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**Job Satisfaction of Youth Outreach Workers in Hong Kong**

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To promote job satisfaction that may lead to staff retention has always been a popular concern for human resources management. High staff turnover can cause a lot of negative consequences for the individuals and organizations concerned. Loss of staff results in monetary cost to organizations, as turnover is an expensive action, as clearly shown in previous studies (Branham, 2000 & 2005; Kaye and Jordan-Evans, 2005). The present study is concerned about job satisfaction and staff retention of workers in District Youth Outreaching Social Work Teams (YOTs) (youth outreach work) in Hong Kong. As background information of this study, it is necessary to briefly introduce Youth Outreaching Social Work in Hong Kong.

**Youth Outreaching Social Work**

Children and youth have a wide range of different needs during their growth. Some of them are exposed to undesirable influences and/or may not participate in conventional social or youth activities. The center-based services, school-based services, and outreach social work service are rendered to meet such demands and help the children and youth concerned to go through this developmental stage.

After a re-engineering exercise conducted in 2002, 16 District Youth Outreaching Social Work Service Teams (YOTs) were formed and run by 11 operating agencies. Each team is responsible for a service boundary/priority community that is larger than the one before the exercise. YOTs are established to address the needs of high-risk youth and to tackle the issue of juvenile gangs. Basically, the outreach social workers are required to offer case work in the form of the provision of counseling, case management, and other support activities to young people aged between 6 and 24 at street corners and in spots, such as playgrounds, game centers, internet cafes, etc. Their duties are usually carried out outside the office, and they need to visit the

above-mentioned spots popular for young people to gather and identify potential cases proactively. This puts a high degree of demand on them physically. In addition, some of the YOTs are combined with the Overnight Outreaching Service for Young Night Drifters (YND Teams)<sup>1</sup>, in accordance with the individual arrangement of the operating agencies. The staff of these teams have to work an overnight shift. In addition to the extra requisition of physical strength, mental pressure is also placed on these staff members, as such an arrangement is more than the expectation of their ordinary duties. Moreover, disturbance to family and private life is also inevitable. These undoubtedly are the influencing factors that may cause staff turnover in the service. With reference to a query on the job satisfaction of youth workers in YOTs who are facing various pressures, the present study was launched.

To obtain more understanding of the working situation of YOTs, the Hong Kong Council of Social Service<sup>2</sup> carried out an informal manpower count in mid-2005 for all 16 YOTs in the territory. There were a total of 146 staff employed at the moment of the counting, and those with two to four years and 10 years or more of related experience shared the largest proportion of the population. These two clusters of workers represented more than 55% of the total number of staff in the service. The number of workers with four to 10 years of related work experience was significantly less. This picture may tell us that the turnover of workers who had worked for a few years in the service was great.

### **Theoretical Framework of the Study**

Jayaratne and Chess (1984) investigated the impact of certain job facets on physical and mental health for job satisfaction and turnover. Job comfort, challenge, promotion, financial rewards, role ambiguity, role conflict and workload were examined. Role ambiguity was reflected in the findings as a predictor of intent to quit. Tsai (1990) studied the organizational environment and its relationship to

social workers' absenteeism and overall satisfaction. Three organizational factors were identified as having negative correlations with absenteeism: agency policies, salary, and working conditions. The study also discussed a "goodness of fit" between social workers and their work environment. "Goodness of fit" was supported by Rycraft's study (1990), which focused on the retention of public child welfare workers and the factors involved in their decision to stay. She found that these factors were the mission of the organization, goodness of fit, supervision, and investment. For some workers, the work challenge itself seemed to be the magnet that drew them to the job, and they viewed helping others as a personal reward that helped them to overcome the frailties of the job and their comfort with their abilities. Heneman et al. (1989) (cited in Dlamini, 1993) believed that job satisfaction consists of the feelings employees have about their jobs and the working environment. It is linked to employee behavior. They further outlined the main facets of job satisfaction; these are 1) organizational policies covering compensation, promotion, and security; 2) colleagues, including both co-workers and supervisors; and 3) the job itself. O'Malley (2000), who stated that "a good job" and "a situational context" to enjoy are two ingredients of job satisfaction, shared similar views. He said that the formation of job satisfaction has three conditions. First, satisfaction is based on the things that individuals want and need; second, it has to evolve and grow by staving off habituation; and, third, it has to facilitate or enhance staff's social effectiveness. In response to these conditions, satisfying jobs have three common properties: intrinsically enjoyable features, which produces inward satisfaction; opportunity for growth and development, which leads to upward satisfaction; and making employees feel effective in the execution of their duties (O'Malley, 2000). Outward satisfaction is derived from employees' beliefs that they can positively influence organizational outcomes.

There can be numerous studies on the topic of job satisfaction, and with

reference to the above reviewed literature, some regroupings of the concerned facets of job satisfaction are made for facilitating the measurement. The term “pay and benefits” will be used instead of compensation, and “recognition” will be treated as an individual facet of job satisfaction, as it can be in non-monetary and informal forms. Various types of role conflicts and clarity are translated into the facet of “role and responsibility. The job itself, including the components of routinization, meaningfulness, complexity, stress, and other intrinsic motivators such as personal growth and sense of achievement, is regrouped as “job complexity and nature” in the study framework. Promotional opportunity, the co-worker relationship, supervision, and leadership will also be considered. In response to the differences in the work settings of center-based and school-based youth services, an additional facet named “work environment” is added to the framework.

The costs for the turnover of staff include the waste of the resources invested in the leavers and the real expenditures spent on recruitment, selection, and replacement (Mobley, 1982:17-8). In addition turnover may lead to disruptions of performance, social, and communication patterns, a decline in morale, and inappropriate management responses (Mobley, 1982:20-2). From the individual perspective, although leavers will do a cost-benefit analysis before actualizing their intention, they may suffer from the decision. Their new jobs may disappoint them as their information about them may have been inaccurate and/or incomplete. Too high expectations of the new employer and the working environment will also cause disillusionment under “the grass is greener phenomenon”. Other negative consequences to leavers include a loss of seniority and fringe benefits, the stress of change, the disruption of social relationships, and a potential impact on career development (Mobley, 1982:28-9). Moreover, leavers take away their expertise and experience, which may not be easily supplemented immediately by their replacements. Therefore, some companies introduce conditional contracts to prevent leavers from

working for their competitors or in the same field within a certain period of time after quitting. The issue of staff retention is not only of concern to the business sector, but also to human services and to all professions that rely heavily on human capital.

