as having something to do with outcome measures of job satisfaction in the human services. For example, Arches (1991) suggests that job satisfaction is strongly related to structural factors, such as bureaucratization, and autonomy. Hartman (1991) states that these two variables have a negative affect on outcomes of job satisfaction. Other studies (Barber, 1986; Jayaratne & Chess, 1984) suggest that variables such as job stress, job turnover, and intention to quit are all factors associated with low levels of job satisfaction.

A study by Vonikur-Kaplan (1991) reviewed a national survey of child welfare workers in both private and public agencies in a comparison of job satisfaction measured by personal, organizational, and client-related factors. The results of the survey showed that the majority of the respondents were satisfied with their jobs (66%), with 25% somewhat satisfied, 5% dissatisfied, and 4% very dissatisfied. The researcher found some important differences between the two sectors (private and public) which have important implications for workers entering public child welfare agencies.

The findings from the study just mentioned showed that the respondents identified three main variables which accounted for their overall satisfaction with the job. These

variables were listed as follows: (1) work with clients, (2) work with colleagues, and (3) feelings of accomplishment. Items which were identified as rating lower on a scale of job satisfaction included: (1) working conditions, (2) salary, and (3) other factors which were not identified.

One important implication of the Vonikur-Kaplan (1991) study is the finding that public sector workers were more satisfied with their salary compared with workers in the private sector. The reverse of this finding was true for those in the private sector, who rated lower on the satisfaction scale for salary.

Other important implications of this study include the following findings: (1) workers in child welfare agencies reported being more satisfied than those in other social work agencies (unrelated to children's services), (2) workers trained in child welfare services who were also employed in a related CWS field reported the highest level of job satisfaction, (3) no differences were found between the two sectors in terms of level of job satisfaction, (4) working with the client is a greater source of satisfaction in the private sector compared with the public sector, and (5) working conditions were found to be more satisfying in the private sector than in the public sector (Vonikur-Kaplan, 1991).

In a more recent study on worker and client satisfaction in CWS, Winefield and Barlow (1995) examined some of the dynamics of the client-worker relationship. They attempted to identify factors influencing the nature and strength of the worker-client relationship and its effects on both the worker and the client.

The researchers were motivated by the rationale that the worker client relationship is an integral component to the helping process in child welfare. This is of special significance, given the difficulty of trying to establish a trusting relationship with neglectful and abusive clients who are often emotionally deprived and damaged. In addition to this concern, the researchers point to two other reasons why this study was important. First, the staff have firsthand experience regarding how well the programs work. Second, there is the risk that workers will become dissatisfied with work in child protection (Winefield & Barlow, 1995).

The researchers identified personal and organizational factors which may influence worker performance and client outcomes. Personal factors included feelings of anxiety, mistrust, competitiveness, anger, and unresolved issues of emotional deprivation. Organizational factors included inadequate training, and unrealistic expectations leading to

defensiveness, helplessness, and loss of self-esteem (Winefield & Barlow, 1995). These factors are likely to impair the worker's capacity to perform the various job-related tasks necessary for the proper performance of the job.

Factors rating high on satisfaction included worker relationships with immediate bosses and hours of work. Negative factors included salary, promotion opportunities, and management of agency. Out of all 16 items used to measure job satisfaction in this study, the response which was most indicative of worker dissatisfaction was measured by the response to the statement "I feel emotionally drained by this work" (Winefield & Barlow, 1995).

Their findings showed that client satisfaction with staff performance was rated high. In addition, the findings did not bear evidence to support the existence of job dissatisfaction among the respondents of this study. In fact, agency staff were relatively satisfied in their employment within this agency (Winefield & Barlow, 1995).

No correlation was found between length of time on the job and the level of job satisfaction. Although, this might be explained by the fact that the current staff at the agency were relatively new, having under 19 months of employment history with the agency (Winefield & Barlow,

1995).

Winefield and Barlow (1995) point out that when job satisfaction is low, it does not always mean the worker will leave the job. This is especially true in times when jobs are scarce. When workers do leave the job, leaving represents a loss to the agency. This loss takes the form of losing experienced workers, training replacement workers, and displacement of families whose services are disrupted as a result.

Implications of the above study include the following considerations: (1) the need for the careful selection, training, and encouragement of new CPS workers, (2) the need for specific training, which emphasizes the emotional arousal in workers, (3) the need for training on how to distinguish realistic expectations from unrealistic ones, and (4) the need for ongoing feedback from clients and management. Efforts in these areas can only result in positive outcomes regarding levels of job satisfaction (Winefield & Barlow, 1995).

Tracy, Bean, Gwatkin, and Hill (1992) sampled 35 child welfare workers specializing in family preservation. These workers were recruited from among attendees enrolled in a one day workshop on stress-management. The majority of the participants were white, predominantly female respondent.

Fourteen percent were African-American workers. One quarter of all the participants held master degrees in social work or psychology. The average years of experience in human service related work was 10 years, with a standard deviation of 7.6 years. The average number of years of experience in family preservation was only 1.8, with an standard deviation of 2.1 years.

The research in this study just mentioned used a cross-sectional, self-administered questionnaire consisting of 14 tasks (or situations) relating to job stress, and 18 items relating to job satisfaction. Both dependent variables were analyzed in relation to emotional exhaustion via chi-square analysis (Tracy et al., 1992).

The findings in the Tracy study showed that CPS workers in family preservation programs generally spent prolonged hours with intensive contact with families in crisis for a very limited number of days (usually 90, but sometimes only 30 days). Working with clients in crisis within this time limit resulted in increased levels of frustration and feelings of hopelessness and mental exhaustion (Tracy et al., 1992). The resulting frustration experienced can best be explained by the low rate of success these workers had with families. It was noted that these families were often experiencing long-standing, multiple and complex problems.

In addition to the above findings, other researchers have found that a loss of autonomy, for the individual worker, and an increasing bureaucratization contributed to outcomes of low worker satisfaction (Arches, 1991; Hartman, 1991; Jayaratne, Tripodi, & Chess, 1983).

Additional findings in the Tracy study revealed attrition rates that were high. The average job retention rate was 18 months in intensive family preservation work (Tracy et al., 1992).

The low level of job satisfaction in the Tracy sample population was positively correlated with intent to change jobs within 6 months (Koeske & Koeske, 1989).

Job stress and low job satisfaction in CWS was identified as a significant factor in worker attrition and low job morale by Jayaratne and Chess (1984). Tracy and associates (1992) also pointed out that this study provided support for the assertion that staff attrition and low job satisfaction have only recently begun to be recognized by agency administrators and researchers.

Nevertheless, Tracy and associates (1992) did identify important limitations in their methodology. These limitations included: (1) participants were chosen from a group of voluntary attendees at a stress management workshop; the possibility that this group of workers was

experiencing more stress than those who did not attend is noteworthy, (2) the study failed to include information about the differences between programs; this may have accounted for possible differences in levels of intensity, and (3) the study failed to include large system variables, such as bureaucratization which might have impacted the level of worker satisfaction; another example might be the possible lack of referral source cooperation, or the likely unavailability of basic community resources.

Implications from this study might include the following: (1) screening new recruits for possible sources of stress and low job satisfaction as part of the employment process, (2) stress management training to aid the worker in identifying strengths and weaknesses when dealing with clients, and (3) supervision can be utilized as a source where the worker can go to work through emotional issues related to daily stress on the job.

Rycraft (1994) conducted a study of 23 caseworkers using comprehensive focused interviews to determine what factors if any lead to the retention of child welfare workers. The researcher's findings identified four factors that played a significant role in the worker's decision to stay. The four factors included: (1) mission; this referred to the worker's desire to help others, (2) goodness of fit;

referred to the degree of suitability in job assignment, (3) supervision; referring to the need for support within the agency, and (4) investment, referring to the human equity built-up over a period of time.

The researcher suggested that all four factors fell within the parameters of the agency and that all four were indicators of effective administrative policies and practices. Furthermore, it was suggested that an agency can have an influence on the retention of its workers by focusing on these four factors (Rycraft, 1994). In other words, placing emphasis on these factors could foster job satisfaction.

The author also suggested that an agency can foster a sense of mission by guiding and encouraging new workers. Doing so would result in an increased commitment and dedication to the work of protecting children and strengthening families. Rycraft (1994) also noted that worker-recognition can also be a useful tool in fostering a sense of mission.

The agency can foster a goodness of fit by fitting the right worker to the right job assignment, as a poor fit can lead to inadequate job performance and eventual termination. Supervision was seen in two ways by the respondents in this study. Newer workers regarded good supervision as proper

guidance and direction in a work environment that could be characterized as a maze of demands and responsibilities. Experienced workers regarded supervision as more of a consultative role, a sort of mentor relationship (Rycraft, 1994).

Administratively speaking, policy practices have a direct effect on worker's professional investment. For instance, the appeal of physical environment, working hours, and issues of compensation all play a vital role in the retention of CPS workers (Rycraft, 1994).

