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The public welfare worker's perceptions of and feelings about his job and some administrative implications

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To the Graduate Council:

I am submitting herewith a thesis written by Julia Ashlock Birmingham, Gloria Dean Carter, Ben M. Disharoon, Lazelle Puckett Ford, Earl R. Thomas, Mary E. Thomas, and James Andrew Womack entitled "The public welfare worker's perceptions of and feelings about his job and some administrative implications." I have examined the final electronic copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Social Work.

Sue W. Spencer, Major Professor

We have read this thesis and recommend its acceptance:

Accepted for the Council:

Carolyn R. Hodges

Vice Provost and Dean of the Graduate School

(Original signatures are on file with official student records.)

May 22, 1963

To the Graduate Council:

I am submitting herewith a thesis written by Julia Ashlock Birmingham, Gloria Dean Carter, Joyce Clements, Ben M. Disharoon, Lazelle Puckett Ford, Earl R. Thomas, Mary E. Thomas, and James Andrew Womack entitled "The Public Welfare Worker's Perceptions of and Feelings About His Job and Some Administrative Implications." I recommend that it be accepted for nine quarter hours of credit for each in partial fulfillment of the requirements for the degree of Master of Science in Social Work.

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We have read this thesis and
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THE PUBLIC WELFARE WORKER'S PERCEPTIONS OF
AND FEELINGS ABOUT HIS JOB AND SOME
ADMINISTRATIVE IMPLICATIONS

A Thesis
Presented to
the Graduate Council of
The University of Tennessee

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

by

Julia Ashlock Birmingham

Lazelle Puckett Ford

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June 1963

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CHAPTER I

THE STUDY DESIGN

Social work begins with a concern for people.¹ Social work reaches into many areas of life today, but relief of economic distress remains a major concern. More than 40 per cent of all social workers are employed in public assistance programs of state, county, and municipal departments.² Many types of agencies, institutions, and programs have been established, under both governmental and voluntary auspices, to provide preventive, protective, and remedial services for and on behalf of children.³

Four titles of the Social Security Act are directly concerned with public assistance. They provide for federal grants-in-aid to all the states, the District of Columbia, Puerto Rico, and Virgin Islands for these programs:

Title I. Old Age Assistance

Title IV. Aid to Dependent Children

Title X. Aid to the Blind

Title XIV. Aid to the Permanently and Totally Disabled⁴

¹National Committee on Social Work Defense, Social Work as a Profession (New York: Council on Social Work Education, 1953), p. 6.

²Ibid., p. 18.

³Ibid., p. 21.

⁴Haskell Jacobs, Public Assistance Under the Social Security Act (Washington: U. S. Department of Health, Education, and Welfare, August, 1957), p. 3.

Title V of the Social Security Act made provision for federal grants to states through the Children's Bureau for the purpose of establishing, extending, and strengthening . . . public child welfare services for the protection and care of homeless, dependent, and neglected children in danger of becoming delinquent.⁵

I. THE PROBLEM

The worker, himself, is the mainstay of the Public Welfare programs. Since most Public Welfare agencies experience difficulties with insufficient personnel, unfilled vacancies, and high turnover, knowledge about the way in which the worker perceives the job and how he feels about it and the agency should be of value in the administrative process. This should be of particular value in the areas of recruitment, staff development, and personnel practices. This study may also be helpful in indicating direction for policy formulation related to improvement in staff morale, performance, and stability.

This is a study of the Public Welfare worker's perception of and feeling about his job in order to determine some of the implications for administration. The broad general questions that form the basis of this study are:

1. How does the Public Welfare worker perceive his job?
2. How does the Public Welfare worker feel about his job?

⁵Fred DelliQuadri, "Child Welfare," Social Work Yearbook, Russell H. Kurtz, editor (New York: American Book-Stratford Press, Inc., 1957), p. 154.

3. What administrative implications can be drawn from how the Public Welfare worker perceives his job and his concomitant emotional reactions?

In preparation for this study the three basic assumptions formulated by the research group were that: (1) individuals included in this study would have some perception of themselves as public welfare workers, (2) this perception could be ascertained through their responses to items on a questionnaire submitted to them, and (3) workers who completed the questionnaire would be willing to honestly share their perceptions and feelings. In order to ascertain the Public Welfare worker's perception of and feelings about his job, seventeen hypotheses were developed:

1. Regardless of job classification or location, professionally trained workers will perceive their jobs as having higher status than will untrained workers.
2. Both Child Welfare and Public Assistance workers will see the Child Welfare job as being accorded higher status within the agency and the community than that of the Public Assistance job.
3. Most workers will see their most frequently performed activities as being routine in nature, not requiring professional knowledge and skills.
4. Most workers will see their most important activity as rendering casework services to clients.

5. Most workers will see only limited opportunity for the use of their initiative, knowledge, and skills within the Public Welfare agency.
6. Most workers will see two years of college work as the minimum educational requirement for the performance of their jobs.
7. The Child Welfare worker will see the Master of Social Work as necessary more often than will the Public Assistance worker.
8. Most workers will see their jobs as performed equally well by either sex.
9. The Public Welfare worker's perception of the agency's status in the community will vary directly with his perception of the status of his client.
10. Most workers will perceive the agency as not fulfilling some of its basic specialized service programs.
11. Most professionally trained workers will believe that job qualifications should be raised.
12. Most Public Welfare workers will believe that their salary in the Public Welfare agency is not commensurate with case-loads and job requirements.
13. Most Public Welfare workers will feel dissatisfied with their job because they see the salary as not being commensurate with job requirements.
14. Most Public Welfare workers will feel frustrated in their

- efforts to render casework services because of the pressure of the caseload and the variety of duties performed.
15. Most professionally trained workers will feel dissatisfied because they are limited in the use of professional knowledge and skills.
 16. The Public Welfare worker's feelings about his job will vary directly with his perception of the community's opinion of the status of the agency.
 17. The older Public Welfare workers with longer periods of service will feel more satisfaction from their jobs than the younger workers with less experience with the agency.

This study has been an attempt to evaluate the Public Welfare worker's perception of and feelings about his job and to draw some administrative implications therefrom. It is hoped that it will stimulate and point to further research in this area.

II. SCOPE AND SETTING

The study group included in this study consisted of all Public Welfare workers who reported for work on the date the questionnaire was administered in twenty-two counties, and those present and who volunteered in two counties, in four selected states in the southeastern United States. The counties selected ranged in population from approximately 8,500 through approximately 650,000.

The final study group consisted of 414 Public Welfare workers: 84 Child Welfare workers and 330 Public Assistance workers.

III. METHODOLOGY

Prior to the initiation of this study, the Director of The University of Tennessee School of Social Work obtained permission from the state welfare commissioner in the state or states where the Public Welfare programs are state administered and from the county director in the state or states where the Public Welfare programs are county administered. This permission was granted with the provision that the identity of the counties in the study remain anonymous. Data were obtained from Public Welfare workers who completed a questionnaire administered to them in groups by members of the study team or some designated person in the selected locations. The date and time of administering the questionnaire in each location was arranged by a member of the study team or his representative with the cooperation of the county director for the convenience of the county personnel and the member of the study team.

The workers answering the questionnaire did not represent the total number of Public Welfare workers. Those Public Welfare workers to whom the questionnaire was administered represented approximately 85 per cent of all Public Welfare workers in the twenty-four counties. Only Public Welfare workers who were not present or who failed to participate when the questionnaire was administered were excluded from this study.

The questionnaire which appears in the Appendix had been developed and pre-tested with nineteen first-year students at The University of Tennessee School of Social Work, all of whom had had previous Public Welfare work experience. As a result, the questionnaire format was changed and some of the questions rephrased for clarification. The final

questionnaire consisted of thirty-four questions with multiple-choice answers. The questions were framed so that the answers would emphasize the worker's reaction to his job, portraying either his feelings about or perception of his job. The maximum testing time was fifteen minutes.

The Public Welfare workers being tested were instructed to give their first impression in selecting the answers as the study team believed that the first impression would be the most valid. No measure of either the reliability or validity of the workers' responses was made.

IV. DEFINITION OF TERMS

County Department of Public Welfare. For the purpose of this study the "County Department of Public Welfare" will be construed as the county unit of the state agency which is legally charged with the responsibility of administering the categorical assistance programs, related specialized services, and the Child Welfare services which are in conformity with the Federal Social Security Act.

Public Welfare Worker. For the purpose of this study, the "Public Welfare worker" is any person employed in a county department of public welfare, either as a Public Assistance worker or as a Child Welfare worker, who may or may not have had professional education and who devotes 75 per cent or more of his time in rendering direct services to clients.

Public Assistance Worker. In this study the "Public Assistance worker" is the professionally or non-professionally trained Public Welfare worker whose major responsibility is establishing eligibility for categorical assistance and providing related services. He is sometimes referred to as Caseworker, Welfare Visitor, Family Service Worker, or Pension Counsellor.

Child Welfare Worker. For this study, the "Child Welfare worker" is the individual who provides specialized casework services to children and their families with the major focus on the problems which relate directly to children.

Professionally Trained Worker. The "professionally trained worker" as used in this study is a Public Welfare worker who has completed one year or more of professional social work education in an accredited school of social work.

Urban County. For the purpose of this study, an "urban county" is a county with a population in excess of 50,000 inhabitants.

Rural County. By the definition of "urban county" as described above, the study group concluded that, for the purpose of this study, a county area with less than 50,000 population would be considered a "rural county."

Specialized Service Programs. "Specialized services" for the purpose of this study are identical with the Specialized Services in the amendments to the Social Security Act included in the enactment of the 1956 Public Assistance Amendments. They are:

to strengthen family life and to help needy people to attain self-support and self-care.⁶

To Perceive. In this study "to perceive" is used to mean to see, to recognize, to believe, or to think.

To Feel. "To feel" as used in this study means the same as to be aware of an emotional reaction.

V. LIMITATIONS OF THE STUDY

No comparison was attempted between the Public Welfare workers who were in the study group and those in the country as a whole.

Counties in the study were not selected on a random sampling basis. They were selected for inclusion in the study on the basis of availability to the members of the research team or a designated representative in several locations. However, all counties which the research team originally selected as being "desirable" for study purposes were actually included. No state or county director refused permission to conduct the study in any county which the team chose to use. There was a systematic bias in the results obtained in that a higher proportion of urban counties in the four states were included than rural counties. Also, all of the sixteen rural counties were located in one state and thus may not be considered representative of rural counties in the four states.

Workers in each of the twenty-four counties were not selected at random; the aim was to include all workers. The day on which the

⁶Jacobs, op. cit., p. 19.

questionnaire was administered in each location was determined by the decision of the director of the agency and the representative from the study group. All Public Welfare workers who reported for duty in twenty-two of the twenty-four counties on the selected date who met the criteria for inclusion in the study group completed, without choice of refusal, the questionnaire. In two counties, the workers were given the choice of participation in the study; however, the number of those electing not to participate represented only a small percentage of the workers in these counties. This method of selection resulted in from 72.6 to 100 per cent of the workers in a county being included. A systematic bias may have been introduced in the twenty-two counties that did not offer to the workers a choice of voluntary participation in the study. The majority of the counties arranged a meeting of the Public Welfare workers with one of the purposes being to present the questionnaire. It is not known if this act may have influenced another systematic bias.

For data analysis purposes, the data from all of the four small urban counties (population between 50,000 and 190,000) were grouped and considered as one location, and data from all of the sixteen rural counties were grouped and considered as one location.

For purposes of anonymity, locations are classified as U, V, W, X, Y, and Z, and represent all counties included in the study.

VI. FORM OF PRESENTATION

Chapter II of this study describes the study population as to job, sex, race, marital status, age, experience, education, size of case-load, special function, and membership in professional organizations.

Chapter III presents analyses of the response to the questionnaire focused on the worker's perception of the nature of his job.

Chapter IV focuses on how the worker perceives and feels about the status of his job.

Chapter V focuses on the worker's perception of and feelings about his salary and his feelings about his job.

Chapter VI presents analyses of the responses to the questionnaire concerning the worker's satisfactions, limitations, and frustrations other than salary.

Chapter VII presents analyses of the responses to the questionnaire focused on the qualifications or training for the job.

Chapter VIII presents the summary and conclusions found in the study with administrative implications.