Low employee retention, or high staff turnover, will surely affect the quality, consistency, and stability of services offered to clients (Barak et al., 2001). The frequent changing of responsible workers will bring challenges for client trust in the service system and staff. This may then make it difficult to build the trustful relationships with clients that are vital for successful service. The provision of social service and the success of social welfare agencies rely heavily on human assets that possess the necessary experience and skills, in pursuit of their belief in the profession, as well as the organizational vision and mission. Job satisfaction that results in high staff retention makes an agency able to succeed and improves its services. At the same time, the clients benefit most from this attainment. The relationships built up between workers and clients cannot be easily transferred. It is not difficult to image that work progress will be delayed and restarted again due to the changing of responsible workers. This view has been supported by Bowen and Schneider, who thought that "...the departure of deliverers of professional services may most undermine quality of the customers' experience. Because they are less tangible than consumer services...professional services, which are simultaneously produced for and consumed by each consumer, depends more on the presence and actions of the service personnel" (cited in Hom and Griffeth, 1995:25).

With reference to working situation of YOT workers in Hong Kong and some previous related studies, the following diagram (Figure 1) which is the theoretical framework employed in this study is constructed.

(Figure 1)

## **The Study**

This study intends to explore the relationship between job satisfaction and staff retention of YOTs. In addition, it also tries to identify some determinants of job satisfaction. The quantitative research method of a questionnaire survey was used in this study. All professional staff of the 16 YOTs across the territory were the survey target.

### Research Method

The study instrument used was a pre-set self-administered questionnaire with open-ended questions asking for supplementary responses (Appendix). It consisted of demographic questions, such as gender, age, family status, and academic attainments as well as items concerning multiple facets of work and the intention to leave. With reference to previous studies, eight job satisfaction-related areas, including job complexity and nature, role and responsibility, pay and benefits, recognition, promotional opportunity, the coworker relationship, leadership and supervision, and work environment, were classified and constructed as questions in the questionnaire. The reliability of the scales constructed was quite high as reflected from the related statistic: Cronbach's Alpha ( $\alpha$ ) 0.893. In addition, respondents were also asked about their intention to leave and job hunting action. With reference to the number of workers in each team, enough questionnaires were sent to the team leaders of the teams who were requested to dispatch to the team members to complete and mail back to the researchers.

After collecting the completed questionnaires (data), the data were processed by SPSS for analysis.

## **The Findings**

### Response Rate

There were a total of 138 frontline social workers working in 16 YOTs operated

by 11 agencies as of May 31, 2007 (within the period of the survey). Finally, 96 (69.6%) completed questionnaires were received. In terms of their sex and age distributions, and with reference to Aldridge and Levine (2001), this sample can be regarded as representative.

(1) Profile of the Respondents

The demographic characteristics of the respondents are summarized in the following table (Table 1).

(Table 1)

According to the data in Table 1, more than half of the respondents were female (58.9%); and the majority of respondents falls in the age groups of 25-29 and 30-34, which together represent 65.7%. There are also 13.3% aged from 35-39. Moreover, a small number of samples are aged 45 or above, and are believed to be extremely experienced in social work or specifically in outreach youth service. The mean is 3.11, which falls in the third age group, that is aged 30-34. More than half of the respondents (56, 58.3%) are single. Of the remaining 41.7% (40) of married social workers, they are quite evenly distributed between the categories of “no children” and “with children”. The number of YOT social workers holding Diplomas or Associate Degrees and Bachelor Degrees is similar, having 42.7% (41) and 40.6% (39), respectively. The highest educational attainment of the participating sample is the Master Degree level, which records 16.7% (16) in total. A very large proportion of the respondents are frontline workers who are either team members or sub-team leaders, accounting for 93.7% (90) in total. Only six team leaders participated in the study. Basically, a YOT is operated from 10:00 to 22:00. There are some agencies that have both a YOT and an YND Team in the same district; the merging of two work units is made for the sake of potential synergy through internal arrangements.



The staff in these teams are required to work overnight for a certain number of hours per month. In this research study, there were 58 (61.1%) workers whose YOTs work independently, and another 38.9% (37) who work in merged units. The distribution of social work experience is quite even, except for the group of three to six years of work experience, which shares a bit larger proportion (23, 24.0%); the respondents are generally quite experienced. The mean of the respondents' social work experience is 9.46 years. The shortest tenure is eight months, and the longest one is 34 years. Looking at their work experience in youth outreach service, the group with three to six years still accounts for the largest share (28, 29.2%), and the second largest belongs to those with three years or below (23, 24.0%). However, only 15 respondents (15.6%) have worked in outreaching service for 12 years or more. In fact, there is a declining trend, which shows that after six years of work, the number of workers gradually decreases. The mean of youth outreach work experience is 7.36 years. The shortest service duration is five months, and the longest is 28 years. Half of the respondents (48, 50.0%) have worked in their current existing organizations for six years or less. Another 50% of the respondents have worked in their organizations for six years or more. Those with nine-12 years of service make up the largest group, representing 18.8% (18). This pattern of distribution is a bit different from that of social work experience and youth outreach work experience. The frequency in the category of six to nine years is comparatively low, and the mean of work experience in an existing organization is 8.33 years. The shortest service duration is six months, and the longest is 34 years. New YOTs were established because of the re-engineering exercise in 2002. This may explain why 70.8% of the respondents (68) have worked in their existing work units for six years or less. The mean of work experience in an existing unit is 5.19 years. The shortest period is two months, and the longest is 15.6 years.

With reference to these demographic profiles of the respondents, they are quite

similar to those of the whole population when the Hong Kong Council of Social Service performed the informal headcounts in mid-2005. So the respondents of this study can be considered as representative.