A possible limitation of the findings in this study might be the social desirability of responses given. Since one might answer the questions in such a way as to make themselves look good, the fact that all respondents were consistent in their responses further supports this suspicion. Another limitation of the findings in this research is the omission of questions that were asked of the respondents. It is possible the questions may have been framed to encourage positive answers. One should interpret the findings of this study cautiously for the reasons just mentioned.

METHODOLOGY

Purpose of Study

This study examines current levels of job satisfaction among CPS workers in the county of San Bernardino. This examination identifies salient characteristics of the job which relate specifically to job satisfaction. The purpose of this study is to clarify some of the dynamics of the job which might have an affect on worker performance and service delivery to the client.

Research Design

The orientation selected for this study utilizes a positivist's approach. This paradigm was chosen for its objective approach to scientific inquiry. As noted in the introduction, Guba (1990) stated that the positivist approach or paradigm specifies a distant, non-interactive posture. This criteria has been met through the design of this study by the use of the chosen instrument for collecting the data via the self-administered questionnaire.

The practical implication of having chosen this research design was to insure that the researcher's values and biases did not interfere with, or convolute the findings. Since there was no face to face contact with the subjects, the researcher did not have an influence on how the questions were answered.

A researcher's influence on the participants of a study is one of the known risks involved in using other, less objective methods of inquiry, such as the interview questionnaire. The objective of the positivist approach is to find out how things really are (Guba, 1990), without risking the imposition of the researcher's values on the respondent.

A summary of the research questions are stated as follows: (1) what is the current level of job satisfaction among the sample population? (2) what are the variables contributing to low levels of job satisfaction? (3) is the level of job satisfaction higher among those with specializations in social work? (4) are there significant differences in levels of job satisfaction between the two regions? and (5) what role does the agency play in regard to the level of job satisfaction among CPS workers?

Sampling

This study surveyed CPS workers from among two regional offices in the county of San Bernardino. The regional offices surveyed were located in San Bernardino and in Rancho Cucamonga. Approximately 170 survey questionnaires were distributed among the two regional offices. Eighty one surveys went to the San Bernardino office, and 89 went to the Rancho office. A total of 176 questionnaires were

returned, representing a 44% response rate. The total of all responses received were included in the analysis of the results.

The criteria for the selection of the sample respondents was based on worker's holding either a bachelor or master degree in any area of specialization. The participants were required to be employed in the capacity of a professional CPS worker. All other social worker positions not considered to be at the professional level were excluded from the study. This exclusion included all eligibility workers and other support staff. The criteria also excluded all those in higher positions of management, including CWS worker supervisors.

The total number of respondents in this sample population of CPS workers represented approximately 20% of the total sample population of all CPS workers in the county. The reason for limiting the size of the study was based on the following considerations: (1) this was a time limited graduate project, necessitating a moderate sample size, and (2) similar projects were being conducted in other regional offices in the county; surveying these offices would have imposed redundancy on hard-working, prospective respondents.

Data Collection

The data for this study was collected using a survey questionnaire. Some of the questions in the survey instrument were taken from an earlier study on family preservation by Tracy and associates (1992) with the author's permission (see Appendix A).

In their study, Tracy and associates cautioned that the validity of their measure of job satisfaction was limited and should be interpreted carefully. They pointed to a lack of valid measures of job satisfaction in the literature. Other authors concur, stating that the lack of valid measures of job satisfaction among human service workers poses a theoretical impediment to an understanding of the meaning, correlates, and consequences of job satisfaction (Koeske et al., 1994).

Rubin and Babbie (1997) state that "validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration" (p. 177). According to their definition of face validity, these authors would suggest that the instrument being used for this study would appear to have face validity, since the questions in the survey appear to be relevant to the concept being measured (job satisfaction). These authors also state that a measure reflects the meaning of a concept if it has

content validity. This type of validity refers to "the degree to which a measure covers the range of meanings included within the concept" (Rubin & Babbie, 1997 p.178). Here again, the instrument appears to cover a range of questions which adequately include the salient aspects of the types of situations which could conceivably be explored in measuring the level of job satisfaction in the sample population.

Reliability is defined as the ability to attain the same results on a repeated bases using the same technique on the same object (Rubin & Babbie, 1997). Consequently, this issue will have to go unaddressed.

Section one of the instrument contains questions regarding demographic and identifying data about the respondent's job and occupational experience. Section two asks the participants to rate a series of questions on a Likert scale from 1 to 4, with 1 representing a high level of agreement or satisfaction, and 4 representing a high level of disagreement or dissatisfaction.

The dependent variable is job satisfaction. This variable will be measured by allocating an overall satisfaction score to each respondent. This score will be factored from the average of all responses given to each question on the instrument. Lower scores will represent

higher levels of job satisfaction. Higher scores will represent lower levels of satisfaction.

Salient characteristics of this method of collecting data included the following: (1) the researcher did not have to interact with the participants, (2) the participants were more likely to be candid in their responses, since their anonymity was protected, (3) data collection was simplified, (4) the collection method was the most cost efficient, and (5) the information collected can be standardized (Rubin & Babbie, 1997).

The disadvantages of collecting data using this method include the following: (1) there is an increased likelihood of incomplete responses, (2) questions may be misunderstood, and (3) the chances that prospective respondents will not complete the survey is high (Rubin & Babbie, 1997).

In order to minimize the possibility of incomplete responses or missing data, the questions were purposely designed to be short. Additionally, questions were kept simple and to the point to minimize reader misunderstanding. And finally, to increase the rate of response, a second letter was sent out reminding prospective respondents to complete the questionnaire.

Procedures

The data for this research was gathered using a self-administered questionnaire (see appendix B). Collection of the data took approximately two months. All survey instruments were hand-delivered to each of the two regional offices by this researcher. The instruments were distributed directly to each individual worker's agency mailbox in each of the two regional offices. The data was then collected using a self-addressed envelope via inter-office mail routed directly to this researcher. This means of collecting the data was possible because the researcher was a CPS intern worker at the time this study was conducted. Agency permission was granted prior to using this method for collecting the surveys. Collection of the data was accomplished at no expense to the agency.

Protection of Human Subjects

The protection of the rights and the welfare of all participants was safeguarded by virtue of the chosen design of this study. All the participants remain anonymous, as no identifying data was requested. There were no significant risks either to the participants or to the agency in this study. The nature and design of the questions in the instrument were neither manipulative nor stressful.

The Department of Public Social Services (DPSS) was

presented with a proposal delineating the parameters of this study. The study was approved and granted permission to commence on November 7, 1997 by the Director of DPSS, Gary L. Null (see appendix D).

DATA ANALYSIS

Demographic Results

From the total of 170 possible respondents in the sample population for this study, 76 surveys were returned from both regional offices, netting a 44% response rate. The rate of response was not significantly different between the two regions. There was a 54% response rate from San Bernardino (SB) and a 45% rate of return from Rancho, as seen on table 1.

Table 1.

		REGION			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	San Bernardino	41	53.9	54.7	54.7
	Rancho	34	44.7	45.3	100.0
	Total	75	98.7	100.0	
Missing	System Missing	1	1.3		
	Total	1	1.3		
Total		76	100.0		

(“Missing” in the table above refers to incomplete data)

In the distribution of responses by race, an overwhelming majority of participants (60%) reported being white. African-Americans came in second at only 18%, with Hispanics at 11% (this included Hispanics who claimed they were part Caucasian). Those who claimed other races made up only 5% of all respondents. Differences by gender show that females outnumber the males by a ratio of three to one. Seventy six percent of the respondents were female, with 24% male. These statistics are in line with the statistics on the general population of social workers in the profession.

The majority of the respondents reported holding master degrees (74%), while only 24% reported hold bachelor degrees. Only 1% reported holding a doctoral degree (although this 1% probably does not hold any practical representative value). These statistics do not coincide the those of other studies (Lieberman, Hornby, & Russell, 1988). The age distribution in this sample ranged between 25 and 63 years of age.

The majority of respondents claimed to be between the ages of 25 and 34. Twenty one percent reported being between the age of 35 and 44, 27% were between 45 and 54, and only 10% reported being between 55 and 63. This portrays a predominantly young sample population.

The largest number of respondents (44%) received their

last degree between 1985 and 1994. An alarming one third of all respondents received their degrees between 1995 and 1997. A total of 63% of the sample population received their last degree within the last 7 years (1991 to 1997). Most of the sample reported having degrees in social work (56%), with 25% holding degrees in psychology or in a counseling related specialization (table 2). Only 10% reported holding degrees in other related and non-related specializations (Anthropology, Political Science, Sociology and Education). These statistics appear to indicate that the majority of the respondents were relatively new MSW graduates.

Table 2.