CHAPTER II

DESCRIPTION OF THE STUDY POPULATION

The 414 Public Welfare workers in the study group consisted of 84, or 20.3 per cent, Child Welfare workers and 330, or 79.7 per cent, Public Assistance workers.

Of the 84 Child Welfare workers, 65, or 77.4 per cent, were white women; 12, or 14.3 per cent, were Negro women; and 7, or 8.3 per cent, were white men. Two hundred forty-four, or 73.9 per cent, of the 330 Public Assistance workers were white women, while 58, or 17.6 per cent, were Negro women; 25, or 7.6 per cent, were white men; and 3, or .9 per cent, were Negro men. Table I shows the distribution of workers by sex, race, and job classification.

Sex distribution throughout the study group was predominantly female. Male Child Welfare workers in the sample were all from one location.

Three hundred forty-one, or 82.4 per cent, of the sample were white and 73, or 17.6 per cent, were Negro. Of the 73 Negro Public Welfare workers, 70, or 96 per cent, were females. No Negro Child Welfare workers were employed in two of the six locations, and no Negro Public Assistance workers were employed in three of the six locations.

Table II shows the distribution of workers by sex and marital status. Three hundred seventy-nine, or 91.5 per cent, of the study group were women. Of the 379 women, 231, or 60.9 per cent were married; 82, or 21.6 per cent, were single; 37, or 9.7 per cent, were widowed;

TABLE I
NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS
BY SEX, RACE, AND JOB CLASSIFICATION

Sex and Race	Total		Child Welfare Worker		Public Assistance Worker	
	Number	Per. Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	84	100.0	330	100.0
White	341	82.4	72	85.7	269	81.5
Negro	73	17.6	12	14.3	61	18.5
Male	35	8.5	7	8.3	28	8.5
White	32	7.8	7	8.3	25	7.6
Negro	3	.7	-	-	3	.9
Female	379	91.5	77	91.7	302	91.5
White	309	74.6	65	77.4	244	73.9
Negro	70	16.9	12	14.3	58	17.6

TABLE II
 NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY
 SEX AND MARITAL STATUS

Marital Status	Total		Male		Female	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	35	100.0	379	100.0
Single	88	21.3	6	17.1	82	21.6
Married	258	62.3	27	77.2	231	60.9
Widowed	37	8.9	-	-	37	9.8
Divorced	28	6.8	2	5.7	26	6.9
No response	3	.7	-	-	3	.8

26, or 6.9 per cent, were divorced; and 3, or .8 per cent, gave no response. Of the 35 males, 27, or 77.2 per cent, were married; 6, or 17.1 per cent were single; 2, or 5.7 per cent, were divorced. Throughout the study group, the married group was predominant. Of the male workers, none were widowed, while 37 of the females were widowed.

Table III shows the distribution of workers by age and experience. Individuals under 25 years of age were predominant throughout the sample for those with less than two years of experience. With individuals who had had two through five years of experience, the predominant age group was 25 through 34 years of age, while in the group where individuals had had five years or more of experience, the predominant age group was 45 and over. Forty-three per cent of the workers over thirty-five years of age had worked less than five years. As would be expected, the younger workers had had less experience with the agencies.

Table IV shows the distribution of workers by sex and professional education, and Table V shows the distribution of workers by job classification and professional education. Only a very small number, 3.2 per cent, of the study group had had two years of graduate social work education. Another 11 per cent had completed one year. Thus, a very high proportion, 86.2 per cent, had had no social work education. This low percentage is not representative of the field of Public Welfare as a whole since, by definition of Public Welfare worker as used in this study, workers in administrative and supervisory positions who generally have professional training were excluded. The percentage of men with social work education was somewhat greater than women in that almost

TABLE III
NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS
BY AGE AND EXPERIENCE

Age	Total		Years of Experience					
			Less than 2		2 through 5		More than 5	
	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent
Total	414	100.0	161	100.0	105	100.0	148	100.0
Under 25	73	17.6	62	38.6	10	9.5	1	.7
25 - 34	116	28.0	48	29.8	50	47.6	18	12.2
35 - 44	91	22.0	29	18.0	24	22.9	38	25.7
45 and over	130	31.4	21	13.0	21	20.0	88	59.4
No response	4	1.0	1	.6	-	-	3	2.0

TABLE IV

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY
SEX AND PROFESSIONAL EDUCATION

Social Work Education	Total		Male		Female	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	35	100.0	379	100.0
Education in social work	57	13.8	8	22.9	49	12.9
One year	44	10.6	6	17.2	38	10.0
Two years	13	3.2	2	5.7	11	2.9
No education in social work	357	86.2	27	77.1	330	87.1

TABLE V
 NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY
 JOB CLASSIFICATION AND PROFESSIONAL EDUCATION

Social Work Education	Total		Child Welfare Workers		Public Assistance Workers	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	84	100.0	330	100.0
Education in social work	57	13.8	43	51.2	14	4.2
One year	44	10.6	33	39.3	11	3.3
Two years	13	3.2	10	11.9	3	.9
No social work education	357	86.2	41	48.8	316	95.8

one-fourth of them had had one year or more of professional education. Of the 57 workers with some social work education, 43, or 75 per cent, were Child Welfare workers. Over-all, about one-half of the Child Welfare workers had had some social work education. One location had no Child Welfare workers in the study group with social work education and two locations had no Public Assistance workers with such training.

Table VI shows the distribution of workers by job classification and years of employment in Public Welfare. Sixty-one, or 72.6 per cent, of the 84 Child Welfare workers had under five years of experience, while nine, or 10.7 per cent, had ten or more years. Of the 330 Public Assistance workers, 204, or 61.8 per cent, had under five years of experience, while 64, or 19.4 per cent, had ten years or more of experience. The rural Child Welfare and Public Assistance workers had more experience in Public Welfare than the urban Child Welfare and Public Assistance workers. In the study group as a whole, one-fourth had less than one year's experience and one-half had less than four years of experience.

Table VII shows the distribution of workers by size of caseload and job classification, and Table VIII shows the distribution of workers by size of caseload and professional training. Almost three-fourths of the Child Welfare workers carried fewer than one hundred cases, while over three-fourths of the Public Assistance workers carried one hundred cases or more. Only five of the 84 Child Welfare workers carried three hundred cases or more, but about 45 per cent of the Public Assistance workers carried caseloads that large.

TABLE VI

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY
JOB CLASSIFICATION AND YEARS OF
EMPLOYMENT IN PUBLIC WELFARE

Years of Experience	Total		Job Classification			
			Child Welfare		Public Assistance	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	84	100.0	330	100.0
Under 5 years	265	64.0	51	72.6	204	61.8
Less than 6 months	58	14.0	13	15.5	45	13.6
6 months to 1 year	45	10.9	8	9.5	37	11.2
1 year to 2 years	58	14.0	11	13.1	47	14.2
2 years to 3 years	41	9.9	11	13.1	30	9.1
3 years to 4 years	33	8.0	9	10.7	24	7.3
4 years to 5 years	30	7.2	9	10.7	21	6.4
5 years to 10 years	76	18.4	14	16.7	62	18.8
10 years to 15 years	39	9.4	6	7.1	33	10.0
15 years and over	34	8.2	3	3.6	31	9.4

TABLE VII
 NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS
 BY SIZE OF CASELOAD AND JOB
 CLASSIFICATION

Size of Caseload	Total		Child Welfare		Public Assistance	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	84	100.0	330	100.0
Less than 100	133	32.1	62	73.8	71	21.5
100 - 199	58	14.0	17	20.2	41	12.4
200 - 299	56	13.5	3	3.6	53	16.1
300 - 399	93	22.5	2	2.4	91	27.6
400 - 499	49	11.8	-	-	49	14.8
500 and over	8	1.9	-	-	8	2.4
No response	17	4.2	-	-	17	5.2

TABLE VIII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY SIZE OF
CASELOAD AND PROFESSIONAL TRAINING

Size of Caseload	Total		Trained		Untrained	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	57	100.0	357	100.0
Less than 100	133	32.1	38	66.7	95	26.7
100 - 199	58	14.0	10	17.5	48	13.5
200 - 299	56	13.5	2	3.5	54	15.1
300 - 399	93	22.5	4	7.0	89	24.9
400 - 499	49	11.8	1	1.8	48	13.4
500 and over	8	1.9	-	-	8	2.2
No response	17	4.2	2	3.5	15	4.2

Similarly, trained workers were much more likely to carry small caseloads. Two-thirds of the 57 trained workers had caseloads of under one hundred cases, while only one-fourth of the untrained workers had small caseloads. It must be remembered that 75 per cent of the trained workers were in Child Welfare jobs.

Table IX shows the distribution of workers by job classification and field of previous employment. About one-fourth, 22.5 per cent, of the study group had had no previous employment. Forty per cent of the Child Welfare workers had no prior employment. The field of teaching was the most frequently mentioned--about one-half of the workers had had such experience before their present employment.

Table X shows the workers by job classification and special function (intake) designated. Forty-seven, or 11.4 per cent, were designated as intake workers--3 of whom were Child Welfare and 44 Public Assistance.

Table XI shows the distribution of workers by training and membership in professional organizations. Approximately 16 per cent of the trained workers and approximately 20 per cent of the untrained workers held membership in the American Public Welfare Association. Of the untrained workers, 39.2 per cent held membership in a State Conference of Social Work, while only 28.1 per cent of the trained workers held membership in such an organization. Approximately 28 per cent of the trained workers were affiliated with the local social work club as compared with approximately 22 per cent of the untrained workers. The low percentage with membership in the National Association of Social Workers

TABLE IX

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY JOB CLASSIFICATION AND
FIELD OF PREVIOUS EMPLOYMENT

Field of Previous Employment	Total (414)		Child Welfare Workers (84)		Public Assist- ance Workers (330)	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Teaching	204	49.3	24	28.6	180	54.5
Clerical	81	19.6	12	14.3	69	20.9
Business	73	17.6	15	17.9	58	17.6
Other	72	17.4	6	7.1	66	20
None	93	22.5	33	39.3	60	18.2
No response	3	.7	2	2.4	1	.3

TABLE X

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY JOB
CLASSIFICATION AND SPECIAL FUNCTION
(INTAKE) DESIGNATED

Special Function Designated	Total		Child Welfare Workers		Public Assist- ance Workers	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	84	100.0	330	100.0
Intake	47	11.4	3	3.6	44	13.3
All other (regular)	347	83.8	75	89.3	272	82.4
No response	20	4.8	6	7.1	14	4.3

TABLE XI

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY TRAINING
AND MEMBERSHIP IN ORGANIZATIONS

Membership or Affiliation	Total (414)		Trained Workers (57)		Untrained Workers (357)	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
APWA	79	19.0	9	15.8	70	19.6
State Conference of Social Work	156	37.7	16	28.1	140	39.2
Local social work club	95	22.9	16	28.1	79	22.1
Child Welfare League of America	6	1.4	4	7.0	2	.6
NASW	22	5.4	14	24.6	8	2.2
Other	8	1.9	4	7.0	4	1.1
None or no response	76	18.4	8	14.0	68	19.0

may be attributed to the restrictive membership requirements of this organization. Fourteen per cent of the trained workers and 19 per cent of the untrained workers were members of no professional organization or gave no response. Therefore, while most of the workers were affiliated with one or several professional or semi-professional organizations, there was no one organization to which the majority of the workers belonged. This was true over-all and in four of the separate locations. In two locations over one-half of the workers belonged to the State Conference of Social Work.

In summary, a very high proportion, approximately 91.5 per cent, of the study group were women. This sex distribution for the total study group was the same in both job classifications. However, five of the six locations employed no male Child Welfare workers while the remaining urban location had a little over one-third male workers in Child Welfare. In the Public Assistance worker category, differences in the male-female ratio between the six locations were small, ranging from a high of 97 per cent female in one location to a low of 86 per cent female in another.

A little less than 20 per cent of the study group were Negro, almost all of whom were women. About 84 per cent of the Negroes were employed as Public Assistance workers. About three-fourths of the Negroes in the study group were employed in one location, the remaining 25 per cent being scattered over three other locations. Two locations had no Negroes in the study group.