## (2) Job Satisfaction of the Respondents

With reference to the literature review, 35 questions/statements were used in the questionnaire to measure respondents' satisfaction towards eight different facets that relate to job satisfaction and their overall satisfaction with the job. The statements measuring different facets were shuffled, and some were put in negative terms when designing the questionnaire. They include: 1. Coworker Relationships, 2. Job Complexity and Nature, 3. Promotional Opportunity, 4. Pay and Benefits, 5. Work Environment, 6. Supervision and Leadership, 7. Role and Responsibility, and 8. Recognition. The facets that were put in negative terms were recoded during calculation.

A six-point Likert scale, ranging from 1 = strongly disagree to 6 = strongly agree, was used to measure the satisfaction level. The average score was calculated for each facet of job satisfaction by summing up the scores of the items and dividing by the number of questions for the facet. To summarize the responses to the questions on different facets of job satisfaction, responses of 1 and 2 were grouped together, representing negative replies; 3 and 4 were compiled as moderate; and 5 and 6 were encoded as positive responses.

(Table 2)

The most satisfying aspects of coworker relationships were that respondents got along with colleagues happily at work (Q1) and also had good friend(s) in the workplace (Q22). These two items got 88.6% and 60.6% positive replies, respectively (Table 2).

(Table 3)

The meaningfulness (Q11) and challenging nature of the job (Q32) got the highest means, representing 5.24 and 5.03, respectively. These items had 86.4% and 81.2% positive responses (Table 3).

(Table 4)

The respondents were generally not satisfied with the promotional opportunity provided by their existing jobs. A negative response up to 40.8% was recorded for Q3, which asked about the availability of reasonable promotional opportunity. The majority of the responses were 3 or 4, and these were collapsed as moderate answers. Of those who replied to the statement about their recent job promotions (Q23), only 28.3% gave positive responses (Table 4).

(Table 5)

Table 5 indicates that staff benefits (Q16) had the lowest level of satisfaction from respondents; its mean was only 2.98.

(Table 6)

Work environment involves the supply of hardware. The provision of hardware (computers) (Q25) got the least positive support (43.8%); the mean is only 3.92, which is the lowest among the three questions on this facet of job satisfaction. It received 21.8% negative replies (Table 6).

(Table 7)

Although satisfaction towards feedback and the supervision provided by direct supervisors (Q6) got a relatively higher positive response (52.1%), it still received 14.6% negative returns (Table 7). Attention should be given to this area.

(Table 8)

Table 8 indicates that subjects thought they knew their roles and responsibilities (Q9) well, with 84.2% giving positive responses; the mean was 5.13.

(Table 9)

As indicated in Table 9, the most satisfying aspect of the facet of recognition is the recognition from colleagues due to job performance (Q8). There were 41.7% of respondents who gave positive responses on this aspect.

(Table 10)

Table 10 shows that the responses to these two statements indicate that subjects are moderately satisfied with their job; the overall mean was 4.48. Although 65.6% of them said that they were satisfied with their job as a whole (Q10), less than half of them (45.9%) affirmed that they could get what they wanted from the work. There was a gap between their expectation and what they actually got.

Table 11 below shows the means and standard deviations of all eight facets of job satisfaction, as well as overall job satisfaction.

(Table 11)

The means of all eight facets of job satisfaction and overall job satisfaction are around 4, whereas “job complexity and nature” shows the highest score (4.66). Promotional opportunity provides only a mean of 3.45. The mean of overall job satisfaction is 4.48. The statistical results indicate that respondents are, in general, moderately satisfied with their jobs in YOTs.

(Table 12)

To demonstrate their significant relationships, the Spearman correlation coefficient was calculated between the facets of job satisfaction and overall job satisfaction. Significant values in this research were set at  $p < 0.01$  and  $p < 0.05$ . The results suggest that most of the facets are correlated with the variable of overall job satisfaction, except for promotional opportunity, which is not significantly statistically correlated with overall job satisfaction. With reference to the above table (Table 12), it can be seen that the correlation of the facets of the “coworker relationship”, “job complexity and nature”, “supervision and leadership”, “recognition”, and “role and responsibility” are statistically significant at the 0.01 level with “overall job satisfaction”. Moreover, “pay and benefits” and “work environment” are also statistically significant at the level of 0.05 with “overall job satisfaction”.

To understand their commitment to staying in their existing jobs, respondents were asked about their intention to leave in the coming 12 months. They were asked to provide reasons for both positive and negative answers. Also, subjects were asked if they had paid attention to recruitment advertisements for themselves in the past 6 months, as this is actual job-seeking behavior. Tables 13 and 14 illustrate their responses to these two questions.

(Table 13)

There were 67.4% (64) of respondents who indicated no intention to leave in the short term. This means they intend to stay in their existing jobs. However, the remaining 32.6% (31) intended to leave, and this percentage should be noted for the management of service (Table 13).

(Table 14)

There were 38 (42.7%) respondents who reported that they had paid attention to the job market for themselves in the past six months, and this figure is a bit higher than the number of subjects who had thought of leaving in the coming year (Table 14).

The opinions revealed in the open-ended question in Q36 further illustrate what led to the thoughts or decision on job retention and leaving by the respondents. Forty-eight respondents who had no intention to leave provided reasons for their decision. Categorization of their answers is shown in Table 15. As some respondents had more than one reason for job retention, the sum of the frequency is larger than the number of respondents.

(Table 15)

Liking the job complexity and nature, good pay and benefits, and the availability of alternative jobs were the three main reasons given for retaining jobs (Table 15). In fact, the “pay and benefits” of the job is related to the “availability of alternative jobs”. Some respondents stated that they could not find jobs that offered the same level of pay and benefits, and that is the reason for them to keep the existing jobs.