Educational Specialty

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Social work	43	56.6	56.6	56.6
Psychology	19	25.0	25.0	81.6
MFCC	6	7.9	7.9	89.5
Other	8	10.5	10.5	100.0
Total	76	100.0	100.0	
Total	76	100.0		

(The two top categories above combine both master and bachelor degrees)

In terms of related human service experience, prior to working for CPS, 60% of this population had less than 10 years of human service experience. Almost one third of all respondents had less than 5 years of human service

experience prior to working for CPS. In terms of the number of years of employment with CPS, 76% reported being employed for less than 5 years, with 9% being employed for less than 10 years. This further indicates the disproportionate number of respondents who are new to the agency in this study. In terms of job assignment within the agency, 37% were located in carrier positions, with 28% working in intake, 28% working in adoptions, and only 4% working in special services (i.e., foster care licensing and court services).

Current Levels of Job Satisfaction

When the respondents were asked if being appreciate by their clients was important to them, 14% agreed, with 30% stating they were somewhat in agreement, and 36% stating that being appreciated was only slightly important to them, leaving 9% who stated it was not important (table 3). This indicates that nearly 50% (when the top two categories are combined) believe being appreciated by the client is important, although it also indicates that an equal amount of respondent do not agree that being appreciated by the client is important. This is an important finding, considering that being appreciate by the client is an important aspect of working in human services. Perhaps the low expectation in this area is due to the nature of working with involuntary clients who are more often resistant to

treatment interventions and less often appreciative of the worker's efforts.

Table 3.

Being appreciated by the client is important

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	11	14.5	15.9	15.9
	somewhat agree	23	30.3	33.3	49.3
	slightly agree	28	36.8	40.6	89.9
	strongly disagree	7	9.2	10.1	100.0
	Total	69	90.8	100.0	
Missing	System Missing	7	9.2		
	Total	7	9.2		
Total		76	100.0		

("Mi

ssing"

in the table above refers to incomplete data)

In a related question, the respondents were asked if they enjoyed satisfying relationships with their clients. Of the sample, 25% strongly agreed, 43% somewhat agreed, 22% slightly agreed, and 5% strongly disagreed (table 4). This represents 68% of the respondents (combining categories) who agreed they enjoy satisfying relationships with their clients. If one can draw a connection between enjoying satisfying relations with clients and being successful in

the helping process, this figure would indicate that more of the respondents than not are having success with their clients.

Table 4.

I enjoy relationships with clients

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	19	25.0	26.0	26.0
	somewhat agree	33	43.4	45.2	71.2
	slightly agree	17	22.4	23.3	94.5
	strongly disagree	4	5.3	5.5	100.0
	Total	73	96.1	100.0	
Missing	System Missing	3	3.9		
	Total	3	3.9		
Total		76	100.0		

(“Missing” in the table above refers to incomplete data)

In measuring the worker’s opportunity to work intensively with the client, 26% reported that this was not the case, being the highest percentage among the other three categories. This also represents a 26% rate of dissatisfaction with this aspect of the job. Only 23% were in full agreement that there was opportunity to work intensively with clients, with 25% somewhat in agreement, and 21% only in slight agreement that the opportunity existed. It follows that nearly 50% of respondents do not

agree that there is sufficient opportunity to work intensively with clients. Consequently, it can be stated that nearly 50% of all respondents are dissatisfied with this aspect of the job. Perhaps this outcome can be explained by suggesting that CPS workers are given too many clients they must be responsible for.

When respondents were asked if they felt they had a workable caseload, 37% strongly agreed, with 32% only somewhat in agreement. Only 13% slightly agreed, with 17% being in strong disagreement. These figures do not portray the dominant picture of the overburdened worker. If the figures, as shown in table 5, were representative of the population, CPS workers in the county would be nearly 70% satisfied with the size of their caseload. This simply does not coincide with reports found in the literature nor those reported through the media, reports which indicate high worker dissatisfaction with size of caseload. Again, the incongruity in the level of satisfaction with caseload size in this sample can be attributed to the disproportionate number of less experienced, newer workers who responded to this survey.

Table 5.

I have a workable caseload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	28	36.8	37.3	37.3
	somewhat agree	24	31.6	32.0	69.3
	slightly agree	10	13.2	13.3	82.7
	strongly disagree	13	17.1	17.3	100.0
	Total	75	98.7	100.0	
Missing	System Missing	1	1.3		
	Total	1	1.3		
Total		76	100.0		

("Mis

sing"

in the table above refers to incomplete data)

When respondents rated their level of satisfaction with support and recognition from co-workers, 40% reported being highly satisfied, with another 42% reporting being somewhat satisfied, and 13% being only slightly satisfied. Only 4% reported being dissatisfied in this area. These figures (illustrated in table 6) show that over 80% of CPS workers in this sample are satisfied with this aspect of the job.

I get support and recognition from coworkers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	31	40.8	40.8	40.8
somewhat agree	32	42.1	42.1	82.9
slightly agree	10	13.2	13.2	96.1
strongly disagree	3	3.9	3.9	100.0
Total	76	100.0	100.0	
Total	76	100.0		

Salary and benefits rated low on the scale of job satisfaction. Only 25% highly agreed that salary was satisfactory, with 27% being somewhat in agreement, and 26% in slight agreement. A significant 21% reported being highly dissatisfied with their income. The bottom two figures account for nearly 50% of those who were not satisfied with salary and benefits.

Satisfaction by Specialization

The level of job satisfaction as measured by happiness by educational specialization shows that those holding social work degrees (MSWs) are slightly less satisfied with the job than those holding degrees in psychology (psych specialist) or counseling related specializations, such as

Educational or Marriage & Family counseling (chi-square analysis indicated a low correlation coefficient of .864 in a two tailed test with a level of significance at $p > .05$). For instance, when the respondents were asked to rate their overall level of happiness with the job, only 38% of MSWs rated themselves highly satisfied, compared to psych specialists (47%). Those who scored themselves as somewhat satisfied reflect the trend established by the first group (see table 7). More MSWs were only somewhat satisfied (35%) compared to psych specialists (26%). Of those who claimed to be highly dissatisfied, the opposite trend was evident, with 9% in social work and 15% in psychology. This incongruity seems to imply that MSWs are more mid-ranged, when it comes to mediating levels of satisfaction.

When MSWs were compared with psych specialists on the importance of being appreciated by the client, psych specialists scored higher than MSWs (13% and 9%, respectively). Likewise, psych specialists scored lower in the somewhat satisfied category compared to MSWs (22% and 43%, respectively), indicating a higher satisfaction rate (Appendix A). But again, more psychs than MSWs were slightly to highly dissatisfied (61% and 47%, respectively). The relationship between these two variables was not statistically significant, with an alpha score above the .05

level ($p > .05$).

Table 7.

I am currently happy with my job * Educational Specialty Crosstabulation

		Educational Specialty				Total
		Social work	Psychology	MFCC	Other	
I am currently happy with my job	strongly agree	Count 16 38.1%	9 47.4%	4 66.7%	3 37.5%	32 42.7%
	somewhat agree	Count 15 35.7%	5 26.3%	2 33.3%	2 25.0%	24 32.0%
	slightly agree	Count 7 16.7%	2 10.5%		2 25.0%	11 14.7%
	strongly disagree	Count 4 9.5%	3 15.8%		1 12.5%	8 10.7%
Total		Count 42 100.0%	19 100.0%	6 100.0%	8 100.0%	75 100.0%

Other specializations were not included in the analysis because those specializations did not bear sufficient numbers to make comparisons meaningful.

Among those who agreed they enjoy satisfying relationships with their clients, a cross comparison between these two groups showed no significant differences.

When the respondents were asked about having the

opportunity to work intensively with clients, more psych specialists (31%) reported being highly satisfied than MSWs (21%). In terms of the difference in the level of dissatisfaction in this area, more MSWs were dissatisfied (31%) than psych specialists (16%). This difference might be explained by differences in the amount of time required with the client. Perhaps MSWs expect to spend more time with their clients than do psych specialists. This would also explain why MSWs would be more dissatisfied in this area. In terms of a correlation between educational specialization and satisfaction with the amount of time spent with the client, the Pearson coefficient was extremely low at .028, with a level of significance below the .05 level.

When satisfaction with caseload was compared, more psych specialists (42%) reported being satisfied with their caseloads than did MSWs (38%). It was surprising to find that both groups reported a high level of satisfaction in this area. When the two categories of somewhat and highly satisfied were combined, the figures were even higher (see Appendix A), with psych specialists at 68% approval and MSWs at 71% approval for caseload size. This finding is contrary to industry reports, which indicate that caseloads are high and continue to increase. There was no relationship between educational specialization and satisfaction with caseload

($p > .05$).

Support and recognition from co-workers showed interesting differences in terms of level of satisfaction between these two groups (see table 8). More psych specialists were satisfied in this area compared to MSWs. Ten percent more psych specialists reported being highly satisfied compared to MSWs, with more MSWs (46%) reporting being somewhat satisfied in this area compared to psych specialists (42%). Likewise, more MSWs were only slightly satisfied (11%) compared with psych specialists (5%). Chi-square analysis showed no correlation between these two variables ($p > .05$).