Married workers were predominant throughout the study group. In excess of three-fifths of the sample were married, while only slightly in excess of one-fifth were single. The remaining one-fifth were either divorced, widowed, or gave no response.

In the study group as a whole, one-fourth of the workers had less than one year of experience and 50.0 per cent had less than four years of experience. Forty-three per cent of the workers thirty-five years old or older had less than five years' work experience in Public Welfare.

A very high proportion, 86.2 per cent, had had no social work education. Of the fifty-seven workers with some social work education, 75 per cent were Child Welfare workers. Almost three-fourths of the Child Welfare workers carried fewer than one hundred cases, while over three-fourths of the Public Assistance workers carried one hundred or more cases. Actually, about 45 per cent of the Public Assistance workers carried caseloads in excess of three hundred cases. Trained workers in the sample were much more likely to carry small caseloads.

Of the entire study group, 22.5 per cent had had no previous work experience. The field of teaching was most frequently mentioned as prior employment. About one-half of the workers had had such experience.

Of the total study group, only forty-seven were designated as intake workers. Slightly over 91 per cent of these were Public Assistance workers.

While most of the Public Welfare workers were affiliated with one of several professional or semi-professional organizations, there was no one organization in which a majority of the workers held membership.

CHAPTER III

THE NATURE OF THE JOB

This chapter deals with the reasons for the choice of social work as a profession and how these workers see their present job activities. It was thought that this information would be helpful in recruiting, training, and retaining workers.

It would be helpful first of all for the employer to know why most people select social work as a profession. By so doing he would be better able to select from his prospects those who would most likely be best suited for the job. Next, it would be helpful for the employer to know how the employees now see certain aspects of their job. The training program could then be geared to help meet the needs of the workers. It is assumed that this would cause the workers to be better satisfied and therefore they would be more likely to continue in the profession. With better training they would be able to give better services to their clients.

There were three hypotheses related to the nature of the job and they will be discussed in this chapter. In addition, other information was collected as to the amount of time spent in various activities.

I. REASON FOR CHOICE OF JOB

In all locations the desire to help people was listed as being the major reason for choosing the job as a welfare worker. In fact, 54.6 per cent of the workers listed this reason. There were 30.7 per

cent who listed challenging work as the reason for choice of job. Only 5.6 per cent chose the job because it was the best pay available. There were only six workers who chose the job because it offered the best working hours. There were no marked differences in any of these reasons between trained or untrained Child Welfare or Public Assistance workers. Table XII shows responses to this question.

II. NATURE AND AMOUNT OF TIME SPENT IN VARIOUS ACTIVITIES

The first of these hypotheses which stated that most workers will see their most frequently performed activities as being routine in nature, not requiring professional knowledge and skills, was tested by data gathered on one question. This was a direct question as to whether the workers saw the job as being routine or whether it required special knowledge and skills. Table XIII shows how the workers responded to this question. Of the 414 workers, 337, or 81.4 per cent, said the job demanded special skills and knowledge. Over two-thirds of the workers in each of the six areas said that the job was not a routine one. Of the 73 who saw the job as being routine, sixty-eight were untrained workers--sixty-seven Public Assistance, and one Child Welfare. The other five were trained workers--three Public Assistance and two Child Welfare. There was little variation from location to location. However, there was a slight tendency for a higher proportion of workers in large urban locations to see the job as routine.

Another question was asked in relation to the amount of time spent in various activities. Table XIV shows a list of these activities

TABLE XII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY REASON
FOR CHOICE OF JOB AND LOCATION

Major Reason for Choice of Job	Total	Location					
		U	V	W	X	Y	Z
A. TOTAL NUMBER	414	61	48	106	40	78	81
Desire to help people	226	32	21	55	21	43	54
Challenging work	127	19	14	37	14	25	18
Best pay available	23	2	3	10	2	3	3
Other	22	5	6	2	2	5	2
Like hours	3	-	1	1	1	-	-
Prestige in community	-	-	-	-	-	-	-
No response	13	3	3	1	-	2	4
B. TOTAL PERCENTAGE	100.0	100.0	100.0*	100.0	100.0*	100.0	100.0
Desire to help people	54.6	52.5	43.8	51.9	52.5	55.1	66.7
Challenging work	30.7	31.1	29.2	34.9	35.0	32.1	22.2
Best pay available	5.6	3.3	6.2	9.5	5.0	3.8	3.7
Other	5.3	8.2	12.4	1.9	5.0	6.4	2.5
Like hours	.8	-	2.2	.9	2.5	-	-
Prestige in community	-	-	-	-	-	-	-
No response	3.0	4.9	6.2	.9	-	2.6	4.9

*Percentages derived from a base less than 50.

TABLE XIII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY
NATURE OF JOB AND LOCATION

Nature of Job	Total	Location					
		U	V	W	X	Y	Z
A. TOTAL NUMBER	414	61	48	106	40	78	81
Requires judgment	337	50	37	75	36	70	69
Routine	73	11	11	29	4	6	12
No response	4	-	-	2	-	2	-
B. TOTAL PERCENTAGE	100.0	100.0	100.0*	100.0	100.0*	100.0	100.0
Requires judgment	81.4	82.0	77.1	70.8	90.0	89.7	85.2
Routine	17.6	18.0	22.9	27.3	10.0	7.7	14.8
No response	1.0	-	-	1.9	-	2.6	-

*Percentages derived from a base less than 50.

TABLE XIV

ACTIVITIES ACCORDING TO THE AMOUNT OF TIME EACH CONSUMES AS SHOWN
BY WEIGHTED SCORES DISTRIBUTION OF THREE HUNDRED
NINETY-FOUR RESPONDENTS BY LOCATION*

Activities	Total	Location					
		U	V	W	X	Y	Z
Interviewing	761	89	95	134	84	169	190
Recording	600	58	78	177	48	97	142
Filling out forms	483	71	54	156	34	90	78
Telephone and letter writing	277	60	38	64	34	58	23
Transporting children	90	24	10	32	21	1	2
Making reports	53	11	7	14	7	12	2
Foster home studies	32	10	5	3	6	4	4
Supervisory conferences	28	1	-	7	-	17	3
Staff meetings	23	10	1	9	-	1	2
Checking court records	9	-	-	-	-	-	9
Attending conferences	8	2	-	4	-	1	1

*Twenty workers did not respond to this item. Non-respondents were as follows: Location U--5; Location W--6; Location X--1; Location Y--3; and Location Z--5.

and how the workers ranked them according to amount of time each consumed. The workers were asked to circle three in the list and rank first, second, and third, in order of importance. The highest possible total score any activity could receive was 1,182. This table shows the list the respondents could choose from and the weighted score given each.

In Table XIV it can be seen that the workers in five of the locations ranked interviewing as consuming the most time. Interviewing was not considered routine by the research team. Recording as practiced in most Public Welfare agencies and filling out forms were considered by the research team as being routine. Recording and filling out forms have a combined weighted score of 1,083 as compared with the weighted score of 761 for interviewing. This would indicate that although a majority of the respondents considered the job to be non-routine, they saw that much of their time was spent in routine activities.

The respondents in the six locations agreed rather strongly in their ranking of the eleven tasks. As a test of their agreement, Kendall's coefficient of concordance (w) was applied to these data. The outcome of this test is Kendall's $W = .84$ $p < .001$.

There seems to be some contradiction shown by the response to the direct question and the one involving the amount of time spent in each activity. However, from the information gathered and presented, it is felt that the hypothesis was disproved.

The next hypothesis which stated that most workers will see their most important activity as rendering casework services to clients was

tested by the use of a list of activities considered as those normally done by welfare workers. Respondents were asked to circle three and rank according to first, second, and third, in order of importance. Responses were weighted according to rank given; the highest total score any activity could receive was 1,185. Table XV shows the list of activities the respondents could choose from and the total weighted score given to each.

From Table XV it can be seen that the majority of the respondents in all six locations ranked the giving of casework services first in importance; determining eligibility for financial aid, second; identifying problems, third; and assessing family needs, fourth.

This hypothesis was substantiated by the data gathered.

III. PERCEPTION OF AGENCY FUNCTION

The hypothesis which stated that most workers will perceive the agency as not fulfilling some of its basic specialized service programs was tested by using a list of some possible results achieved by the programs of the Departments of Public Welfare. The possible positive and negative results were intermingled on the questionnaire. The respondents were asked to circle any or all items they felt might apply. Tables XVI and XVII show the results of the response to this list. For purposes of presentation the list is divided into positive and negative results as viewed by the research team.

There was almost no disagreement among the six locations on:

"gives financial help" and "encourages dependency." Greatest disagreement

TABLE XV

ACTIVITIES ACCORDING TO IMPORTANCE GIVEN THEM AS SHOWN BY WEIGHTED
SCORES DISTRIBUTION OF THREE HUNDRED NINETY-FIVE
RESPONDENTS BY LOCATION*

Activities	Total Weighted Score	Location					
		U	V	W	X	Y	Z
Giving casework services	801	120	95	184	80	156	166
Determining eligibility for financial aid	659	82	88	171	69	109	140
Identifying problems	328	53	32	82	29	62	70
Assessing family needs	179	28	29	27	15	44	36
Recording	169	19	11	55	16	28	40
Making referrals	93	7	16	46	3	14	7
Placing children for adoption	67	23	6	6	16	11	5
Foster home studies	44	7	8	3	10	13	3
Making court reports	30	9	3	8	2	7	1

* Nineteen workers did not respond to this item. Non-respondents were as follows: Location U--3; Location W--9; Location Y--4; and Location Z--3.

TABLE XVI
 NUMERICAL DISTRIBUTION OF WORKERS BY PERCEPTION OF
 AGENCY FUNCTION AND LOCATION

Possible Results		Total	Location					
			U	V	W	X	Y	Z
POSITIVE RESULTS								
	Total	414	61	48	106	40	78	81
Gives financial aid	yes	402	59	46	102	39	77	79
	no	12	2	2	4	1	1	2
Encourages self-help	yes	314	33	32	87	29	67	67
	no	100	28	16	19	11	11	14
Strengthens families	yes	271	31	20	67	24	59	70
	no	143	30	28	39	16	19	11
Encourages self-support	yes	298	29	32	81	27	62	67
	no	116	32	16	25	13	16	14
NEGATIVE RESULTS								
	Total	414	61	48	106	40	78	81
Encourages illegitimacy	yes	25	12	4	3	3	2	1
	no	389	49	44	103	37	76	80
Encourages dependency	yes	87	14	12	17	9	17	18
	no	327	47	36	89	31	61	63

TABLE XVII

PERCENTAGE DISTRIBUTION OF WORKERS BY PERCEPTION
OF AGENCY FUNCTION AND LOCATION

Possible Results	Total	Location						
		U	V	W	X	Y	Z	
POSITIVE RESULTS								
A. TOTAL PERCENTAGE	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Gives financial aid								
yes	97.1	96.7	95.8	96.2	97.5	98.7	97.5	
no	2.9	3.3	4.2	3.8	2.5	1.3	2.5	
Encourages self-help								
yes	75.8	54.1	66.7	82.1	72.5	85.9	82.7	
no	24.2	45.9	33.3	17.9	27.5	14.1	17.3	
Strengthens families								
yes	65.4	50.8	41.7	63.2	60.0	75.6	86.4	
no	34.6	49.2	58.3	36.8	40.0	24.4	13.6	
Encourages self-support								
yes	72.0	47.5	66.7	59.4	67.5	79.5	82.7	
no	28.0	52.5	33.3	40.6	32.5	20.5	17.3	
NEGATIVE RESULTS								
B. TOTAL PERCENTAGE	100.0	100.0	100.0*	100.0	100.0*	100.0	100.0	
Encourages illegitimacy								
yes	6.0	19.7	8.3	2.8	7.5	2.6	1.2	
no	94.0	80.3	91.7	97.2	92.5	97.4	98.8	
Encourages dependency								
yes	21.0	23.0	25.0	16.0	22.5	11.8	22.2	
no	79.0	77.0	75.0	84.0	77.5	78.2	77.8	

*Percentages derived from a base less than 50.

among the six locations was on: "strengthens families," "encourages self-support," and "encourages self-help."