(Table 16)

Better pay and benefits, personal development, and career development are the top three reasons for the intention to quit an existing job. In fact, pay does not necessarily imply the salary amount, but the perceived distributive equality. “Unfair pay” was mentioned by subjects. Personal growth includes going on to acquire other knowledge and skills and further education. Some respondents complained about the prospects of their existing job or even the field of social welfare services. This illustrates that there are rarely promotional opportunities in YOTs. The work environment is related to physical health. Some respondents said that they were not physically fit enough to work overnight or that the overnight working environment had made them weaker physically (Table 16). As the themes of this study are seldom investigated locally, there is no similar finding in the field to compare the present finding of the respondents’ intention to leave their job to contextualize the findings.

#### Cross-tabulation of Antecedent Variables and Facets of Job Satisfaction

There are a few antecedent variables (demographic variables of respondents) that are expected to have some influence on the independent variable (that is “Job Satisfaction”) by affecting different facets of job satisfaction. To test the independence of the facets of job satisfaction, the Pearson chi-square was conducted, and the significance levels concerned are shown in the table below (Table 17).

(Table 17)

The figures in bold are those less than the customary 0.05 level, which means that there is certain degree of association between the two variables concerned. There are five pairs of variables “age” and “job complexity and nature” (.051), “age”

and “pay and benefits” (.012), “marital status” and “work environment” (.035), “existing position” and “supervision and leadership” (.050), and “youth outreach work experience” and “pay and benefits” (.019).

## **Conclusion**

The respondents are generally satisfied with their existing jobs. For most of the facets of job satisfaction and overall job satisfaction, the means are 4 or above, except for two facets, namely “promotional opportunity” and “pay and benefits”, whose means are 3.45 and 3.52, respectively. The two facets with the highest means are “job complexity and nature” and “coworker relationship”, whose means are 4.66 and 4.59, respectively (Table 11). Although no statistically significant correlation was found between “promotional opportunity” and overall job satisfaction, the qualitative opinions provided by the respondents about their reasons to leave in Q36 illustrate its importance in the quitting decision. There could be other intervening factors between job satisfaction and job retention or turnover. The opinions expressed by the respondents in Q36 can provide some hints of these. The availability of alternative jobs in the market was mentioned by some respondents. It was the third top reason stated by the subjects to explain their job retention decision (Table 15). The subjects may want to leave their jobs but the unavailability of alternative jobs prevent them from actualizing their intentions.

Among the antecedent variables, “age” was found to be associated with “job complexity and nature” and “pay and benefits”. This may be explained by increased concerns about career development and remuneration with an increase in age. Distributive equality should be the focus here instead of the actual amount of pay in the job. This problem could exist within the organization, between organizations in the field, and even between industries in the territory. Marital status may affect the perception of the work environment. Even when working hours and/or other job



arrangements remain unchanged, respondents may face conflicts when their roles in their families change. They may encounter conflict between coordinating work and their private lives.

## **Recommendations**

Based on the findings of this study, there are some recommendations to promote job satisfaction and/or staff retention in YOTs.

- 1) Job complexity and nature is an element for attracting staff and labor retention. Therefore, attention should be paid when designing job scope. It should be ensured that employees are granted the opportunity to experience the complexity of the job. Orientation and on-the-job training should be offered to facilitate staff to cope with work challenges. In addition, innovative service projects can render extra career exposure to staff who may therefore be willing to remain in the work unit.
- 2) Guidance and supervision can also help employees to appreciate the uniqueness and meaningfulness of youth outreach work. Frequent coaching may also assist staff to set up a realistic plan of career and personal development and growth. Supervising officers should continually evaluate the strengths, motivation, and developmental needs of employees to promote person-job fit.
- 3) Personal and career development is important for workers in YOTs. Although it is understood that promotional opportunity within the unit is rare, the process should be handled with additional care. Internal promotion should always be considered first. No matter whether or not there is a qualified candidate within the work unit, it is a symbolic action that lets existing staff know that they are treasured. The process must be fair and open enough that staff can understand why they have failed to get promoted.

In addition, appropriate training should be provided to help staff to get prepared for the next promotion, which may help them to realize the agency's sincere intention.

- 4) Supervisors should encourage qualified staff to apply for more advanced positions whenever possible. This makes employees feel that they are treasured in the eyes of their supervisors and agencies.
- 5) Recognition of and reward for hard work should be given, and early enough. This may be in a monetary form or in other ways. Management should try to capture what is needed and choose the suitable forms of reward. The culture of appreciation should be cultivated within work units and agencies. Instead of formal recognition, the informal sharing of employees' good work and on-the-spot admiration may also make them feel treasured and valued.
- 6) Instead of the traditional pay system, a performance-based reward scheme could be developed to motivate employees and to recognize "good players". In addition to or instead of a long-term salary increase, a one-off incentive may be considered as recognition.
- 7) Allowances in some cases may help staff to deal with an extreme work environment more comfortably. For example, for those who need to work until midnight, a transportation allowance may help them to choose the means that will bring them back home most quickly. Feedback should be collected from employees continually to ensure that their needs are actively addressed.
- 8) Changes in employees' personal conditions, such as marital status and age, may lead to different expectations and perceptions of the job. Supervising officers should pay attention to these changes and maintain two-way communication with employees to keep track of their latest developments. If possible, job redesign and other relevant measures can be introduced to

eliminate the negative impacts of changes in personal situations. Care to staff can also be demonstrated.

## Notes

1. At the present stage, there are 18 Overnight Outreaching Social Work Teams in the territory to serve young night drifters (YNDs). The establishment of these teams was based on the findings of a commissioned study (Lee and Tang, 1999) that indicated that there were 10,000 to 20,000 YNDs drifting outdoors in the territory each night. As more than half of this young population needs to be served, so the YND teams were formed.
2. The Hong Kong Council of Social Service is a Non-governmental organization (NGO) that is responsible to coordinate different social welfare services run by different NGOs in Hong Kong. There is a Children and Youth Division under this organization; and Outreaching Social Work Service is under the coordination of this Division.
3. As the communities that the YOTs serve are quite large, for the convenience of administration, the communities usually are divided into different smaller areas (sub-team areas). Sub-team leaders of different YOTs are responsible for the administration of different smaller areas.

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**Questionnaire**  
(English Version)

Please circle the most appropriate answers with reference to your work situation in the YOT.