When the respondents were asked about salary and benefits, more MSWs (27%) reported being highly satisfied than their counterparts (21%). Less MSWs (20%) were only somewhat satisfied compared to their counterparts (36%). These figures indicate that MSWs are more satisfied with their salaries when compared with their counterparts, although when categories were combined, psych specialist were more satisfied (57%) compared to MSWs (48%). The opposite proved to be the case on the low end of the scale, as shown in table 9, with MSWs at 51% and their counterparts at 42% dissatisfied. These figures, while appearing somewhat convoluted, clearly indicate this to be an important area

Table 8.

Support and recognition from coworkers * Educational Specialty Crosstabulation

			Educational Specialty				Total
			Social work	Psychology	MFCC	Other	
Support and recognition from coworkers	strongly agree	Count % within Educational Specialty	16 37.2%	9 47.4%	3 50.0%	3 37.5%	31 40.8%
	somewhat agree	Count % within Educational Specialty	20 46.5%	8 42.1%	2 33.3%	2 25.0%	32 42.1%
	slightly agree	Count % within Educational Specialty	5 11.6%	1 5.3%	1 16.7%	3 37.5%	10 13.2%
	strongly disagree	Count % within Educational Specialty	2 4.7%	1 5.3%			3 3.9%
Total		Count % within Educational Specialty	43 100.0%	19 100.0%	6 100.0%	8 100.0%	76 100.0%

for further policy consideration in terms of issues needing to be addressed. Chi-square analysis indicate that the difference in levels of satisfaction with salary, based on educational specialization, was more likely attributed to chance than anything else, with an alpha score above the .05 level ($p > .05$).

Table 9.

Salary and benefits are satisfactory * Educational Specialty Crosstabulation

			Educational Specialty				Total
			Social work	Psychology	MFCC	Other	
Salary and benefits are satisfactory	strongly agree	Count	12	4	2	1	19
		% within Educational Specialty	27.9%	21.1%	33.3%	12.5%	25.0%
	somewhat agree	Count	9	7	1	4	21
		% within Educational Specialty	20.9%	36.8%	16.7%	50.0%	27.6%
	slightly agree	Count	13	4	1	2	20
		% within Educational Specialty	30.2%	21.1%	16.7%	25.0%	26.3%
	strongly disagree	Count	9	4	2	1	16
		% within Educational Specialty	20.9%	21.1%	33.3%	12.5%	21.1%
Total		Count	43	19	6	8	76
		% within Educational Specialty	100.0%	100.0%	100.0%	100.0%	100.0%

The comparison between these two groups in terms of level of satisfaction with supervision showed no significant differences. In measuring levels of satisfaction with quality of supervision, both these groups compared closely across most of the variables being measured. These variables included: (1) supervisor's timely response to worker's requests, (2) responsiveness to worker's personal needs, (3)

support and recognition received, and (4) managing with empathy (see Appendix A).

Nevertheless, there were differences in job satisfaction with two of the variables measured. In measuring the degree of help received from supervisors in improving skills and knowledge of the job, 32% more psych specialists (89%) felt this to be the case, compared to MSWs (57%). Likewise, 8% more of the former group (80%) were satisfied with sharing transference issues with their supervisors, compared to the latter group (72%). Alpha scores for both these two variables were well above the .05 level of significance ($p > .05$). This outcome may indicate that psych specialists are more likely to ask for help with transference issues than MSWs, since the former group is more likely to have received more training in this area than the latter group. This might also explain why MSWs feel they receive less help developing skills from their supervisors.

Satisfaction by Regions

If we examine the numbers in table 10, the total number of responses received from each of the regions show that there were considerably more MSWs in both regions than there were psych specialists. It is of particular interest to note that Rancho showed a higher percentage of MSWs (64%) than psych specialists (17%) when compared to SB, while SB showed

a higher percentage of psych specialists (31%) with a correspondingly lower percentage of MSWs (48%).

Table 10.

REGION * Educational Specialty Crosstabulation

			Educational Specialty				Total
			Social work	Psychology	MFCC	Other	
REGION San Bernardino	Count		20	13	2	6	41
	% within REGION		48.8%	31.7%	4.9%	14.6%	100.0%
Rancho	Count		22	6	4	2	34
	% within REGION		64.7%	17.6%	11.8%	5.9%	100.0%
Total	Count		42	19	6	8	75
	% within REGION		56.0%	25.3%	8.0%	10.7%	100.0%

Comparing the two regions in terms of levels of satisfaction with supervisor's responsiveness to the worker's needs, the percentage of those who rated themselves as being highly satisfied was over 20% higher for SB compared to Rancho (level of significance was $p > .05$). The comparison of percentages in the category of being somewhat satisfied supported this trend, showing a higher percentage in Rancho (32%) compared to SB (20%). This same trend, shown in table 11, was reflected among those who were only slightly satisfied in this area. Both groups compared very closely among those who were very dissatisfied (5% and 6%,

respectively).

The percentages between the two regions in terms of the level of satisfaction with the timely processing of worker requests did not vary significantly across the categories ($p > .05$), with the exception of the category of those who were only slightly satisfied in this area. In this category, those in the SB region (accounting for only 12%) were two times more likely to be very dissatisfied with the timeliness of supervisor's responses to worker's requests. Although, it is worth noting that nearly 50% of the respondents in both regions were very satisfied with this aspect of the job. The two combined top categories yielded a 70% satisfaction rate for both regions on this variable.

In terms of measuring the differences on the level of satisfaction with how empathic supervisors are when interacting with workers, no significant differences were found across any of the categories (see appendix A). This was not the case when respondents were asked about the ability to discuss transference issues with their supervisors. Both these variables showed alpha scores above the .05 level of significance ($p > .05$).

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Table 11.

Supervisor is responsive to my needs * REGION Crosstabulation

			REGION		Total
			San Bernardino	Rancho	
Supervisor is responsive to my needs	very satisfied	Count % within REGION	26 65.0%	15 44.1%	41 55.4%
	somewhat satisfied	Count % within REGION	8 20.0%	11 32.4%	19 25.7%
	slightly satisfied	Count % within REGION	4 10.0%	6 17.6%	10 13.5%
	very dissatisfied	Count % within REGION	2 5.0%	2 5.9%	4 5.4%
Total	Count % within REGION	40 100.0%	34 100.0%	74 100.0%	

SB reported a higher level of satisfaction in discussing issues of transference with supervisors (52%) when compared with Rancho (39%). When the two top categories were combined, those in SB (85%) reported being 16% more satisfied discussing issues of transference with their supervisors than those in Rancho (69%). One possible explanation for this difference appears to be the difference in numbers of MSWs and psych specialists in each of the two offices. As was mentioned before (see table 10), there are more psych specialists in the SB office (31%) than in Rancho

(17%) and a corresponding difference in MSWs, with more in Rancho (64%) than in SB (48%). Additionally, considering the previously speculated idea that psych specialists are more likely to seek help with issue of transference, it stands to reason that these two factors help account for the difference in levels of satisfaction in this area.

Finally, three variables were considered in measuring the overall level of satisfaction on the job. The following questions were asked to get an overall measure of the respondent's personal evaluation of their level of satisfaction with the job.

Respondents were asked if being satisfied was important. The results indicate that more workers from SB (87%) believe that being satisfied is important, compared to those in Rancho (76%), while more workers in Rancho (17%) feel that being satisfied is only somewhat important when compared to workers in SB (9%). A chi-square analysis of the level of significance of this variable by region showed an alpha score at a level below .05 ($p < .05$).

When asked about their current level of happiness with the job, 51% of those in SB reported being very satisfied, while only 33% of those in Rancho reported being very satisfied ($p > .05$). When the top two categories were combined, workers in SB were 22% more likely to be satisfied

with their jobs compared with those in the Rancho office. Likewise, when the two lowest categories were combined (refer to table 12), more workers in the Rancho office (36%) were more likely to be dissatisfied with their jobs when compared to those in the SB office (14%).

The final measure of the worker's perception of overall job satisfaction was evaluated by asking respondents to rate their level of job satisfaction by agreeing or disagreeing with the statement "overall, I am satisfied with my job." The results from this question confirmed the results from the previous question on happiness ($p > .05$). Although, there was a slight increase in the overall level of job satisfaction among those from the Rancho office (see Appendix A).

Role of Agency in Job Satisfaction

The results of this study indicate that the agency plays a significant role in determining the levels of job satisfaction. The role of the agency was evaluated primarily based upon the quality of supervision, since workers have very little direct contact with agency managers (this, of course, is by design). Consequently, the only way of measuring the social work role of the agency through the experiences of workers was to evaluate the performance of the worker's supervisors.

Table 12.

I am currently happy with my job * REGION Crosstabulation

			REGION		Total
			San Bernardino	Rancho	
I am currently happy with my job	strongly agree	Count % within REGION	21 51.2%	11 33.3%	32 43.2%
	somewhat agree	Count % within REGION	14 34.1%	10 30.3%	24 32.4%
	slightly agree	Count % within REGION	1 2.4%	10 30.3%	11 14.9%
	strongly disagree	Count % within REGION	5 12.2%	2 6.1%	7 9.5%
Total		Count % within REGION	41 100.0%	33 100.0%	74 100.0%

Therefore, the following variables (which have less to do with supervision and more to do with agency policy) were evaluated to determine a closer approximation of the actual role of the agency in job satisfaction.