The majority of the respondents saw the results of the welfare programs as being positive. Only in one location was it perceived by a majority of the respondents that the programs do not strengthen families. In another location the workers were about equally divided on the subject. In one of these locations the workers also did not see the programs as encouraging self-support. There was some but not great disagreement on "encourages illegitimacy." Only a small per cent (6.0) of the respondents saw the programs as encouraging illegitimacy. It is interesting to note that almost one-half voting "yes" on the subject were in one location. This was one of the locations mentioned above as seeing that the programs do not encourage self-support and do not strengthen families.

Over-all, two thirds of the workers or more saw the programs as having positive and not negative results. Of the forty-two ratios there were six which fell below two-thirds positive to one-third negative. All were from urban locations and three were from the same location. Also, four of the six are in relation to one item: "strengthens families."

From the information collected it is seen that this hypothesis was disproved and that the respondents do think that the Departments of Public Welfare do perform most of their basic specialized service programs.

IV. SUMMARY

In all locations the desire to help people was listed as being the major reason for choosing the job as a welfare worker. Fifty-five per cent of the workers listed this reason. Thirty per cent listed challenging work as the reason for choice of job. Only 5.6 per cent chose the job because it was the best pay available. There were no marked differences in any of these reasons between trained or untrained Child Welfare or Public Assistance workers.

In general the workers did not see their jobs as being routine. In fact, 81.4 per cent said it was not a routine job. They listed interviewing, recording, and filling out forms as consuming the most of their time.

Rendering casework services to clients was seen as the most important activity in which they engaged.

As pointed out in the discussion of the hypothesis regarding agency function, a majority of the workers saw that the Departments of Public Welfare do perform most of their basic specialized service programs. The greatest disagreement among the six locations was on: "strengthens families," "encourages self-support," and "encourages self-help." Most of the disagreement was in one urban location. Only 6.0 per cent of the respondents saw the programs as encouraging illegitimacy.

It is hoped that this information will be helpful to employers in employing and training personnel for their Departments of Public Welfare.

CHAPTER IV

JOB AND AGENCY STATUS

Every organization has a job hierarchy.¹ In the administration of Public Welfare this is referred to as the classification plan. The formalization of an organization--the study, analysis, and writing down of what tasks various positions require--is essentially the same thing social scientists who study organization are doing when they study what they call "role and status."²

The extensive study in the area of role and status is indicative of the professional importance attached to it. Such attributes as social status, place of residence, and friendship patterns tend to be correlated with occupation. The subculture of work is crucial to the understanding of professional persons who look at their work as something more than a way to make a living. This is the viewpoint of most social workers.

The social work subculture is characterized by a strong sense of identification. Polansky and others found that Detroit social workers ". . . were likely to be identified with the interest of the least

¹John M. Pfiffner and Robert V. Presthus, Public Administration (New York: The Ronald Press Company, 1960), p. 315.

²Robert Dubin, The World of Work (Englewood Cliffs, New Jersey: Prentice-Hall, Incorporated, 1958), pp. 54, 85.

privileged group."³ Professional status seems to be affected by the prestige of the persons for whom a service is rendered. It does not necessarily reflect differences in levels of competence.⁴

Social work has long been recognized as drawing workers who are sensitive to and needful of good relationships with other human beings. They need to feel themselves to be valued and liked by other people. Thus, "... it is probably true that a professional group with personal need of the community's approving recognition will feel depreciated when the community seems to rate its services at a low value."⁵

In this study several questions were posed in an effort to get the Public Welfare worker's perception of and feeling about the job and agency status. Four hypotheses about job status and its significance to the Public Welfare worker as related to the agency and community were considered.

I. JOB STATUS AS RELATED TO PROFESSIONAL TRAINING

The first of these hypotheses which stated that, regardless of job classification or location, professionally trained workers will

³Norman Polansky, William Bowen, Lucille Gordon, and Conrad Nathan, "Social Workers in Society: Results of a Sampling Study," Social Work Journal, XXXIV (April, 1953), 80.

⁴Ralph Linton, The Study of Man (New York: Appleton-Century Company, 1936), pp. 113-121.

⁵Jean M. Snelling, "Professional Leadership in the Social Structure," Social Casework, XXXV (July, 1954), 281-282.

perceive their job as having higher status than will untrained workers was not substantiated in its entirety.

Considering the total study group (Tables XVIII and XIX), 49.1 per cent of 57 professionally trained workers rated the status of their job above average. A comparable percentage (47.9) of the untrained workers also rated the status of their job above average. Only one professionally trained worker rated his job as having low status, while eight untrained workers considered their job to carry low status. All nine of these persons who rated job status low were classified as Public Assistance workers.

When respondents' ratings of job status were weighted on a five-point scale (Table XX) there was no observable difference between the mean rating for job status between trained and untrained workers or between Child Welfare and Public Assistance workers when the study group was considered as a whole.

On this five-point weighted rating scale only the rural locations showed any marked support for the hypothesis. The professionally trained workers in this location gave a 4.0 rating (medium high) to the job and the untrained workers gave a rating of 3.4, slightly above average. In two urban locations differences of .5 and 1.1 were observed, with the untrained workers according more status to the job.

In Tables XVIII and XIX a slight difference in the rating of job status by the trained and untrained Child Welfare workers was observed. Of the 43 professionally trained Child Welfare workers, twenty-five, or 58.2 per cent, rated status of job as above average. A reverse situation

TABLE XVIII

NUMBER OF WORKERS BY JOB CLASSIFICATION, PROFESSIONAL TRAINING,
AND PERCEPTION OF STATUS OF JOB IN THE COMMUNITY

Worker's Perception of Status of Job	Total			Child Welfare			Public Assistance		
	Total	Trd.	Untrd.	Total	Trd.	Untrd.	Total	Trd.	Untrd.
Total	414	57	357	84	43	41	330	14	316
High	62	4	58	9	2	7	53	2	51
Medium high	137	24	113	37	23	14	100	1	99
Average	169	23	146	33	14	19	136	9	127
Medium low	31	4	27	4	3	1	27	1	26
Low	9	1	8	0	0	0	9	1	8
No response	6	1	5	1	1	0	5	0	5

TABLE XIX

PERCENTAGE DISTRIBUTION OF WORKERS BY JOB CLASSIFICATION, PROFESSIONAL TRAINING,
AND PERCEPTION OF STATUS OF JOB IN THE COMMUNITY

Worker's Perception of Status of Job	Total			Child Welfare			Public Assistance		
	Total	Trd.	Untrd.	Total	Trd.*	Untrd.*	Total	Trd.*	Untrd.*
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
High	14.9	7.0	16.3	10.7	4.6	17.1	16.1	14.3	16.3
Medium high	33.1	42.0	31.6	44.0	53.6	34.1	30.3	7.2	31.7
Average	40.8	40.3	40.9	39.3	32.6	46.4	41.2	64.3	40.6
Medium low	7.5	7.1	7.6	4.8	6.9	2.4	8.2	7.1	8.3
Low	2.2	1.8	2.2	.0	.0	.0	2.7	7.1	2.5
No response	1.5	1.8	1.4	1.2	2.3	.0	1.5	.0	1.6

*These percentages are shown from a small base.

TABLE XX

PERCEPTION OF STATUS OF JOB IN COMMUNITY ACCORDING TO MEAN WEIGHTED
SCORE OF WORKERS BY JOB CLASSIFICATION, PROFESSIONAL
TRAINING, AND LOCATION

Worker's Perception of Status of Job	Mean Weighted Score				
	Total Group	Trained	Untrained	Child Welfare	Public Assistance
Total	3.4	3.4	3.4	3.5	3.4
U	3.2	3.3	3.2	3.3	3.1
V	3.1	2.0	3.1	2.8	3.1
W	3.4	3.4	3.3	3.6	3.3
X	3.4	3.5	3.4	3.8	3.3
Y	3.7	3.2	3.7	3.3	3.7
Z	3.9	4.0	3.4	4.0	3.8

was observed among the Public Assistance workers, with only 21.5 per cent of the trained workers rating job status above average, while 48.0 per cent of the untrained workers rated job status above average. This, however, is indicative of a location difference since 71.4 per cent of all professionally trained Public Assistance workers were found in one urban location.

II. STATUS WITHIN AGENCY AND COMMUNITY AS RELATED TO JOB CLASSIFICATION

The second hypothesis, which states that both Child Welfare and Public Assistance workers will see the Child Welfare job as being accorded higher status within the agency and community, received partial substantiation.

Table XXI shows workers in the various locations by job classifications and perception of status of jobs within the agency. It is interesting to note that only one Child Welfare worker saw the Public Assistance position as carrying higher status.

In four locations 60 per cent or more Child Welfare workers rated the Child Welfare position higher. In two locations a little over one-third of the Child Welfare workers rated the Child Welfare position higher. In no location was the Public Assistance job rated higher. A large percentage (35.7 per cent of the Child Welfare workers and 40.0 per cent of the Public Assistance workers) rated the two positions as having equal status within the agency.

TABLE XXI

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY LOCATIONS,
JOB CLASSIFICATION, AND PERCEPTION OF STATUS
OF VARIOUS JOBS WITHIN THE AGENCY

Location and Job Classi- fication	Job Status in Agency										
	Total		Equal		Child Welfare Higher		Public Assistance Higher		No Response		
	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	
Total	C.W.	84	100.0	30	35.7	53	63.1	1	1.2	0	.0
	P.A.	330	100.0	132	40.0	154	46.7	34	10.3	10	3.0
U	C.W.	18	100.0*	5	27.8	13	72.2	0	.0	0	.0
	P.A.	43	100.0*	18	41.9	17	39.5	7	16.3	1	2.3
V	C.W.	5	100.0*	2	40.0	3	60.0	0	.0	0	.0
	P.A.	43	100.0*	15	34.9	22	51.2	6	13.9	0	.0
W	C.W.	14	100.0*	0	.0	14	100.0	0	.0	0	.0
	P.A.	92	100.0	34	37.0	51	55.4	3	3.3	4	4.3
X	C.W.	12	100.0*	2	16.7	10	83.3	0	.0	0	.0
	P.A.	28	100.0*	9	32.1	19	67.9	0	.0	0	.0
Y	C.W.	19	100.0*	11	57.9	7	36.8	1	5.3	0	.0
	P.A.	59	100.0	27	45.8	20	33.9	9	15.2	3	5.1
Z	C.W.	16	100.0*	10	62.5	6	37.5	0	.0	0	.0
	P.A.	65	100.0	29	44.6	25	38.5	9	13.8	2	3.1

*Percentages derived from a base less than 50.

Table XXII shows that slightly more than one-half (54.7 per cent) of the Child Welfare workers also perceived that position as being accorded higher status in the community as a whole. But only 30.3 per cent of the Public Assistance workers place the Child Welfare position higher in the community.

Only one location showed less than 50 per cent of Child Welfare workers rated the Child Welfare position with higher status in the community. In only one location did more than 50 per cent of the Public Assistance workers rate the Child Welfare position as having higher status in the community than that of Public Assistance. Again, a large percentage of the total study group (35.7 per cent of the Child Welfare workers and 44.2 per cent of the Public Assistance workers) saw the two positions as being accorded equal status within the community.

Approximately two-thirds of the Child Welfare workers and almost one-half of the Public Assistance workers said the Child Welfare position held higher status within the agency. However, only slightly more than one-half of the Child Welfare workers saw that position's being accorded higher status in the community as a whole, but only 30.3 per cent of the Public Assistance workers placed the Child Welfare position higher in the community. Therefore, while Child Welfare workers rated the Child Welfare position higher in status within the agency and the community, Public Assistance workers tended to agree on status within the agency but not in the community.