	N. A. = Not Applicable S.D. = Strongly Disagree D. = Disagree Sl.D. = Slightly Disagree Sl.A.= Slightly Agree A. = Agree S.A. = Strongly Agree	N.A.	S.D.	D.	Sl.D.	Sl.A.	A.	S.A.
1.	I get along with my colleagues happily at work.		1	2	3	4	5	6
2.	I am not satisfied with the current job scope and nature.		1	2	3	4	5	6
3.	The current job provides me with reasonable promotional opportunity.		1	2	3	4	5	6
4.	I am satisfied with the pay of my existing job.		1	2	3	4	5	6
5.	The work environment of my job is undesirable.		1	2	3	4	5	6
6.	I am satisfied with the feedback and supervision regarding my work performance given by my supervising officer.		1	2	3	4	5	6
7.	I cannot have a sense of achievement from my job.		1	2	3	4	5	6
8.	I get colleagues' recognition regarding my work performance.		1	2	3	4	5	6
9.	I know well my role and responsibility.		1	2	3	4	5	6
10.	I am satisfied with my job as a whole.		1	2	3	4	5	6
11.	I think my job is meaningful.		1	2	3	4	5	6
12.	I am not satisfied with the cohesion of my work unit.		1	2	3	4	5	6
13.	This job has no room for career development.		1	2	3	4	5	6
14.	I am satisfied with my working hours.		1	2	3	4	5	6
15.	My job is diversified.		1	2	3	4	5	6
16.	I am not satisfied with my existing staff benefits.		1	2	3	4	5	6
17.	I get my direct supervising officer's recognition regarding my work performance.		1	2	3	4	5	6
18.	I have role conflicts between job and family.		1	2	3	4	5	6
19.	My direct supervising officer treats me fairly (including workload, work allocation, and evaluation of work performance).		1	2	3	4	5	6
20.	I am not satisfied with my workload.		1	2	3	4	5	6
21.	I gain personal growth and development from this job.		1	2	3	4	5	6
22.	I have good friend(s) in the workplace.		1	2	3	4	5	6
23.	I am satisfied with the recent job promotion in my existing work unit.	9	1	2	3	4	5	6
24.	Compared with other staff in the existing organization, I think I get a fair salary.		1	2	3	4	5	6
25.	I am satisfied with the hardware provided in workplace (such as a computer).		1	2	3	4	5	6

26.	I can cope with my work stress.		1	2	3	4	5	6
27.	I am not satisfied with my direct supervising officer's leadership capacity.		1	2	3	4	5	6
28.	The existing job provides me with learning opportunity.		1	2	3	4	5	6
29.	The recognition falls short of our expectations.		1	2	3	4	5	6
30.	I can handle the conflicts of different roles in the job.		1	2	3	4	5	6
31.	Overall, I can get what I expect from the work.		1	2	3	4	5	6
32.	The job is challenging.		1	2	3	4	5	6
33.	Compared with other organizations, I think I get an unfair salary.		1	2	3	4	5	6
34.	There is a mismatch between the role and responsibility in my job.		1	2	3	4	5	6
35.	I have no room to bring my talent and knowledge into full play in the job.		1	2	3	4	5	6

Please put a “✓” in the appropriate box or fill in the answers.