Pay raises are determined by supervisors, but the processing of pay increases are an administrative function. Therefore, when workers were asked about the level of worker satisfaction with the timely processing of pay increases, 27% of those in the SB region were very satisfied, while only 9% of those in the Rancho region reported being very

satisfied (Table 13). Among those who reported being highly dissatisfied with the timely processing of pay increases, there were 11% more dissatisfied workers in the Rancho office compared to those in the SB office.

Table 13.

Raises are timely processed * REGION Crosstabulation

			REGION		Total
			San Bernardino	Rancho	
Raises are timely processed	strongly agree	Count % within REGION	11 27.5%	3 9.1%	14 19.2%
	somewhat agree	Count % within REGION	12 30.0%	7 21.2%	19 26.0%
	slightly agree	Count % within REGION	5 12.5%	9 27.3%	14 19.2%
	strongly disagree	Count % within REGION	12 30.0%	14 42.4%	26 35.6%
Total		Count % within REGION	40 100.0%	33 100.0%	73 100.0%

A chi-square analysis of the relationship of region to the level of satisfaction with the timely processing of pay increases proved meaningful at a level of significance below the .01 level ($p < .01$). When the two lowest categories were combined, nearly half of all the workers in the SB region (42%) were dissatisfied with this condition, compared to the

much larger percentage of workers from the Rancho region (68%)

Table 14.

The agency is supportive with policy changes * REGION Crosstabulation

			REGION		Total
			San Bernardino	Rancho	
The agency is supportive with policy changes	strongly agree	Count % within REGION	3 7.7%		3 4.1%
	somewhat agree	Count % within REGION	8 20.5%	11 32.4%	19 26.0%
	slightly agree	Count % within REGION	12 30.8%	13 38.2%	25 34.2%
	strongly disagree	Count % within REGION	16 41.0%	10 29.4%	26 35.6%
Total	Count % within REGION	39 100.0%	34 100.0%	73 100.0%	

When level of satisfaction was measured regarding agency support with changes or amendments to policies or procedures (table 14), forty one percent of those in the SB office reported being highly dissatisfied, with 29% of respondents from Rancho reporting the same. When the two lowest categories were combined, 71% of those in SB showed a slight to high level of dissatisfaction in this area, with

Rancho showing a 67% rate of dissatisfaction ($p > .05$). The results from this question indicate that the agency should consider this variable when addressing issues of worker satisfaction.

DISCUSSION

While analyzing the data, it became evident that there is a fundamental flaw in the design of the instrument used to measure the respondent's level of satisfaction in the variables studied. It appears to be biased in favor of the agency. The design of the (Likert) scale was not balanced between high levels of satisfaction and the lower end of the scale.

The respondents were not given a mid-point between these two extremes. Instead, respondent were given only one choice in terms of those who would identify their position in the category of being dissatisfied. For instance, the scale offered the respondents five degrees of satisfaction to choose from. Of the five choices offered, three of the choices expressed degrees of satisfaction (highly satisfied, somewhat satisfied, or slightly satisfied), while only one choice explicitly expressed a high degree of dissatisfaction (highly dissatisfied). The fifth choice (not important) was excluded from the discussion of the results because it did not bear a sufficient number of responses to merit

consideration.

Consequently, one can see how this scale could lead to different interpretations of the findings. For instance, reading the results of those who felt only slightly satisfied, one could interpret such an answer in two ways. Being slightly satisfied, for example, can represent what it actually appears to represent, being slightly satisfied. On the other hand, being slightly satisfied could also be interpreted as implying that one is also slightly dissatisfied.

Additionally, the selection of the choice that one is slightly satisfied in any given variable is as close as one can get to suggesting a level of dissatisfaction without having to admit to being highly dissatisfied. A replication of this study using a more balanced Likert scale would produce better results.

The advantages of using this type of instrument were evident. For example, the number of responses received was higher than expected. It was anticipated that the number of returns would be far less than the actual number of responses received (44%). This assumption was based on the notion that workers are overloaded with relatively high caseloads (somewhere between 35 and 45 cases per worker). Consequently, the speculation of this researcher was that

most workers would not take the time to complete the survey, even though the survey was designed to be relatively short (requiring only 15 minutes to complete).

What was even more surprising in terms of those who did respond was that most of the respondents were relatively new employees. It would seem that newer employees would have less time for things not commanding their time. It is a common experience among newer workers to find time management to be quite a challenge. Trainers warn incoming interns about the need to develop an efficient time management plan upon entering the agency in order to be successful on the job.

The disadvantages of this research design were also clearly evident in this study, especially in terms of the number of respondents who did not respond. More than half the sample population did not complete the surveys, and the rate of response still did not improve after a follow-up letter was sent to all respondents. Such a high number of non-responses can be interpreted as an expression of dissatisfaction with some or several aspects of the job. If anything, it is indicative of the lack of time and energy and positive attitude regarding the need to participate in such an important study. It may also be indicative of their disapproval of the types of questions asked. Perhaps those

who did not respond felt that the questions were not measuring the variables they felt most affect levels of job satisfaction, such as structural and organizational factors, worker autonomy, and organizational support.

A profile of the average respondent which can be drawn from these results describes the population as being predominantly female, between the age of 25 and 34, with less than 5 years experience in CPS, and only 5 years out of graduate school, 56% having master degrees, 54% of which have degrees in social work, 84% which find the demanding work of CPS enjoyable, and 68% which are satisfied with the size of their caseload. This profile portrays a much different picture of the average CPS worker than that which is portrayed in the literature, for example, the overworked, overburdened, over stressed, and under-paid caseworker.

The literature clearly states that work in child welfare is the most demanding and challenging work of all the social services provided by the profession. Therefore, it would be a reasonable assumption to conclude that those who did not respond to this study better represent the actual picture of job satisfaction in this agency, a picture that is difficult to draw from the results of this study.

As a note of interest, there is talk among workers in the agency of efforts to unionize the profession of child

welfare workers. Union recruiters are busy building a constituency among county employees at this time. With this in mind, one can only conclude that workers must be dissatisfied with conditions in the agency.

Some of the conditions studied in this research which help to clarify the role of the agency in levels of job satisfaction include: (1) the timely processing of pay increases, (2) the issue of overtime pay not being an option, (3) the level of agency support with policy and procedural changes, and (4) the image of the agency in the community. Each one of these agency variables were rate low on the scale of job satisfaction by the majority of the respondents. These areas of concern raise important implications for policy changes which could only lead to positive outcomes in levels of job satisfaction.

It was unexpected that the level of satisfaction in many of the areas explored would be so high. For instance, the level of satisfaction with size of caseload (69%, combining the two top categories) is simply hard to believe, given what is known about the prevalence of excessive caseloads in this and other counties. One can only conclude that those who responded positively to this question were probably those with less experience on the job. The resulting statistics on years of experience (53% having less

than three years on the job) in the sample would tend to support this assumption.

Figures on satisfaction with salary and benefits were also higher than expected (see appendix A). This can be explained by levels of pay in the industry. Vonikur and Kaplan (1991) found that salaries were higher in the public sector compared with employment in the private sector. Their findings also indicated that the reverse of this was true from those in the private sector, who rated levels of satisfaction with salary low. From this stand point, one can see how newer workers would rate the level of job satisfaction more satisfactory (52%) than not (47%), which is what resulted in the present study. Nevertheless, a 47% disapproval rate for salary is significant, even among this sample population.

Of particular interest in comparing educational specializations was the finding that MSWs are, by and large, less satisfied than their counterparts in psychology (in terms of overall happiness with the job). For instance, only 38% of MSWs reported being highly satisfied with level of happiness on the job compared to 47% of those with backgrounds in psychology. Of equal interest was the rate of MSWs who felt that being appreciate by the client was important (52%) compared to the latter group (38%). These

incongruities seem to make sense when considered together.

In terms of explaining the disparity in level of job satisfaction between these two groups (social work and psychology) one might speculate that MSWs expect more from the system, since they are trained in systems theory, where those in psychology are more concerned with changing the individual and consequently place more of the onus on the client to adapt. Those with backgrounds in psychology come to CPS with a much different educational orientation. Much of the training in psychology is based on the medical model of treatment. This model promulgates that psychosocial problems must be interpreted and treated from a psychopathological perspective.

Nevertheless, while the findings from this study should not be generalized to the general population of CPS workers in this county, the results from this sample population remain significant and should be considered for future analysis.

CONCLUSION

This study identified current levels of job satisfaction among CPS workers in two of San Bernardino county's regional offices. The study identified levels of job satisfaction in several areas pointed out in the literature such as relationships with clients, co-workers, and supervisors. It was determined that levels in these important aspects of the job are relatively high. It can be extrapolated from these findings that the quality of service to the client is also relatively high. Additionally, the results from this research help to clarify the role which the agency plays in worker satisfaction among this sample population.