TABLE XXII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY LOCATIONS,
JOB CLASSIFICATION, AND PERCEPTION OF STATUS
OF VARIOUS JOBS IN THE COMMUNITY

Location and Job Classi- fication	Job Status in Community										
	Total		Equal		Child Welfare Higher		Public Assistance Higher		No Response		
	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	
Total	C.W.	84	100.0	30	35.7	46	54.7	4	4.8	4	4.8
	P.A.	330	100.0	146	44.2	100	30.3	61	18.5	23	7.0
U	C.W.	18	100.0*	6	33.3	12	67.7	0	.0	0	.0
	P.A.	43	100.0*	17	39.5	17	39.5	7	16.3	2	4.7
V	C.W.	5	100.0*	2	40.0	3	60.0	0	.0	0	.0
	P.A.	43	100.0*	16	37.2	23	53.5	4	9.3	0	.0
W	C.W.	14	100.0*	2	14.3	10	71.4	0	.0	2	14.3
	P.A.	92	100.0	47	51.0	27	29.4	9	9.8	9	9.8
X	C.W.	12	100.0*	6	50.0	6	50.0	0	.0	0	.0
	P.A.	28	100.0*	11	39.3	12	42.8	5	17.9	0	.0
Y	C.W.	19	100.0*	5	26.3	11	58.0	2	10.5	1	5.2
	P.A.	59	100.0	26	44.1	13	22.0	13	22.0	7	11.9
Z	C.W.	16	100.0*	9	56.7	4	25.0	2	12.5	1	6.3
	P.A.	65	100.0	29	44.6	8	12.3	23	35.4	5	7.7

*Percentages derived from a base less than 50.

III. AGENCY STATUS AS RELATED TO JOB SATISFACTION

That the Public Welfare worker's feeling about his job will vary directly with his perception of the community's opinion of the status of the agency is positively established in Table XXIII and Figure 1. The graphic presentation shows that the workers who perceive the community's opinion of the agency's status to be above average also have a greater degree of job satisfaction.

One hundred eighty-one, or 43.7 per cent, of the total study population felt satisfied with their job. Of this number 44.2 per cent saw the community as according high or medium high status to the agency. Eighteen per cent of this group perceived the community's according low status to the agency. Only 21, or 5.1 per cent, of the study group felt dissatisfied with their job. Among these dissatisfied workers, 42.8 per cent perceived the agency as being accorded low status by the community, and 14.3 per cent perceived the agency as being accorded high status. This generally held true for all locations of the study group.

IV. AGENCY STATUS AS RELATED TO SOCIO-ECONOMIC

STATUS OF THE CLIENT

Figure 2 gives graphic substantiation of the last hypothesis of status, that is: the Public Welfare worker's perception of the agency's status in the community will vary directly with his perception of the status of his client. This line graph rating, on a five-point scale, the perception of agency status in the community as a whole and among

TABLE XXIII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS IN STUDY GROUP BY
DEGREE OF JOB SATISFACTION AND PERCEPTION OF
THE AGENCY'S STATUS IN THE COMMUNITY

Worker's Perception of Agency Status in Community	Job Satisfaction									
	Total		Satisfied		Moderately Satisfied		Dissatis- fied		No Response	
	Num- ber	Per Cent	Num- ber	Per Cent*	Num- ber	Per Cent	Num- ber	Per Cent*	Num- ber	Per Cent*
Total	414	100.0	181	43.7	207	50.0	21	5.1	5	1.2
High	46	11.1	29	16.0	15	7.2	1	4.8	1	20.0
Medium high	84	20.3	51	28.2	30	14.5	2	9.5	1	20.0
Average	173	41.8	68	37.5	94	45.5	9	42.8	2	40.0
Medium low	64	15.5	19	10.5	40	19.3	5	23.8	0	.0
Low	46	11.1	13	7.2	28	13.5	4	19.1	1	20.0
No response	1	.2	1	.6	0	.0	0	.0	0	.0

*These percentages are shown on a small base.

Per Cent

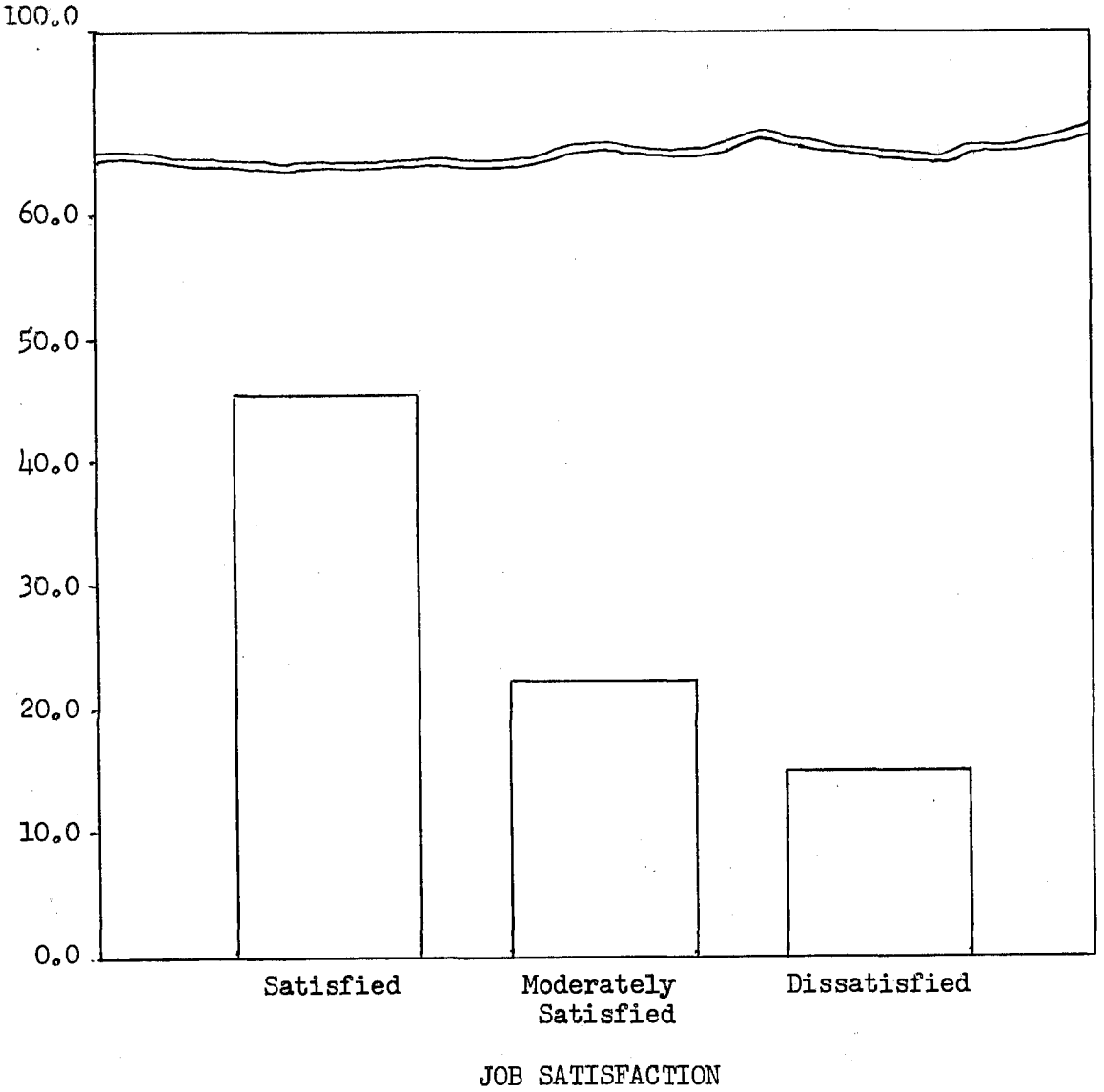


Figure 1. Percentage of group rating agency status as high-medium-high by degree of job satisfaction.

PERCEPTION OF
AGENCY STATUS

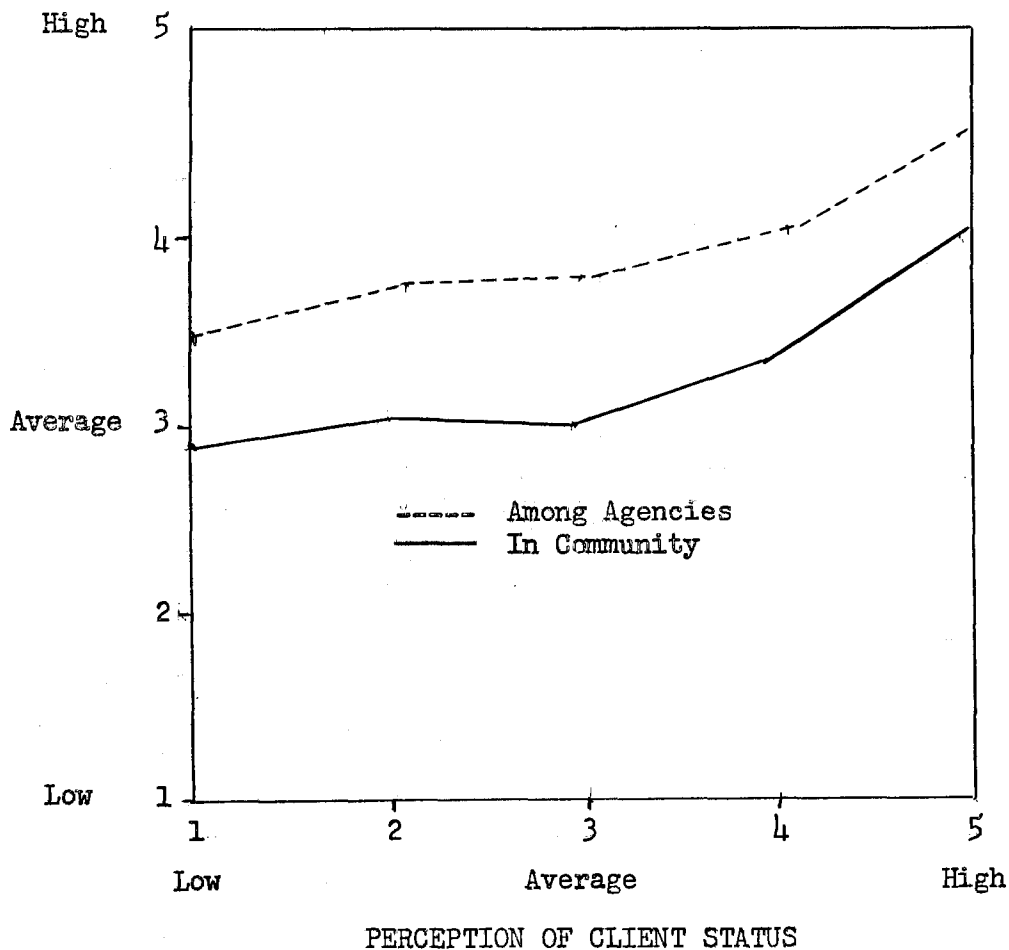


Figure 2. Worker's perception of the socio-economic status of his clients and his perception of the status of his agency among social agencies and in the community as a whole.

social agencies makes a slight upward swing as the rating for perception of client status rises.

In illustrative Tables XXIV and XXV it is noted that only two locations, both urban, had any high ratings for perception of client status. Over-all perception of client status in all locations was generally low. On a five-point weighted scale the ratings ranged only from 1.0 to 2.1. Only 2.9 per cent of the total study group rated client status above average, while 72.9 per cent rated socio-economic status of their clients below average. Three-fourths of the group rating client status above average also rated agency status high. Less than one-third of the group rating client status below average rated agency status high.

The Public Welfare workers' perception of agency status among social agencies varied sharply with their perception of agency status in the community as a whole (Tables XXVI and XXVII). Of the total 414 respondents, 151, or 36.5 per cent, stated that agency status among other social agencies was high, while 46, or 11.1 per cent, stated agency status in the community as a whole was high. This sharp difference occurred in all locations. The least difference, as well as the least percentage of high rating (17.5 and 5.0 per cents), was noted in the location where there is an unusually high number of social agencies with professionally trained staff. In five locations 50 per cent or more respondents rated agency status above average. In the rural location less than 5 per cent gave the agency status a rating below average. Two of the urban locations showed less than 10 per cent rated agency

TABLE XXIV

THE WORKER'S PERCEPTION OF THE SOCIO-ECONOMIC STATUS OF CLIENTS AND
HIS PERCEPTION OF THE STATUS OF HIS AGENCY
AMONG SOCIAL AGENCIES

Perception of Agency Status by Location	Total	Perception of Client's Status				
		High	Medium High	Average	Medium Low	Low
Total	3.7*	4.5	4.0	3.7	3.8	3.6
U	3.7	0	3.6	3.5	4.0	4.3
V	3.4	0	2.0	3.5	3.7	3.2
W	3.7	0	0	3.7	3.5	3.9
X	3.4	4.0	5.0	3.7	3.6	3.2
Y	3.8	5.0	0	3.7	4.2	3.5
Z	4.1	0	5.0	4.0	4.0	4.4

*Shown in mean scores on a five-point scale. Possible scores range from 1.0 which is "low" to 5.0 which is "high."