36. Do you plan to quit the job within 12 months?

(1) YES -> Reason(s): \_\_\_\_\_

(5) NO -> Reason(s): \_\_\_\_\_

37. Have you consulted recruitment advertisements within the past six months?

(1) YES       (5) NO

~~~~~

**Personal Data**

1. Sex:             (1) Male             (2) Female

2. Age:             (1) 20-24             (2) 25-29             (3) 30-34             (4) 35-39  
 (5) 40-44             (6) 45-49             (7) 50 and above

3. Marital Status:     (1) Married             (2) Married (with no children)             (3) Married (with children) No.: \_\_\_\_\_  
 (4) Other: \_\_\_\_\_

4. Educational Level:     (1) Bachelor's Degree             (2) Diploma/Associate Degree             (3) Master Degree             (4) Doctoral Degree  
 (5) Other: \_\_\_\_\_

5. Present Job Rank:     (1) Team Member             (2) Sub-team Leader             (3) Team Leader

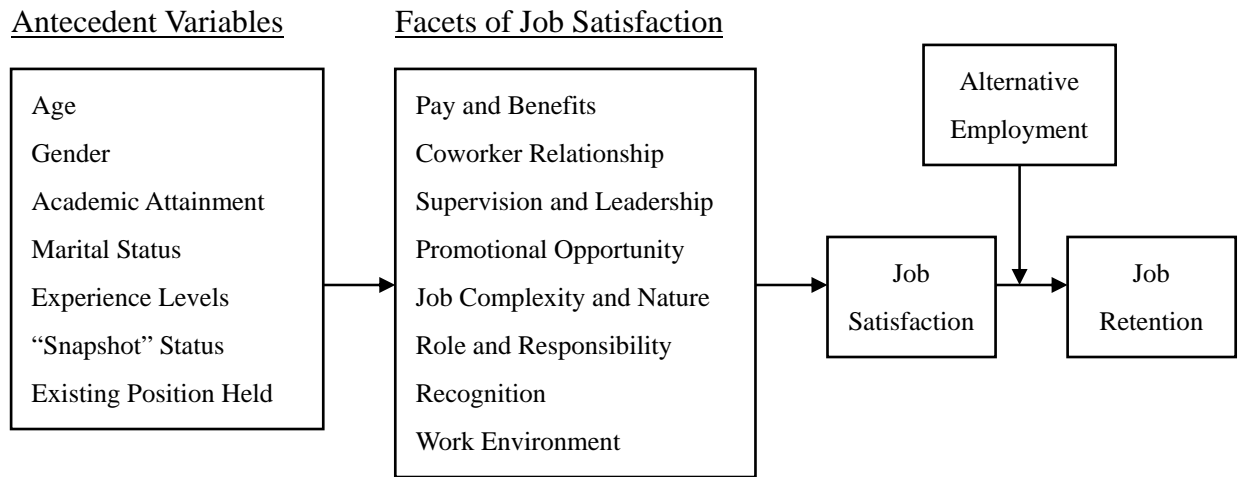
6. Your immediate supervisor is:     (1) Sub-team Leader             (2) Team Leader             (3) Team Supervisor  
 (4) Other: \_\_\_\_\_

7. How many workers does your YOT has? (including the Team Leader)     (1) 10             (2) 9             (3) \_\_\_\_\_

*(Answer the following questions as of 31.3.2007)*

8. How long have you been in social work? \_\_\_\_\_ Months
9. How long have you been working in the present organization? \_\_\_\_\_ Months
10. How long have you been working in youth outreach work? \_\_\_\_\_ Months
11. How long have you been working in the present unit? \_\_\_\_\_ Months
12. How many workers is your YOT supposed to have (in the establishment) (including the Team Leader)? \_\_\_\_\_
13. Does your team integrate with the Overnight Outreach Team for YNDs?  (1) YES -> Working hours per month with the YND Team: \_\_\_\_\_ Hours  
 (5) NO

**Figure 1: Theoretical Framework of the Study**





**Table 1 Demographic Characteristics of Respondents**

| Demographic Characteristics              |                              | Frequency | Percentage |
|------------------------------------------|------------------------------|-----------|------------|
| SEX                                      | Male                         | 39        | 41.1       |
|                                          | Female                       | 56        | 58.9       |
| AGE                                      | 20-24                        | 5         | 5.2        |
|                                          | 25-29                        | 33        | 34.4       |
|                                          | 30-34                        | 30        | 31.3       |
|                                          | 35-39                        | 13        | 13.5       |
|                                          | 40-44                        | 8         | 8.3        |
|                                          | 45-49                        | 3         | 3.1        |
|                                          | 50 and above                 | 4         | 4.2        |
| MARITAL STATUS                           | Single                       | 56        | 58.3       |
|                                          | Married with no child        | 19        | 19.8       |
|                                          | Married with child(ren)      | 21        | 21.9       |
| EDUCATIONAL ATTAINMENT                   | Diploma/Associate Degree     | 41        | 42.7       |
|                                          | Bachelor Degree              | 39        | 40.6       |
|                                          | Master Degree                | 16        | 16.7       |
| POSITION HOLDING                         | Team Leader                  | 6         | 6.3        |
|                                          | Sub-team Leader <sup>3</sup> | 22        | 22.9       |
|                                          | Team Member                  | 68        | 70.8       |
| WORKING IN MERGED TEAM WITH YND TEAM     | Yes                          | 37        | 38.9       |
|                                          | No                           | 58        | 61.1       |
| SOCIAL WORK EXPERIENCE                   | 3 years and below            | 17        | 17.7       |
|                                          | 3-6 years                    | 23        | 24.0       |
|                                          | 6-9 years                    | 15        | 15.6       |
|                                          | 9-12 years                   | 15        | 15.6       |
|                                          | 12-15 years                  | 14        | 14.6       |
|                                          | 15+ years                    | 12        | 12.5       |
| YOUTH OUTREACH WORK EXPERIENCE           | 3 years and below            | 23        | 24.0       |
|                                          | 3-6 years                    | 28        | 29.2       |
|                                          | 6-9 years                    | 16        | 16.7       |
|                                          | 9-12 years                   | 14        | 14.6       |
|                                          | 12-15 years                  | 8         | 8.3        |
|                                          | 15+ years                    | 7         | 7.3        |
| WORK EXPERIENCE IN EXISTING ORGANIZATION | 3 years and below            | 25        | 26.0       |
|                                          | 3-6 years                    | 23        | 24.0       |
|                                          | 6-9 years                    | 11        | 11.5       |
|                                          | 9-12 years                   | 18        | 18.8       |
|                                          | 12-15 years                  | 9         | 9.4        |
|                                          | 15+ years                    | 10        | 10.4       |
| WORK EXPERIENCE IN EXISTING UNIT/YOT     | 3 years and below            | 32        | 33.3       |
|                                          | 3-6 years                    | 36        | 37.5       |
|                                          | 6-9 years                    | 13        | 13.5       |
|                                          | 9-12 years                   | 10        | 10.4       |
|                                          | 12-15 years                  | 3         | 3.1        |
|                                          | 15+ years                    | 2         | 2.1        |

**Table 2 Distribution of Responses to the Facet of Coworker Relationships**

| <b>Concerned Questions</b>                                 | <b>Negative</b> | <b>Moderate</b> | <b>Positive</b> | <b>Mean</b> |
|------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| Q1. I get along with my colleagues happily at work.        | 3.1%            | 8.4%            | 88.6%           | 5.14        |
| Q12. I am not satisfied with the cohesion of my work unit. | 11.5%           | 47.9%           | 40.6%           | 4.00        |
| Q22. I have good friend(s) in the workplace.               | 7.4%            | 32.7%           | 60.0%           | 4.60        |
| Overall                                                    |                 |                 |                 | 4.59        |

**Table 3 Distribution of Responses to the Facet of Job Complexity and Nature**

| <b>Concerned Questions</b>                                                      | <b>Negative</b> | <b>Moderate</b> | <b>Positive</b> | <b>Mean</b> |
|---------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| Q2. I am not satisfied with the current job scope and nature.                   | 2.1%            | 28.4%           | 69.5%           | 4.72        |