This study also identifies important differences between the two regional offices which have important implications for future policy decisions. In the analysis and comparison of the two dominant specializations which emerged, the findings indicate that those with backgrounds in psychology are more satisfied with the quality of supervision when compared to those with degrees in social work.

Analysis of the differences between the two Regions indicate that workers from SB are nearly 20% more satisfied with overall aspects of the job compared to workers in

Rancho Cucamonga. Additionally, the results indicate that there are more workers with psychology backgrounds in SB (68%) than in Rancho (31%). The disparity in levels of satisfaction with the quality of supervision between these two groups (psychology specialists and MSWs) may indicate that supervisors value the former group more than they do the latter. It may also indicate that there are more supervisors with backgrounds in psychology than those with backgrounds in social work.

One final conclusion which can be drawn from the results of this study is that there is a disproportionate number of new MSWs in the two regions surveyed. The high number of new MSW workers in this agency is the outcome of recruiting efforts at the state and county level to increase the number of professionally trained social workers in county child welfare agencies. State grants (from the federally funded Title IV-E program) are awarded to social work graduate students who are interested in careers in child welfare.

Appendix A: Frequency Tables

REGION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	San Bernardino	41	53.9	54.7	54.7
	Rancho	34	44.7	45.3	100.0
	Total	75	98.7	100.0	
Missing	System Missing	1	1.3		
	Total	1	1.3		
Total		76	100.0		

Race of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White	46	60.5	63.0	63.0
	Black	14	18.4	19.2	82.2
	Hispanic	9	11.8	12.3	94.5
	Other	4	5.3	5.5	100.0
	Total	73	96.1	100.0	
Missing	System Missing	3	3.9		
	Total	3	3.9		
Total		76	100.0		

Education level by degree

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctoral	1	1.3	1.3	1.3
	Masters	57	75.0	75.0	76.3
	Bachelors	18	23.7	23.7	100.0
	Total	76	100.0	100.0	
Total		76	100.0		

Years of employment with CPS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	3	3.9	3.9	3.9
	1	10	13.2	13.2	17.1
	2	1	1.3	1.3	18.4
	2	16	21.1	21.1	39.5
	3	11	14.5	14.5	53.9
	4	8	10.5	10.5	64.5
	5	8	10.5	10.5	75.0
	7	1	1.3	1.3	76.3
	8	4	5.3	5.3	81.6
	9	2	2.6	2.6	84.2
	11	3	3.9	3.9	88.2
	12	1	1.3	1.3	89.5
	14	1	1.3	1.3	90.8
	15	1	1.3	1.3	92.1
	16	1	1.3	1.3	93.4
	17	1	1.3	1.3	94.7
	18	2	2.6	2.6	97.4
	20	1	1.3	1.3	98.7
	28	1	1.3	1.3	100.0
	Total	76	100.0	100.0	
Total		76	100.0		

Job Classification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	intake	21	27.6	28.0	28.0
	carrier	28	36.8	37.3	65.3
	adoptions	21	27.6	28.0	93.3
	special services	5	6.6	6.7	100.0
	Total	75	98.7	100.0	
Missing	System Missing	1	1.3		
	Total	1	1.3		
Total		76	100.0		

I can work intensively with clients

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	18	23.7	24.3	24.3
	somewhat agree	19	25.0	25.7	50.0
	slightly agree	17	22.4	23.0	73.0
	strongly disagree	20	26.3	27.0	100.0
	Total	74	97.4	100.0	
Missing	System Missing	2	2.6		
	Total	2	2.6		
Total		76	100.0		

I have a workable caseload

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	28	36.8	37.3	37.3
	somewhat agree	24	31.6	32.0	69.3
	slightly agree	10	13.2	13.3	82.7
	strongly disagree	13	17.1	17.3	100.0
	Total	75	98.7	100.0	
Missing	System Missing	1	1.3		
	Total	1	1.3		
Total		76	100.0		

Salary and benefits are satisfactory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	19	25.0	25.0	25.0
	somewhat agree	21	27.6	27.6	52.6
	slightly agree	20	26.3	26.3	78.9
	strongly disagree	16	21.1	21.1	100.0
	Total	76	100.0	100.0	
Total		76	100.0		

Supervisor helps me improve my skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very satisfied	30	39.5	40.0	40.0
	somewhat satisfied	22	28.9	29.3	69.3
	slightly satisfied	12	15.8	16.0	85.3
	very dissatisfied	11	14.5	14.7	100.0
	Total	75	98.7	100.0	
Missing	System Missing	1	1.3		
	Total	1	1.3		
Total		76	100.0		

Supervisor is responsive to my needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very satisfied	41	53.9	54.7	54.7
	somewhat satisfied	19	25.0	25.3	80.0
	slightly satisfied	10	13.2	13.3	93.3
	very dissatisfied	5	6.6	6.7	100.0
	Total	75	98.7	100.0	
Missing	System Missing	1	1.3		
	Total	1	1.3		
Total		76	100.0		

Support and recognition from supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very satisfied	43	56.6	56.6	56.6
	somewhat satisfied	16	21.1	21.1	77.6
	slightly satisfied	8	10.5	10.5	88.2
	very dissatisfied	9	11.8	11.8	100.0
	Total	76	100.0	100.0	
Total		76	100.0		

Discussing transference issues with supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very satisfied	31	40.8	45.6	45.6
	somewhat satisfied	21	27.6	30.9	76.5
	slightly satisfied	6	7.9	8.8	85.3
	very dissatisfied	9	11.8	13.2	98.5
	11	1	1.3	1.5	100.0
Total		68	89.5	100.0	
Missing	System Missing	8	10.5		
	Total	8	10.5		
Total		76	100.0		

Being appreciated by the client is important * Educational Specialty Crosstabulation

		Educational Specialty				Total
		Social work	Psychology	MFCC	Other	
Being appreciated by client is important	strongly agree	Count 5	2	1	3	11
		% within Educational Specialty 12.5%	11.1%	25.0%	42.9%	15.9%
	somewhat agree	Count 16	5		2	23
		% within Educational Specialty 40.0%	27.8%		28.6%	33.3%
	slightly agree	Count 16	9	1	2	28
		% within Educational Specialty 40.0%	50.0%	25.0%	28.6%	40.6%
	strongly disagree	Count 3	2	2		7
		% within Educational Specialty 7.5%	11.1%	50.0%		10.1%
Total		Count 40	18	4	7	69
		% within Educational Specialty 100.0%	100.0%	100.0%	100.0%	100.0%

I enjoy relationships with clients * Educational Specialty Crosstabulation

			Educational Specialty				Total
			Social work	Psychology	MFCC	Other	
I enjoy relationships with clients	strongly agree	Count % within Educational Specialty	11 26.2%	5 27.8%		3 42.9%	19 26.0%
	somewhat agree	Count % within Educational Specialty	18 42.9%	9 50.0%	2 33.3%	4 57.1%	33 45.2%
	slightly agree	Count % within Educational Specialty	11 26.2%	3 16.7%	3 50.0%		17 23.3%
	strongly disagree	Count % within Educational Specialty	2 4.8%	1 5.6%	1 16.7%		4 5.5%
Total		Count % within Educational Specialty	42 100.0%	18 100.0%	6 100.0%	7 100.0%	73 100.0%

I can work intensively with clients * Educational Specialty Crosstabulation

			Educational Specialty				Total
			Social work	Psychology	MFCC	Other	
I can work intensively with clients	strongly agree	Count % within Educational Specialty	9 21.4%	7 38.9%	1 16.7%	1 12.5%	18 24.3%
	somewhat agree	Count % within Educational Specialty	10 23.8%	4 22.2%	2 33.3%	3 37.5%	19 25.7%
	slightly agree	Count % within Educational Specialty	11 26.2%	4 22.2%	1 16.7%	1 12.5%	17 23.0%
	strongly disagree	Count % within Educational Specialty	12 28.6%	3 16.7%	2 33.3%	3 37.5%	20 27.0%
Total		Count % within Educational Specialty	42 100.0%	18 100.0%	6 100.0%	8 100.0%	74 100.0%

I have a workable caseload * Educational Specialty Crosstabulation

			Educational Specialty				Total
			Social work	Psychology	MFCC	Other	
I have a workable caseload	strongly agree	Count % within Educational Specialty	16 38.1%	8 42.1%	3 50.0%	1 12.5%	28 37.3%
	somewhat agree	Count % within Educational Specialty	14 33.3%	5 26.3%	1 16.7%	4 50.0%	24 32.0%
	slightly agree	Count % within Educational Specialty	6 14.3%	2 10.5%	1 16.7%	1 12.5%	10 13.3%
	strongly disagree	Count % within Educational Specialty	6 14.3%	4 21.1%	1 16.7%	2 25.0%	13 17.3%
Total		Count % within Educational Specialty	42 100.0%	19 100.0%	6 100.0%	8 100.0%	75 100.0%