TABLE XXV

THE WORKER'S PERCEPTION OF THE SOCIO-ECONOMIC STATUS OF CLIENTS AND
HIS PERCEPTION OF THE STATUS OF HIS AGENCY
IN THE COMMUNITY AS A WHOLE

Perception of Agency Status by Location	Total	Perception of Client's Status				
		High	Medium High	Average	Medium Low	Low
Total	3.0*	4.0	3.4	3.0	3.1	2.9
U	2.8	0	2.8	2.8	3.1	2.6
V	2.5	0	3.0	2.7	2.7	2.2
W	3.2	0	0	3.3	3.2	3.1
X	2.7	3.0	3.0	3.0	3.1	2.5
Y	2.9	5.0	0	2.7	3.0	3.0
Z	3.4	0	4.6	3.3	3.4	3.4

*Shown in mean scores on a five-point scale. Possible scores range from 1.0 which is "low to 5.0 which is "high."

TABLE XXVI

NUMBER AND PERCENTAGE DISTRIBUTION OF THE WORKER'S PERCEPTION OF THE SOCIO-ECONOMIC
STATUS OF CLIENTS AND HIS PERCEPTION OF THE STATUS OF
HIS AGENCY AMONG SOCIAL AGENCIES

Perception of Agency Status	Perception of Client's Status													
	Total		High		Medium High		Average		Medium Low		Low		No Report	
	Num- ber	Per Cent	Num- ber	Per Cent*	Num- ber	Per Cent*	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent*
Total	414	100.0	2		10		100	100.0	126	100.0	171	100.0	5	
High	151	36.5	1		5		28	28.0	49	38.9	65	38.0	3	
Medium high	81	19.6	1		2		28	28.0	25	19.9	24	14.3	1	
Average	138	33.3	0		1		37	37.0	41	32.4	58	33.8	1	
Medium low	30	7.2	0		2		6	6.0	9	7.2	13	7.6	0	
Low	9	2.2	0		0		1	1.0	0		8	4.6	0	
No report	5	1.2	0		0		0		2	1.6	3	1.7	0	

*Percentages not shown where base is less than 50.

TABLE XXVII

NUMBER AND PERCENTAGE DISTRIBUTION OF THE WORKER'S PERCEPTION OF THE SOCIO-ECONOMIC
STATUS OF CLIENTS AND HIS PERCEPTION OF THE STATUS OF
HIS AGENCY IN THE COMMUNITY AS A WHOLE

Perception of Agency Status	Perception of Client's Status													
	Total		High		Medium High		Average		Medium Low		Low		No Report	
	Num- ber	Per Cent	Num- ber	Per Cent*	Num- ber	Per Cent*	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent*
Total	414	100.0	2	(.5)	10	(2.4)	100	(24.2)	126	(30.5)	171	(41.2)	5	(1.2)
High	46	11.1	1		3		11	11.0	15	11.9	16	9.3	0	
Medium high	84	20.3	0		2		18	18.0	29	23.0	33	19.3	2	
Average	173	41.8	1		2		47	47.0	53	42.1	69	40.3	1	
Medium low	64	15.5	0		2		13	13.0	21	16.6	28	16.4	0	
Low	46	11.1	0		1		11	11.0	8	6.4	24	14.1	2	
No report	1	.2	0		0		0		0		1	.6	0	

*Percentages not shown where base is less than 50.

status below average while about 20 per cent of the respondents in the other three urban locations reported agency status was below average.

V. SUMMARY

All Public Welfare workers in the various locations included in this study have some perception and feeling about the status accorded their position within the agency and indicated the same by their responses to questions asked.

In response to the request to rate their job as to its status in comparison with other jobs in the community, 199, or 48.0 per cent of workers, rated their job as above average with very little deviation by professional training. Only six of the 414 respondents failed to answer this question. One hundred sixty-nine, or 40.8 per cent, rated the job status "average," while forty, or 9.7 per cent, perceived their job status as below average.

Child Welfare workers generally tended to rate their position higher than the Public Assistance workers. Sixty-three per cent of the Child Welfare workers and 46.7 per cent of the Public Assistance workers felt the Child Welfare position was accorded higher status within the agency. A lesser per cent, 54.7 per cent of the Child Welfare workers and 30.3 per cent of the Public Assistance workers, saw the Child Welfare position as accorded more status in the community. Also, sixty-one, or 18.5 per cent, of the Public Assistance workers as compared with four, or 4.8 per cent, of Child Welfare workers saw the community as according higher status to the Public Assistance position. Only one Child Welfare

worker and thirty-four Public Assistance workers rated the Public Assistance position higher within the agency.

In cross tabulation of job satisfaction and perception of agency status in the community a direct variation was observed. Of the 181, or 43.7 per cent of workers, satisfied with their job, 44.2 per cent saw agency status in the community as above average, while 42.9 per cent of those dissatisfied rated agency status below average. In the group of workers, 207 or 50.0 per cent, who were moderately satisfied with their job, 45.7 per cent perceived agency status in the community as average.

There was also a direct variation in worker's perception of agency with his perception of client status. This held true with his perception of agency status among social agencies and agency status within the community as a whole. On a dual line graph, the line representing agency status among social agencies is higher than but runs parallel to the line representing agency status in the community as a whole. Both lines make a slight upward turn as the worker's perception of client status rises.

CHAPTER V

ANALYSIS OF SALARY FACTORS

It was hypothesized that most Public Welfare workers would believe that their salaries were not commensurate with their caseloads in the Public Welfare agency, and that salary was not commensurate with other job requirements including education necessary for the job as well as the experience and training of the respondents. It was hypothesized further that most Public Welfare workers would feel dissatisfied with their jobs because of these factors.

Two questions were asked in the questionnaire to ascertain the information necessary to test these hypotheses. The first question was, "Do you think your salary is commensurate with: job requirements as specified by Agency; caseload; your educational experience and training; how do you feel about your salary?" In the first three of the sub-questions the respondent was presented with the choice of only a positive or a negative response. The fourth sub-question presented a choice of three possible responses: positive (happy), negative (unhappy), or neutral (indifferent). (See Appendix B, item 30-A, B, C, D.)

The second question asked for the worker's usual feeling about his job and presented three possible responses to the worker: that of job satisfaction (positive), dissatisfaction (negative), or moderate satisfaction. This last response was intended to be a neutral response. However, because of its wording it could be considered more positive in nature than a possible fourth choice of moderate dissatisfaction.

I. PERCEPTION OF SALARY ADEQUACY

When asked whether their salaries were commensurate with job requirements; caseload; and education, experience, and training, the Public Welfare worker said, "No!" Although the workers believed they were underpaid, the largest percentage of workers believed their salaries were least commensurate with their caseloads. Table XXVIII shows that there were 56.3 per cent of the workers who believed that salary was not commensurate with job requirements, and 57.0 per cent who saw themselves as inadequately paid according to education and experience. But 67.4 per cent of the workers responded negatively when asked if salary were commensurate with caseload. It is of further interest to note that workers failed to indicate their response to these three items more often in locations U, Y, and Z than did those in locations V, W, and X. The average percentage of no response in location V, W, and X was 6.2 per cent, while the average percentage of no response in locations U, Y, and Z was 12.6 per cent. This seems significant, and it may be assumed that some factor beyond the knowledge and control of the research team has affected the way these workers have responded. There was an overall percentage of no response of only 9.5 per cent.

In analyzing this item further, there was a marked difference in the way the workers in the rural location responded to the question. This was the only location in which over one-half of the workers believed their salaries were commensurate with all three factors. In each of four of the urban locations over one-half of the workers stated that their salaries were not commensurate with any of the three factors.

TABLE XXVIII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY PERCEPTION
OF SALARY ADEQUACY AND LOCATION

Salary Commensurate With	Total		Location											
			U		V		W		X		Y		Z	
	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent
Total	414	100.0	61	100.0	48	100.0	106	100.0	40	100.0	78	100.0	81	100.0
A. Job requirements														
Yes	143	34.5	12	19.7	13	27.1	28	26.4	7	17.5	30	38.5	53	65.4
No	233	56.3	41	67.2	33	68.8	72	68.0	30	75.0	35	44.8	22	27.2
No response	38	9.2	8	13.1	2	4.1	6	5.6	3	7.5	13	16.7	6	7.4
B. Caseload														
Yes	91	22.0	8	13.1	1	2.0	18	17.0	6	15.0	15	19.2	43	53.1
No	279	67.4	43	70.5	45	93.8	80	75.5	31	77.5	54	69.3	26	32.1
No response	44	10.6	10	16.4	2	4.2	8	7.5	3	7.5	9	11.5	12	14.8
C. Education, experience, training														
Yes	142	34.3	12	19.7	13	27.1	22	20.8	10	25.0	36	46.2	49	60.5
No	236	57.0	41	67.2	33	68.8	78	73.6	26	65.0	35	44.8	23	28.4
No response	36	8.7	8	13.1	2	4.1	6	5.6	4	10.0	7	9.0	9	11.1

II. FEELINGS ABOUT SALARY

Of the total study group 379, or 91.5 per cent, were women, and thirty-five, or 8.5 per cent, were men. Of the women 231 were married, eighty-two were single, twenty-six were divorced, and thirty-seven were widowed. Three women failed to indicate their marital status. Among the males included in the study group there were no widowed persons, two were divorced, twenty-seven were married, and six were single. Including the total male group and the single, widowed, and divorced female group, it is seen that 180 persons, or 43.6 per cent of the total study group, may be considered heads of households. This indicates that approximately 56.4 per cent of the study group were not necessarily totally dependent on their personal salaries for a livelihood. This factor may be significant in considering the responses concerning the workers' feelings about salary.

Table XXIX shows that 45.3 per cent of the study sample chose a negative response to the question, "How do you feel about your salary?" A total of 108 persons, or 26.2 per cent of the sample, chose a positive response to this same question; and 96 persons, or 23.2 per cent, stated they were indifferent in their feelings about their salaries. For 49.4 per cent of the study group, then, feelings about salary were either positive or indifferent, while almost the same percentage were avowedly unhappy about salary.

As will be seen in Table XXX, the sex of the individual respondent seemed to affect his feelings about his salary. Due to the fact that female employees so greatly outnumbered male employees, the

TABLE XXIX

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY LOCATION
AND FEELINGS ABOUT SALARY.

Workers' Feelings About Salary	Total		Location											
	Num- ber	Per Cent	U		V		W		X		Y		Z	
			Num- ber	Per Cent	Num- ber	Per Cent*	Num- ber	Per Cent	Num- ber	Per Cent*	Num- ber	Per Cent	Num- ber	Per Cent
Total	414	100.0	61	100.0	48	100.0	106	100.0	40	100.0	78	100.0	81	100.0
Happy	108	26.2	8	13.3	7	14.6	8	7.5	2	5.0	30	38.5	53	65.5
Indifferent	96	23.2	20	32.8	8	16.7	32	30.2	9	22.5	13	16.7	14	17.3
Unhappy	188	45.3	30	49.0	31	64.6	65	61.4	26	65.0	26	33.3	10	12.3
No response	22	5.3	3	4.9	2	4.1	1	.9	3	7.5	9	11.5	4	4.9

*Percentages derived from base less than 50.

TABLE XXX

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY
SEX AND FEELINGS ABOUT SALARY

Workers' Feelings About Salary	Total		Sex of Workers			
	Number	Per Cent	Male		Female	
			Number	Per Cent*	Number	Per Cent
Total	414	100.0	35	100.0	379	100.0
Happy	108	26.2	6	17.1	102	27.4
Indifferent	96	23.2	6	17.1	90	24.2
Unhappy	188	45.3	21	60.1	167	43.0
No response	22	5.3	2	5.7	20	5.4

*Percentage derived from a base less than 50.

percentage distribution of the women's responses more nearly coincided with that of the total study group than did that of the men's responses. It will be noted that there was a difference of 17.1 per cent between the percentage of men who were unhappy about their salaries and the percentage of women who chose this response. That is, men chose this response more often than did women. While only twelve men, or 34.2 per cent of the male group, chose the positive and neutral responses to item 30 D, a total of 192, or 51.6 per cent, of the women chose these responses. It would seem that women were happier with their salaries than were men.