| Q7. I cannot have a sense of achievement from my job.                           | 7.4%            | 34.7%           | 57.9%           | 4.54        |
| Q11. I think my job is meaningful.                                              | 0.0%            | 13.5%           | 86.4%           | 5.24        |
| Q15. My job is diversified.                                                     | 1.0%            | 33.3%           | 65.7%           | 4.67        |
| Q20. I am not satisfied with my workload.                                       | 8.4%            | 59.4%           | 32.3%           | 3.92        |
| Q21. I gain personal growth and development from this job.                      | 4.2%            | 34.4%           | 61.5%           | 4.63        |
| Q26. I can cope with my work stress.                                            | 4.1%            | 40.6%           | 55.2%           | 4.44        |
| Q28. The existing job provides learning opportunities.                          | 3.1%            | 39.6%           | 57.3%           | 4.54        |
| Q32. The job is challenging.                                                    | 2.1%            | 16.7%           | 81.2%           | 5.03        |
| Q35. I have no room to bring my talent and knowledge into full play in the job. | 3.1%            | 36.4%           | 60.4%           | 4.60        |
| Overall                                                                         |                 |                 |                 | 4.66        |

**Table 4 Distribution of Responses to the Facet of Promotional Opportunity\***

| <b>Concerned Questions</b>                                               | <b>Negative</b> | <b>Moderate</b> | <b>Positive</b> | <b>Mean</b> |
|--------------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| Q3. The current job provides me with reasonable promotional opportunity. | 40.8%           | 44.1%           | 15.1%           | 2.97        |
| Q13. This job has no room for career development.                        | 25.0%           | 52.1%           | 22.9%           | 3.40        |
| Q23. I am satisfied with recent job promotions in my existing work unit. | 19.6%           | 52.2%           | 28.3%           | 3.65        |
| Overall                                                                  |                 |                 |                 | 3.45        |

(As promotional opportunity in YOTs is rare, only 45 respondents responded to these statements.)

**Table 5 Distribution of Responses to the Facet of Pay and Benefits**

| <b>Concerned Questions</b>                                                                | <b>Negative</b> | <b>Moderate</b> | <b>Positive</b> | <b>Mean</b> |
|-------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| Q4. I am satisfied with the pay of my existing job.                                       | 27.3%           | 35.7%           | 36.9%           | 3.66        |
| Q16. I am not satisfied with the existing staff benefits.                                 | 41.0%           | 41.1%           | 17.9%           | 2.98        |
| Q24. Compared with other staff in the existing organization, I think I get a fair salary. | 28.1%           | 34.4%           | 37.5%           | 3.68        |
| Q33. Compared with other organizations, I think I get an unfair salary.                   | 20.0%           | 42.1%           | 37.9%           | 3.84        |
| Overall                                                                                   |                 |                 |                 | 3.52        |

**Table 6 Distribution of Responses to the Facet of Work Environment**

| <b>Concerned Questions</b>                                                           | <b>Negative</b> | <b>Moderate</b> | <b>Positive</b> | <b>Mean</b> |
|--------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| Q5. The work environment of my job is undesirable.                                   | 10.4%           | 42.7%           | 46.8%           | 4.15        |
| Q14. I am satisfied with my working hours.                                           | 9.4%            | 31.3%           | 59.4%           | 4.33        |
| Q25. I am satisfied with the hardware provided in the workplace (such as computers). | 21.8%           | 34.4%           | 43.8%           | 3.92        |
| Overall                                                                              |                 |                 |                 | 4.13        |

**Table 7 Distribution of Responses to the Facet of Supervision and Leadership**

| <b>Concerned Questions</b>                                                                                                     | <b>Negative</b> | <b>Moderate</b> | <b>Positive</b> | <b>Mean</b> |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| Q6. I am satisfied with the feedback and supervision regarding my work performance, given by my supervising officer.           | 14.6%           | 33.3%           | 52.1%           | 4.19        |
| Q19. My direct supervising officer treats me fairly (including workload, work allocation, and evaluation of work performance). | 11.5%           | 39.6%           | 49.0%           | 4.23        |
| Q27. I am not satisfied with my direct supervising officer's leadership capacity.                                              | 15.6%           | 36.5%           | 47.9%           | 4.08        |
| Overall                                                                                                                        |                 |                 |                 | 4.17        |

**Table 8 Distribution of Responses to the Facet of Role and Responsibility**

| <b>Concerned Questions</b>                                          | <b>Negative</b> | <b>Moderate</b> | <b>Positive</b> | <b>Mean</b> |
|---------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| Q9. I know well my role and responsibility.                         | 0.0%            | 15.8%           | 84.2%           | 5.13        |
| Q18. I have role conflicts between job and family.                  | 9.3%            | 46.9%           | 43.7%           | 4.18        |
| Q30. I can handle the conflicts of different roles in the job.      | 7.3%            | 47.9%           | 44.8%           | 4.24        |
| Q34. There is a mismatch between role and responsibility in my job. | 3.1%            | 47.9%           | 48.9%           | 4.41        |
| Overall                                                             |                 |                 |                 | 4.48        |

**Table 9 Distribution of Responses to the Facet of Recognition**

| <b>Concerned Questions</b>                                                            | <b>Negative</b> | <b>Moderate</b> | <b>Positive</b> | <b>Mean</b> |
|---------------------------------------------------------------------------------------|-----------------|-----------------|-----------------|-------------|
| Q8. I get colleagues' recognition regarding my work performance.                      | 3.1%            | 55.2%           | 41.7%           | 4.27        |
| Q17. I get my direct supervising officer's recognition regarding my work performance. | 8.4%            | 52.1%           | 39.6%           | 4.13        |
| Q29. The recognition falls short of our expectations.                                 | 15.9%           | 52.1%           | 31.9%           | 3.87        |
| Overall                                                                               |                 |                 |                 | 4.10        |