Supervisor helps me improve my skills * Educational Specialty Crosstabulation

		Educational Specialty				Total
		Social work	Psychology	MFCC	Other	
Supervisor helps me improve my skills	very satisfied	Count 12 27.9%	12 63.2%	3 50.0%	3 42.9%	30 40.0%
	somewhat satisfied	Count 13 30.2%	5 26.3%	2 33.3%	2 28.6%	22 29.3%
	slightly satisfied	Count 11 25.6%			1 14.3%	12 16.0%
	very dissatisfied	Count 7 16.3%	2 10.5%	1 16.7%	1 14.3%	11 14.7%
Total		Count 43 100.0%	19 100.0%	6 100.0%	7 100.0%	75 100.0%

Discussing transference issues with supervisor * Educational Specialty Crosstabulation

			Educational Specialty				Total
			Social work	Psychology	MFCC	Other	
Discussing transference issues with supervisor	very satisfied	Count % within Educational Specialty	19 46.3%	9 60.0%	1 25.0%	2 25.0%	31 45.6%
	somewhat satisfied	Count % within Educational Specialty	11 26.8%	3 20.0%	2 50.0%	5 62.5%	21 30.9%
	slightly satisfied	Count % within Educational Specialty	5 12.2%			1 12.5%	6 8.8%
	very dissatisfied	Count % within Educational Specialty	6 14.6%	2 13.3%	1 25.0%		9 13.2%
	11	Count % within Educational Specialty		1 6.7%			1 1.5%
	Total	Count % within Educational Specialty	41 100.0%	15 100.0%	4 100.0%	8 100.0%	68 100.0%

My requests to supervisor are timely processed * REGION Crosstabulation

			REGION		Total
			San Bernardino	Rancho	
My requests to supervisor are timely processed	very satisfied	Count % within REGION	18 45.0%	16 47.1%	34 45.9%
	somewhat satisfied	Count % within REGION	10 25.0%	8 23.5%	18 24.3%
	slightly satisfied	Count % within REGION	7 17.5%	8 23.5%	15 20.3%
	very dissatisfied	Count % within REGION	5 12.5%	2 5.9%	7 9.5%
Total		Count % within REGION	40 100.0%	34 100.0%	74 100.0%

Supervisor manages with empathy * REGION Crosstabulation

			REGION		Total
			San Bernardino	Rancho	
Supervisor manages with empathy	strongly agree	Count % within REGION	20 50.0%	18 52.9%	38 51.4%
	somewhat agree	Count % within REGION	10 25.0%	8 23.5%	18 24.3%
	slightly agree	Count % within REGION	5 12.5%	5 14.7%	10 13.5%
	strongly disagree	Count % within REGION	5 12.5%	3 8.8%	8 10.8%
Total		Count % within REGION	40 100.0%	34 100.0%	74 100.0%

Being satisfied is important * REGION Crosstabulation

			REGION		Total
			San Bernardino	Rancho	
Being satisfied is important	strongly agree	Count % within REGION	36 87.8%	26 76.5%	62 82.7%
	somewhat agree	Count % within REGION	4 9.8%	6 17.6%	10 13.3%
	slightly agree	Count % within REGION	1 2.4%	2 5.9%	3 4.0%
Total		Count % within REGION	41 100.0%	34 100.0%	75 100.0%

I am overall satisfied with my job * REGION Crosstabulation

			REGION		Total
			San Bernardino	Rancho	
I am overall satisfied with my job	strongly agree	Count % within REGION	20 48.8%	10 30.3%	30 40.5%
	somewhat agree	Count % within REGION	13 31.7%	14 42.4%	27 36.5%
	slightly agree	Count % within REGION	5 12.2%	7 21.2%	12 16.2%
	strongly disagree	Count % within REGION	3 7.3%	2 6.1%	5 6.8%
Total		Count % within REGION	41 100.0%	33 100.0%	74 100.0%

Appendix B: Survey Instrument

JOB SATISFACTION QUESTIONNAIRE

PLEASE FILL IN OR CHECK THE MOST APPROPRIATE RESPONSE.

1. WHAT IS YOUR AGE? ____ YEARS.
2. WHAT IS YOUR SEX? ____ MALE. ____ FEMALE.
3. WHAT IS YOUR RACIAL OR ETHNIC BACKGROUND? _____.
4. PLEASE CHECK THE HIGHEST DEGREE YOU HOLD:
____ LESS THAN A BACHELOR'S DEGREE.
____ BACHELORS DEGREE.
____ MASTER'S DEGREE.
____ DOCTORAL DEGREE.
5. PLEASE SPECIFY THE FIELD IN WHICH YOU OBTAINED YOUR DEGREE (I.E., SOCIAL WORK, PSYCHOLOGY): _____.
6. THE YEAR YOU COMPLETED YOUR LAST DEGREE: 19 ____.
7. OFFICE/BRANCH WHERE YOU WORK: _____.
8. NUMBER OF YEARS AS A CPS WORKER: _____.
9. TOTAL NUMBER OF YEARS IN HUMAN SERVICE WORK: _____.
10. WHAT IS YOUR JOB CLASSIFICATION (I.E., INTAKE, CARRIER, ADOPTIONS, OTHER) ? _____.
11. WHAT TYPES OF CASES DO YOU WORK WITH? (CIRCLE THOSE THAT APPLY) ER, PP, FR, FM, FMV, ADOPTIONS, OTHERS _____
_____.

PLEASE RATE HOW SATISFIED YOU ARE WITH THE AGENCY CONDITIONS EXPRESSED BY THE FOLLOWING STATEMENTS.

(I.E., STRONGLY AGREE = HIGHLY SATISFIED; DO NOT AGREE = HIGHLY DISSATISFIED)

1=STRONGLY AGREE 2=SOMEWHAT AGREE 3=SLIGHTLY AGREE
4=DO NOT AGREE 5=NOT IMPORTANT

- ____ I RECEIVE SUPPORT AND RECOGNITION FROM MY SUPERVISOR.
____ MY SUPERVISOR IS RESPONSIVE TO MY NEEDS.
____ I CAN DISCUSS TRANSFERENCE/COUNTERTRANSFERENCE ISSUES WITH MY SUPERVISOR.

- ___ REQUESTS TO MY SUPERVISOR ARE PROCESSED IN A TIMELY MANNER.
- ___ MY SUPERVISOR HELPS ME IMPROVE MY SKILLS AND KNOWLEDGE.
- ___ MY IDEAS ARE APPRECIATED AT WORK.
- ___ MY SUPERVISOR MANAGES WITH EMPATHY.
- ___ I HAVE THE OPPORTUNITY TO GET CLINICAL SUPERVISION.
- ___ SALARY AND BENEFITS ARE SATISFACTORY.
- ___ I RECEIVE A RAISE WHEN I MERIT ONE.
- ___ PAY RAISES ARE PROCESSED IN A TIMELY MANNER.
- ___ I HAVE A WORKABLE CASELOAD.
- ___ I HAVE A FLEXIBLE SCHEDULE.
- ___ I HAVE THE ABILITY TO WORK OUTSIDE THE OFFICE.
- ___ I HAVE THE OPPORTUNITY TO WORK INTENSIVELY WITH CLIENTS.
- ___ I RECEIVE SUPPORT AND RECOGNITION FROM MY CO-WORKERS.
- ___ I ENJOY THE WORK I DO.
- ___ BEING APPRECIATED BY MY CLIENTS IS IMPORTANT.

- ___ I ENJOY SATISFYING RELATIONSHIPS WITH MY CLIENTS.
- ___ I RECEIVE RECOGNITION FROM OTHER PROFESSIONALS IN THE COMMUNITY.
- ___ I AM CURRENTLY HAPPY WITH MY JOB.
- ___ I FEEL THE AGENCY HAS A POSITIVE IMAGE IN THE COMMUNITY.
- ___ A POSITIVE WORK IMAGE IS IMPORTANT TO ME.
- ___ THE AGENCY IS SUPPORTIVE WHEN POLICY AND PROCEDURAL CHANGES ARE IMPLEMENTED.
- ___ Overall, I am satisfied with my job.
- ___ Being satisfied with my job is important.

THIS COMPLETES THE SURVEY. THANK YOU VERY MUCH FOR YOUR IMPORTANT CONTRIBUTION.

Appendix C: Cover Letter

Mario A. Cabrera
Dept of Social Work
5500 University Parkway
San Bernardino, CA 92407
(909) 880-5501

Dear colleague:

Enclosed is a brief questionnaire that attempts to identify important aspects of your work which may explain current levels of worker satisfaction or worker dissatisfaction. This questionnaire has been distributed to all child protective service workers in three of San Bernardino's district offices. This study is being conducted with the approval of the Department of Public Social Services and the Department of Social Work at California State University, San Bernardino.

Your participation is crucial to the success of this study and to the identification of your views. Participating in this study will allow your valued and important input to be heard and included in the results.

Please be assured that your responses are completely anonymous. Although the administrators have approved this survey, it is independent from them. There is no way whatsoever for anyone, including myself, to identify who returned any given questionnaire. Also, there are no correct or incorrect responses in the survey.

As a service provider, your views are important, regardless of their nature. The findings of the survey will be reported on a large group basis only.