It will be seen in Table XXXI that marital status of the respondents seemed to affect their feelings about salaries. About one-third of the married and widowed persons in the study group selected the positive response to this question, while only 17.0 per cent of the single persons and 10.7 per cent of the divorced persons selected this response. Divorced persons seemed to have been more responsive to their feelings about salaries than persons in the other four categories since they had the lowest percentage of "indifferent" responses, the highest percentage of "unhappy" responses, and the lowest percentage of "happy" responses.

In four of the six locations in which the study was conducted most workers selected the negative response as to their feelings about salaries (Table XXIX). In location Y the positive response was chosen more often than any other single response. However, it is interesting to note that 11.5 per cent of the workers in this location failed to respond to this item (30 D). This was the largest percentage of no

TABLE XXXI

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY MARITAL STATUS AND FEELINGS ABOUT SALARY

Feelings About Salary	Marital Status											
	Total		Married		Single		Divorced		Widowed		No Response ^b	
	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent ^a	Num- ber	Per Cent ^a	Num- ber	Per Cent
Total	414	100.0	258	100.0	88	100.0	28	100.0	37	100.0	3	
Happy	108	26.2	78	30.2	15	17.0	3	10.7	12	32.4	-	
Indifferent	96	23.2	54	21.0	29	32.9	4	14.3	8	21.6	1	
Unhappy	188	45.3	111	43.0	42	47.8	20	71.4	13	35.2	2	
No response	22	5.3	15	5.8	2	2.3	1	3.6	4	10.8	-	

^aPercentages derived from base less than 50.

^bPercentages not given in this column due to the smallness of the number involved.

response to this question among the six locations. In the rural location 65.5 per cent of the workers stated they were happy with their salaries. The percentage of no response in this location compares favorably with the over-all percentage of no response, and the negative response is only 12.3 per cent of the total in this location.

Included in the study group were only seventy-three Negroes. A total of fifty-four of the Negro employees were in location W. In this study group 82.4 per cent of the workers were white and 17.6 per cent were Negro. Table XXXII shows that of the white respondents 129 persons, or 37.8 per cent, were frankly unhappy about their salaries, while 59 persons, or 80.8 per cent of the Negro workers, were unhappy about salaries. Although an analysis of how racial factors affect workers' perceptions of and feelings about their jobs is outside the scope of this study, this difference noted here would indicate that perhaps such a study would yield significant data.

III. WORKERS' FEELINGS ABOUT THEIR JOBS

It has been shown that most workers believed they were underpaid. There was considerable discontent with their salaries among the workers, but since only 45.3 per cent of the workers expressed open unhappiness regarding salaries it cannot be said that they were overwhelmingly unhappy about being underpaid.

The second question to be analyzed was, "How do you usually feel about your job?" As seen in Table XXXIII exactly 50.0 per cent of the total study group responded that they felt "moderately satisfied."

TABLE XXXII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS
BY RACE AND FEELINGS ABOUT SALARY

Feelings about Salary	Race					
	Total		White		Negro	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	341	100.0	73	100.0
Happy	108	26.2	107	31.4	1	1.4
Indifferent	96	23.2	86	25.2	10	13.7
Unhappy	188	45.3	129	37.8	59	80.8
No response	22	5.3	19	5.6	3	4.1

TABLE XXXIII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY JOB SATISFACTION AND LOCATION

Job Satisfaction	Location													
	Total		U		V		W		X		Y		Z	
	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent*	Num- ber	Per Cent	Num- ber	Per Cent*	Num- ber	Per Cent	Num- ber	Per Cent
Total	414	100.0	61	100.0	48	100.0	106	100.0	40	100.0	78	100.0	81	100.0
Satisfied	181	43.7	30	49.2	13	27.1	33	31.1	21	52.5	35	44.9	49	60.6
Moderately satisfied	207	50.0	30	49.2	30	62.5	63	59.4	18	45.0	36	46.1	30	37.0
Dissatisfied	21	5.1	1	1.6	4	8.3	9	8.5	1	2.5	5	6.4	1	1.2
No response	5	1.2	-	-	1	2.1	1	1.0	-	-	2	2.6	1	1.2

*Percentages are derived from a base less than 50.

Another 43.7 per cent chose the definitely "satisfied" response. Only 21 persons, or 5.1 per cent of the study group, expressed dissatisfaction with their jobs, and only 5 persons, or 1.2 per cent of the group, failed to respond to item 32 on the questionnaire. If it is assumed that the response "moderately satisfied" is more positive than negative in tone, then 93.7 per cent of the study group held positive feelings about their jobs.

Table XXXIII shows that in locations X and Z over one-half of the local study group chose the definitely satisfied response. In location U the percentage of workers who chose the satisfied response was slightly under one-half of the study group, but exactly the same number chose the moderately satisfied response. Again assuming that these two responses were positive in nature, a total of 98.4 per cent of the study group in this location held positive feelings about their jobs. This percentage of positive response was greater than for the total study group, and it was the highest of any in the six locations.

Table XXXIV compares workers' feelings about salary and job satisfaction. It is seen that while 45.3 per cent of the workers held negative feelings about salaries, 93.7 per cent of the workers held positive feelings about their jobs. Salary, then, seemed to have little influence on the way these workers felt about jobs.

IV. SUMMARY

Analysis of these two questions indicates that the Public Welfare workers included in this study group did believe that their salaries

TABLE XXXIV

COMPARISON OF NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS
BY JOB SATISFACTION AND FEELINGS ABOUT SALARY

Nature of Response	Job Satisfaction		Feelings about Salary	
	Number	Per Cent	Number	Per Cent
Total	414	100.0	414	100.0
Positive	388	93.7	204	49.4
Negative	21	5.1	188	45.3
No response	5	1.2	22	5.3

were not commensurate with caseload and job requirements. They believed that their salaries were more commensurate with their education, experience, and job requirements other than caseload, than with the caseloads they had to handle. They believed they were underpaid for the work they were expected to perform.

Although they did believe their salaries were not commensurate with over-all job requirements, and although there was much discontent with salaries in the over-all study group, about one-half of the workers indicated they were not unhappy about this. Several factors may have played an important part in this finding. Most Public Welfare workers in this group were women. Traditionally women work for supplementary income and are paid less than men. Most of the workers in this study group did not fall within the head of the household classification, and therefore were not necessarily totally dependent on this one income for their livelihood. Race, sex, marital status, and location seem to affect the Public Welfare worker's perception of salary adequacy and his response to this.

The significant finding in this analysis was that only slightly less than one-half of the workers stated they were happy or indifferent about their salaries. If those who failed to respond to this item on the questionnaire were added to the 45.3 per cent who were unhappy, only slightly more than one-half of the workers would have been unhappy about salaries.

Discontent about salaries existed among Public Welfare workers, but the overwhelming majority of the workers held positive feelings

toward their jobs. Since the Public Welfare worker perceived himself to be underpaid and discontented with existing salaries, but over-all job satisfaction was high, it must be assumed that some factor other than salary accounted for this phenomenon. It might prove interesting and valuable for other research teams to consider motivational factors in choosing Public Welfare work in greater depth than did this study.

The hypothesis that the Public Welfare worker believed his salary was not commensurate with caseload and job requirements was substantiated by these findings. The hypothesis that he felt dissatisfied with his job because of this perception was not substantiated.

CHAPTER VI

OTHER JOB SATISFACTIONS, FRUSTRATIONS, AND LIMITATIONS

In the past there has been much discussion as to whether or not salary was the primary source of dissatisfaction of social workers in the Public Welfare setting. Tollen, in his study of reasons for the high rate of turnover and staff losses in Child Welfare and Family Agencies, concluded that,

With widespread staff shortages, heavy workloads, a job to be done that is difficult and enervating, involving considerable responsibility for decisions and actions affecting the future lives of children and families, it is an obligation of agency administration to insure establishment of methods and systems of agency operation that create a minimum of pressures on staff.¹

It was the belief of the research team that conditions of work other than salary contribute to the degree of job satisfactions, frustrations, and job limitations as seen by the Public Welfare worker. Four hypotheses were formulated in this area and numerous questions designed in an effort to determine the Public Welfare worker's perceptions and feelings about these aspects of the job.

I. JOB SATISFACTION AS RELATED TO AGE AND EXPERIENCE

One of the questions aimed at securing the respondents' feelings in relation to their job and asked them to characterize their usual

¹William B. Tollen, Study of Staff Losses in Child Welfare and Family Service Agencies, United States Department of Health, Education, and Welfare, Social Security Administration, Children's Bureau Publication Number 383 (Washington: Government Printing Office, 1960), p. 110.

feeling about their job as to whether or not they were satisfied, moderately satisfied, or dissatisfied. Responses to this question were then related to age and experience to test the hypothesis that the older Public Welfare workers with longer periods of service will feel more satisfaction from their jobs than the younger worker with less experience with the agency. This hypothesis is substantiated by an examination of the data in Table XXXV which includes the responses of 410 workers who indicated their age and experience as requested on the questionnaire. Four respondents did not give this information.

As shown in Table XXXV, only 34.6 per cent of the group under 35 years of age with less than 2 years of experience (the younger, inexperienced workers) indicated that their usual feeling about their jobs was satisfaction, whereas 50.0 per cent of the workers 35 years of age and over with more than 5 years of experience indicated satisfaction. The degree of job satisfaction increased with both experience and age. The percentage of job satisfaction among the younger respondents increased with experience. The group of respondents under 35 with more than 2 years of experience show 40.5 per cent satisfied, and the group under 35 with 2 years or less experience show only 34.6 per cent satisfied.

Among the 95 workers 35 and over with less than 5 years of experience, 47, or 49.4 per cent, reported they usually felt satisfied with their jobs. It is interesting to note that twenty-six of these older, less experienced workers who felt satisfied actually had worked less than two years.

TABLE XXXV

WORKER'S EVALUATION OF DEGREE OF JOB SATISFACTION
BY AGE AND WORK EXPERIENCE OF WORKER

Age and Experience	Degree of Job Satisfaction									
	Total		Satisfied		Moderately Satisfied		Dissatisfied		No Response	
	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent
Total	410*	100.0	180	43.9	204	49.8	21	5.1	5	1.2
Under 35 with 2 years or less of experience	110	100.0	38	34.6	62	56.3	9	8.2	1	.9
Under 35 with more than 2 years of experience	79	100.0	32	40.5	41	51.9	5	6.3	1	1.3
35 and over with less than 5 years of experience	95	100.0	47	49.4	43	45.3	3	3.2	2	2.1
35 and over with more than 5 years of experience	126	100.0	63	50.0	58	46.0	4	3.2	1	.8

*The total number of responses in this table is less than total number in the study group; four persons failed to respond to either the item on age, or the one on length of service, or both.

It seems significant that of the 410 responses which were tabulated only 21 respondents, or 5.1 per cent, characterized their usual feeling about their jobs as one of dissatisfaction. Fourteen of this group were under thirty-five years of age. A total of nine dissatisfied respondents had less than two years of experience with the agency. Thus, almost one-half of the dissatisfied respondents were under 35 years of age with less than 2 years of actual experience with the agency. These 21 dissatisfied respondents were scattered among all six locations of the study.

Only five respondents did not indicate their feelings in regard to the question about degree of job satisfaction. Thus, the "no responses" constituted only 1.2 per cent of the total 410 respondents who are represented in Table XXXV.