**Table 10 Distribution of Responses to Overall Job Satisfaction**

| Concerned Questions                                  | Negative | Moderate | Positive | Mean |
|------------------------------------------------------|----------|----------|----------|------|
| Q10. I am satisfied with my job as a whole.          | 3.1%     | 31.3%    | 65.6%    | 4.67 |
| Q31. Overall, I can get what I expect from the work. | 4.2%     | 50.0%    | 45.9%    | 4.29 |
| Overall                                              |          |          |          | 4.48 |

**Table 11 Means and Standard Deviations of Facets of Job Satisfaction and Overall Job Satisfaction**

| Facets                          | Mean        | S. D.       | N         |
|---------------------------------|-------------|-------------|-----------|
| Coworker Relationship           | 4.59        | 0.89        | 95        |
| Job Complexity and Nature       | 4.66        | 0.56        | 94        |
| Promotional Opportunity         | 3.45        | 1.06        | 45        |
| Pay and Benefits                | 3.52        | 1.23        | 93        |
| Work Environment                | 4.13        | 0.83        | 96        |
| Supervision and Leadership      | 4.17        | 1.18        | 96        |
| Role and Responsibility         | 4.48        | 0.62        | 95        |
| Recognition                     | 4.10        | 0.88        | 94        |
| <b>Overall Job Satisfaction</b> | <b>4.48</b> | <b>0.80</b> | <b>96</b> |

**Table 12 Correlation Coefficient Between Facets of Job Satisfaction and Overall Job Satisfaction**

|   | 1        | 2        | 3        | 4        | 5       | 6        | 7        | 8        | 9 |
|---|----------|----------|----------|----------|---------|----------|----------|----------|---|
| 1 | 1        |          |          |          |         |          |          |          |   |
| 2 | .350(**) | 1        |          |          |         |          |          |          |   |
| 3 | ..300(*) | .470(**) | 1        |          |         |          |          |          |   |
| 4 | .152     | .236(*)  | .539(**) | 1        |         |          |          |          |   |
| 5 | .341(**) | .427(**) | .333(*)  | .083     | 1       |          |          |          |   |
| 6 | .405(**) | .446(**) | .430(**) | .104     | .205(*) | 1        |          |          |   |
| 7 | .429(**) | .569(**) | .419(**) | .262(*)  | .173    | .575(**) | 1        |          |   |
| 8 | .278(**) | .638(**) | .339(**) | .314(**) | .171    | .334(**) | .507(**) | 1        |   |
| 9 | .275(**) | .672(**) | .263     | .225(*)  | .233(*) | .310(**) | .532(**) | .559(**) | 1 |

\*Correlation is significant at the 0.05 level (2-tailed).

\*\*Correlation is significant at the 0.01 level (2-tailed).

1 = Coworker Relationship

2 = Job Complexity and Nature

3 = Promotional Opportunity

4 = Pay and Benefits

5 = Work Environment

6 = Supervision and Leadership

7 = Recognition

8 = Role and Responsibility

9 = Overall Job Satisfaction

**Table 13 Job Retention of Respondents**

| <b>Intention to Leave</b> | <b>Frequency</b> | <b>Percentage</b> |
|---------------------------|------------------|-------------------|
| Yes                       | 31               | 32.6              |
| No                        | 64               | 67.4              |
| TOTAL                     | 95               | 100.0             |

**Table 14 Job-seeking Behavior of Respondents**

| <b>Attention to Job Recruitment</b> | <b>Frequency</b> | <b>Percentage</b> |
|-------------------------------------|------------------|-------------------|
| Yes                                 | 38               | 42.7              |
| No                                  | 51               | 57.3              |
| TOTAL                               | 89               | 100.0             |

**Table 15 Reasons for Job Retention**

| <b>Categorization of Reasons for Job Retention</b> | <b>Frequency</b> |
|----------------------------------------------------|------------------|
| Job complexity and nature                          | 16               |
| Pay and benefits                                   | 13               |
| Availability of alternative jobs                   | 11               |
| Favorable work environment                         | 5                |
| Other commitments (further education)              | 4                |
| Generally satisfied with the job                   | 3                |
| Commitment to the service targets                  | 3                |
| Commitment to the job                              | 2                |
| Promotional opportunity                            | 2                |
| Contractual commitment                             | 2                |

**Table 16 Reasons for Intention to Quit the Job**

| <b>Categorization of Reasons for Intention to Quit</b> | <b>Frequency</b> |
|--------------------------------------------------------|------------------|
| Pay and benefits                                       | 9                |
| Personal growth                                        | 8                |
| Career development                                     | 7                |
| Promotional opportunity                                | 6                |
| Work environment (culture of the workplace)            | 3                |
| Physical health                                        | 3                |
| Availability of alternative jobs                       | 2                |
| Conflict with private life                             | 1                |
| Want to take a break                                   | 1                |

**Table 17 Significance Levels of the Cross-tabulation of Antecedent Variables and Facets of Job Satisfaction**

|          | <b>A</b> | <b>B</b>    | <b>C</b>    | <b>D</b> | <b>E</b>    | <b>F</b> | <b>G</b> | <b>H</b>    | <b>I</b> | <b>J</b> |
|----------|----------|-------------|-------------|----------|-------------|----------|----------|-------------|----------|----------|
| <b>1</b> | .651     | .791        | .398        | .650     | .963        | .321     | .757     | .562        | .436     | .999     |
| <b>2</b> | .789     | <b>.051</b> | .704        | .388     | .190        | .302     | .713     | .298        | .672     | .543     |
| <b>3</b> | .699     | .928        | .120        | .862     | .93         | .168     | .544     | .127        | .319     | .895     |
| <b>4</b> | .875     | <b>.012</b> | .826        | .374     | .815        | .608     | .128     | <b>.019</b> | .287     | .794     |
| <b>5</b> | .196     | .827        | <b>.035</b> | .499     | .940        | .342     | .466     | .392        | .826     | .486     |
| <b>6</b> | .373     | .227        | .392        | .611     | <b>.050</b> | .560     | .159     | .328        | .286     | .336     |
| <b>7</b> | .707     | .389        | .586        | .340     | .217        | .099     | .420     | .343        | .293     | .217     |
| <b>8</b> | .250     | .126        | .476        | .488     | .097        | .676     | .791     | .679        | .700     | .838     |
| <b>9</b> | .809     | .438        | .461        | .601     | .407        | .462     | .425     | .111        | .290     | .252     |

1 = Coworker Relationship  
 2 = Job Complexity and Nature  
 3 = Promotional Opportunity

4 = Pay and Benefits  
 5 = Work Environment  
 6 = Supervision and Leadership

7 = Recognition  
 8 = Role and Responsibility  
 9 = Overall Job Satisfaction

A = Sex  
 B = Age  
 C = Marital Status  
 D = Educational Attainment  
 E = Existing Position

F = Merged Team of YOT and YND  
 G = Social Work Experience  
 H = Youth Outreach Work Experience  
 I = Work Experience in Existing Organization  
 J = Work Experience in Existing Unit