Therefore, in the interest of contributing to the knowledge base of child protective service worker satisfaction, **would you kindly take about 15 minutes from your already busy schedule to complete the enclosed questionnaire and return it in the self addressed envelope to the interagency office mail box.**

Please try to return these materials **as soon as possible and no later than February 30, 1998**, please. If you have any questions, please contact me at the above address. Thank you.

Sincerely,

Mario A. Cabrera

Appendix C: Informed Consent

The purpose of this study is to evaluate the level of job satisfaction and to identify special needs and areas which play a role in the successful performance of the practitioner's job.

The study is being conducted by Mario A. Cabrera, Master of Social Work student, under the supervision of Dr. Morley D. Glicken, Professor of Social Work at California State University, San Bernardino. This project has been approved by the Human Subjects Committee of the Department of Social Work at California State University, San Bernardino.

In this study you will answer questions regarding your level of satisfaction with the items listed in the questionnaire, along with a few demographic questions. The survey should take approximately **15 minutes to complete**. This survey is designed to maintain your complete anonymity. At no time will you be asked to identify yourself. Any information you provide will be held in strict confidence, and will be used in aggregate form only. Please understand that your participation is voluntary, and that you are under no obligation to respond. You may withdraw your participation at any time.

The university requires that you give your consent before participating in this research project.

By placing a check mark in the space provided below, "I acknowledge that I have been informed of, and understand, the nature and purpose of this study, and I freely consent to participate. I further acknowledge that I am at least 18 years of age."

Indicate your consent to participate by placing a checkmark here _____. Today's date is ____/____/_____.

Appendix C: Debriefing Statement

The study you participated in was conducted to examine the level of job satisfaction among CPS workers in the three district offices in the County of San Bernardino. A quantitative analysis will be performed to interpret the data collected. In addition, a cross-comparison will be made to analyze differences, if any, in the levels of job satisfaction between district offices. The researcher anticipates the findings will help the agency in future policy planning. It is also hoped that this study may prompt interagency improvements which may benefit both workers and clients alike.

The study was developed for a research project by Mario A. Cabrera, MSW student, at California State University, San Bernardino. If you have any questions regarding your participation in this study, please feel free to contact me through the Social Work Department at the university, by calling (909) 880-5501. You may also contact my research advisor, Dr. Morley D. Glick, at the university, at (909) 880-5557.

I thank you for your participation. Your efforts are greatly appreciated.

Sincerely,

Mario A. Cabrera

Appendix D: Letter of Agency Approval

DEPARTMENT OF PUBLIC SOCIAL SERVICES



COUNTY OF SAN BERNARDINO
SOCIAL SERVICES GROUP

JOHN F. MICHAELSON
Assistant Administrative Officer
Administrative Office
150 South Lena Road
San Bernardino CA 92415

November 12, 1997

Dr. TERESA MORRIS, DEPARTMENT OF SOCIAL WORK
CAL STATE UNIVERSITY, SAN BERNARDINO
5500 UNIVERSITY PARKWAY
SAN BERNARDINO CA 92407-2397

This letter serves as notification to the Department of Social Work at California State University, San Bernardino, that Mario A. Cabrera has obtained consent the Department of Public Social Services, San Bernardino County, to conduct the research project entitled, "*A Measure of Job Satisfaction: A Comparative Study.*"

This letter also serves as notification to the Department of Social Work that the Department of Public Social Services, San Bernardino County, is giving consent to allow staff employed by the Department of Public Social Services to participate in this research project.

If you have questions regarding this letter of consent, you may contact Mario Cabrera at (909) 387-5358.

Gary L. Null
Signature

11-7-97
Date

Gary L. Null
Name (Printed)

Dep. Dir.
Title /Position at DPSS

Appendix D: Agency Agreement of Confidentiality

DEPARTMENT PUBLIC SOCIAL SERVICES



COUNTY OF SAN BERNARDINO
SOCIAL SERVICES GROUP

CHILD WELFARE SERVICES

JOHN F. MICHAELSON
Director

REPLY TO:

- | | |
|---|--|
| - 1300 East Mt. View Street
Barstow, CA 92311 | - 396 North "E" Street
San Bernardino, CA 92412 |
| - 1300 Bailey Avenue
Needles, CA 92363 | - 494 North "E" Street
San Bernardino, CA 92412 |
| - 9638 7th Street
Rancho Cucamonga, CA 91730 | - Box 14
13207 Market Street
Trona, CA 93562 |
| - 56311 Pima Trail
Yucca Valley, CA 92284 | - 15480 Ramona Avenue
Victorville, CA 92392 |
| - 686 East Mill Street, Second Floor
San Bernardino, CA 92415-0623 | |

PROJECT TITLE: "A Measure of Job Satisfaction"

TDD —TELEPHONE SERVICES FOR THE HEARING IMPAIRED:
(909) 387-5036

Among CPS workers in the County of San Bernardino: A Comparative Study of District Offices

PUBLICATION

Mario A. Cabrera shall submit final drafts before publications of all printed materials, audio visual aids, curricula, educational and training materials, and periodicals relating to this project for review, comment, and cause to determine if there is any information that would in any way identify a client or, in the opinion of the Deputy Director of Social Services, would release invalid or inappropriate information. At least two copies of all printed material, audio visual aids, curricula, education, and training materials and periodicals developed pursuant to this agreement will also be filed with the Department prior to publication. All such materials developed under this agreement shall acknowledge the Department for its contributions.

CONFIDENTIALITY

Mario A. Cabrera agrees to comply with the provisions of Section 10850 and 827 of the Welfare and Institutions Code, and Division 19 of the California Department of Social Services Manual of Policy and Procedures to assure that:

- A. All records concerning any individual made or kept by the Department of Public Social Services will be confidential and will not be open to examination for any purpose.
- B. No person will publish or disclose or use or permit or cause to publish or disclose or use any confidential information pertaining to an applicant or recipient of services. Revealing or acknowledging an individual or family is receiving services under the terms of this agreement falls within the definition of disclosure and shall not be done for any purpose. Mario A. Cabrera agrees to inform all participants in this project that any person knowingly and/or intentionally violating the provisions of this paragraph is guilty of a misdemeanor.
- C. Nothing in this section will be construed as relieving Mario A. Cabrera of the obligation to make reports mandated by laws and regulations.

Signed: _____

Date: 11-3-97

Appendix E: Permission to use Instrument

Mario Cabrera
11/12/1998

Dear Dr. Elizabeth M. Tracy and Associates,

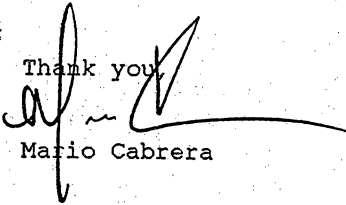
In my review of the literature on child welfare and job satisfaction, I found your 1992 article entitled Family Preservation Workers: Sources of Job Satisfaction and Job Stress.

I am writing you to request a copy of your instrument. I am also requesting your consent to include some of your questions in my graduate research project study on Job Satisfaction among CPS workers in San Bernardino, CA.

If you are giving your consent, please indicate so by checking this space . Date 1-6-98.

If you do not agree, please accept my thanks for taking time to consider this request.

If you have any questions, you may contact me through my advisor at the Department of Social Work at California State University, San Bernardino. My advisor's name is Dr. Morley Glicker, and his office phone number is (909) 880-5557.

Thank you,

Mario Cabrera

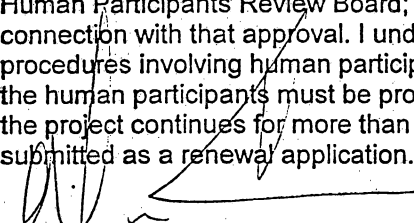
Sorry for the
delay - hope you
can still include
this in your
study

Appendix F: Human Subjects Review

Committee Approval

8. AFFIRMATION OF COMPLIANCE:

I agree to follow the procedures outlined in the summary description and any attachments to ensure that the rights and welfare of human participants in my project are properly protected. I understand that the study will not commence until I have received approval of these procedures from the IRB or where appropriate a department Human Participants Review Board; I have complied with any required modifications in connection with that approval. I understand that additions to or changes in the procedures involving human participants, or any problems with the rights or welfare of the human participants must be promptly reported to the IRB. I further understand that if the project continues for more than one year from the approval date, it must be re-submitted as a renewal application.



Signature of Investigator

11-12-1997

Date

Signature of Co-Investigator

Date

APPROVAL OF FACULTY ADVISOR/SPONSOR (Required for all investigators who are students)

I affirm the accuracy of this application, and I accept responsibility for the conduct of this research, the supervision of human participants, and maintenance of informed consent documentation as required by the IRB.

Printed Name of Faculty Advisor/Sponsor

Campus Phone

Signature of Faculty Advisor/Sponsor

Date

APPROVAL OF A LICENSED PHYSICIAN (Required only if the project involves medical procedures and neither the investigator nor the faculty/advisor is a licensed physician)

Printed Name of Licensed Physician

Contact Phone

Signature of Licensed Physician

Date

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