II. JOB FRUSTRATIONS

The proposition that most Public Welfare workers will feel frustrated in their efforts to render casework services because of the pressure of caseload and variety of duties performed was established by responses of the study group as illustrated in Table XXXVI. In an attempt to secure data in relation to this hypothesis, the research team asked the study group to select and rank three of the suggested frustrating aspects of their jobs as first, second, and third in importance. The design of the questionnaire may reflect a bias on the part of the research team because it tended to conclude that all jobs, even those with which workers are very satisfied, have some more or less frustrating

TABLE XXXVI

JOB FRUSTRATIONS ACCORDING TO IMPORTANCE GIVEN THEM BY WORKERS
AS SHOWN BY WEIGHTED SCORES BASED ON RANKS

Some Possible Job Frustrations	Total (Weighted Score)	Child Welfare (Weighted Score)	Public Assistance (Weighted Score)
Too heavy caseload	672	94	578
Inability to give service	635	125	506
Filling out forms	422	82	340
Too little pay	278	59	219
Inadequate supervision	97	49	48
Other	72	19	53
Too many meetings	70	12	58
Too close supervision	38	6	32

elements in them. The team suggested what some of those frustrating elements might be. The specific question (Appendix B, item 28) did allow space for the respondents to write in other aspects but it did not allow for "no frustrations."

One of the frustrating aspects suggested by the team was inability to give sufficient service due to pressure of other work (i.e., chores such as recording, making statistical reports, checking court house records). The meaning of this item was not specified on the questionnaire, although it was implied in questions which appeared earlier on the questionnaire. By weighted scores it was ranked second in order of importance by the study group.

The job frustration which was ranked as most important by the total study group was "too heavy caseload." In a breakdown by Child Welfare and Public Assistance, Child Welfare workers ranked "inability to give service" due to pressure of other work as the most frustrating aspect, whereas the Public Assistance workers ranked "too heavy caseload" as the most frustrating aspect.

Ranked as third in degree of importance as a frustration by the total study group and by Child Welfare and Public Assistance respondents was "filling out forms." This factor may be related to a study done by Dr. Dean Fisher in Maine on work simplification. Dr. Fisher found that caseworkers were performing duties which could be done by clerical staff.²

²Dean Fisher, M.D., Work Simplification: An Urgent Need in Public Welfare, United States Department of Health, Education, and Welfare, Social Security Administration, Bureau of Public Assistance (Washington: Government Printing Office, May, 1960), p. 16.

As mentioned previously, the research team thought that aspects other than salary were more frustrating to the Public Welfare worker. Therefore, it was interesting to note that "too little pay" was ranked fourth by the entire study group.

Of the number of respondents who selected "too many meetings" as a frustrating aspect, almost one-half were from one of the urban study locations.

III. JOB LIMITATIONS

Limiting factors in the public agencies are considered to be numerous, causing many and varied conditions which have direct bearing on the performance of work by the Public Welfare workers, both trained and untrained, in Child Welfare and Public Assistance. In order to further examine some of the most prevalent limiting factors as encountered in most public agencies, the study questionnaire asked the respondents to express their perceptions of their opportunity to use their knowledge and skills and their feelings about this. Other questions were designed to determine what factors they considered to be limiting them in the use of knowledge and skills.

Table XXXVII shows that of 414 total respondents 271, or 65.4 per cent, saw some limitation, thus substantiating the hypothesis that most workers will see only limited opportunity for the use of their initiative, knowledge, and skills within the public agencies. This table also indicated that the proportion of trained workers (forty-five, or 78.9 per cent) who considered there was some limitation was higher than the

TABLE XXXVII

NUMBER AND PERCENTAGE OF WORKERS BY JOB CLASSIFICATION, PROFESSIONAL TRAINING,
AND EXTENT TO WHICH OPPORTUNITY TO USE KNOWLEDGE AND SKILL IS LIMITED

Opportunity to Use Initiative, Knowledge, and Skill	Total			Child Welfare			Public Assistance		
	Total	Trained	Untrained	Total	Trained	Untrained	Total	Trained	Untrained
A. TOTAL NUMBER	414	57	357	84	43	41	330	14	316
Unlimited	142	12	130	29	10	19	113	2	111
Moderately limited	230	37	193	51	29	22	179	8	171
Very limited	41	8	33	4	4	0	37	4	33
No response	1	0	1	0	0	0	1	0	1
B. TOTAL PERCENTAGE	100.0	100.0	100.0	100.0	100.0*	100.0*	100.0	100.0*	100.0
Unlimited	34.3	21.1	36.4	34.5	23.3	46.4	34.2	14.3	35.2
Moderately limited	55.5	64.9	54.1	60.7	67.4	53.6	54.3	57.2	54.1
Very limited	9.9	14.0	9.3	4.8	9.3	0.0	11.2	28.5	10.4
No response	.3	0.0	.2	0.0	0.0	0.0	.3	0.0	.3

*These percentages are derived from a base less than 50.

untrained workers (226, or 63.4 per cent). There were fifty-five, or 65.5 per cent, Child Welfare and 216, or 65.5 per cent, Public Assistance workers who thought there was some limitation. It appears, therefore, that it is the training rather than the job which is important in explaining the difference here.

According to Table XXXVIII, almost two-thirds of the 414 respondents indicated that the size of the caseload was the most important condition limiting them in the performance of their job. While agency policy and insufficient knowledge and skills ranked next, less than one-fourth thought them to be the most limiting factors. These tables also show that fewer trained (50.8 per cent) than untrained workers (64.4 per cent) found the size of the caseload to be the most limiting factor. Also, fewer Child Welfare workers (45.3 per cent) found the caseload to be a primary limitation than did the Public Assistance workers (66.9 per cent).

A somewhat higher proportion (21.1 per cent) of the trained workers found agency policy to be the most limiting condition than did the untrained (17.1 per cent). However, among the Child Welfare workers there were considerably more trained than untrained workers who considered themselves to be limited by agency policy. There was no significant difference between the trained and untrained workers on insufficient knowledge and skills as a limiting factor over-all, but some interesting differences did emerge on a closer analysis. The Child Welfare workers thought they were more limited by the lack of knowledge and skills than did the Public Assistance workers. However, with the

TABLE XXXVIII

NUMBER AND PERCENTAGE OF WORKERS BY JOB CLASSIFICATION AND PROFESSIONAL TRAINING
IN RELATION TO LIMITING FACTORS OF JOB PERFORMANCE

Limiting Factors	Total			Child Welfare			Public Assistance		
	Total	Trained	Untrained	Total	Trained	Untrained	Total	Trained	Untrained
A. TOTAL NUMBER	414	57	357	84	43	41	330	14	316
Size of caseload	259	29	230	38	20	18	221	9	212
Agency policy	73	12	61	13	10	3	60	2	58
Insufficient knowledge and skills	50	7	43	23	5	18	27	2	25
Other	25	6	19	7	5	2	18	1	17
No response	7	3	4	3	3	0	4	0	4
B. TOTAL PERCENTAGE	100.0	100.0	100.0	100.0	100.0*	100.0*	100.0	100.0*	100.0
Size of caseload	62.5	50.8	64.4	45.3	46.6	43.9	66.9	64.3	67.1
Agency policy	17.6	21.1	17.1	15.5	23.3	7.4	18.2	14.3	18.3
Insufficient knowledge and skills	12.1	12.3	12.1	27.4	11.6	43.9	8.2	14.3	7.9
Other	6.1	10.5	5.3	8.3	11.6	4.8	5.5	7.1	5.4
No response	1.7	5.3	1.1	3.5	6.9	0.0	1.2	0.0	1.3

*These percentages are derived from a base less than 50.

Child Welfare group, it was the untrained workers who indicated the limitation most sharply. The reverse was true in the Public Assistance group, for it was the trained workers who recognized they were limited by the lack of knowledge and skills.

The belief that the size of the caseload was the most limiting factor, and agency policy and insufficient knowledge and skills were the two next most limiting factors, was consistent among the respondents throughout the six study locations.

In order to test the research team's hypothesis that the pressure of the size of the caseload is a cause of frustration and limitation to the Public Welfare workers in rendering casework services and in opportunity to use their knowledge and skills, the worker's perception of the caseload as a limiting factor was elicited. Table XXXIX shows that of 414 total respondents 383, or 92.6 per cent, indicated some degree of limitation. Fewer trained than untrained workers thought they were very limited, with the same thought holding true with fewer Child Welfare than Public Assistance workers. It was also noted that there were fewer untrained than trained workers who thought they had no limitation at all, with the same thought holding true with fewer Public Assistance than Child Welfare workers.

It was the concensus of the research team that dissatisfaction would be quite strong among the trained workers regarding opportunity to use their professional knowledge and skill within the agency. With this in mind, one of the research hypotheses stated that most trained workers will feel dissatisfied because they are limited in use of professional

TABLE XXXIX

NUMBER AND PERCENTAGE OF WORKERS BY JOB CLASSIFICATION, PROFESSIONAL TRAINING,
AND EXTENT TO WHICH SIZE OF CASELOAD IS LIMITING
FACTOR IN RENDERING SERVICES

Size of Caseload as Limiting Factor	Total			Child Welfare			Public Assistance		
	Total	Trained	Untrained	Total	Trained	Untrained	Total	Trained	Untrained
A. TOTAL NUMBER	414	57	357	84	43	41	330	14	316
Not limiting	27	6	21	8	5	3	19	1	18
Moderately limiting	151	29	122	50	26	24	101	3	98
Very limiting	232	21	211	25	12	13	207	9	198
No response	4	1	3	1	0	1	3	1	2
B. TOTAL PERCENTAGE	100.0	100.0	100.0	100.0	100.0*	100.0*	100.0	100.0*	100.0
Not limiting	6.5	10.5	5.9	9.5	11.6	7.3	5.8	7.2	5.7
Moderately limiting	36.5	50.8	34.2	59.5	60.5	58.5	30.6	21.4	31.1
Very limiting	56.1	36.8	59.1	29.8	27.9	31.7	63.7	64.3	62.6
No response	.9	1.8	.8	1.2	0.0	2.5	.9	7.1	.6

*These percentages are derived from a base less than 50.

knowledge and skills. From the study data collected and reflected in Table XL, this hypothesis was disproved. From a total of 57 trained workers in the six study locations, only 21.1 per cent indicated they felt dissatisfied with the opportunity to use knowledge and skill. It will also be noted that only 8.7 per cent of the untrained workers felt dissatisfied. A lower proportion of trained workers (22.8 per cent) than untrained workers (36.4 per cent) was entirely satisfied with their opportunity to use their knowledge and skills.

Over-all, there was no difference between Child Welfare and Public Assistance workers in response to this item. However, it is interesting to note that satisfaction among the Child Welfare workers with training was almost twice as great (25.6 per cent) as that of the trained Public Assistance workers (14.3 per cent). The percentage of trained Public Assistance workers (35.7 per cent) expressing dissatisfaction was double the trained Child Welfare workers (16.3 per cent). This variation could be because most of the Public Assistance workers had large caseloads rather than the relatively small, selected caseloads that most of the Child Welfare workers carried.

It was also interesting to obtain the study group's feelings and perceptions about their opportunity for advancement in the field of Public Welfare. Although Table XLI is not related to any one hypothesis, it was the research team's idea to obtain these data in order to add to the over-all picture of the feelings and perceptions of the Public Welfare workers. Of the total 414 respondents 198, or 47.8 per cent, thought their opportunity for advancement within their agency was

TABLE XL

NUMBER AND PERCENTAGE OF WORKERS BY JOB CLASSIFICATION AND PROFESSIONAL
TRAINING IN RELATION TO THE DEGREE OF SATISFACTION IN
OPPORTUNITY TO USE KNOWLEDGE AND SKILLS

Opportunity to Use Knowledge and Skills	Total			Child Welfare			Public Assistance		
	Total	Trained	Untrained	Total	Trained	Untrained	Total	Trained	Untrained
A. TOTAL NUMBER	414	57	357	84	43	41	330	14	316
Satisfied	143	13	130	31	11	20	112	2	110
Moderately satis- fied	228	32	196	45	25	20	183	7	176
Dissatisfied	43	12	31	8	7	1	35	5	30
B. TOTAL PERCENTAGE	100.0	100.0	100.0	100.0	100.0*	100.0*	100.0	100.0*	100.0
Satisfied	34.5	22.8	36.4	36.9	25.6	48.8	33.9	14.3	34.8
Moderately satis- fied	55.1	56.1	54.9	53.6	58.1	48.8	55.5	50.0	55.7
Dissatisfied	10.4	21.1	8.7	9.5	16.3	2.4	10.6	35.7	9.5

*These percentages are derived from a base less than 50.

TABLE XLI

NUMBER AND PERCENTAGE OF WORKERS BY LOCATION, JOB CLASSIFICATION, PROFESSIONAL TRAINING,
AND FEELING ABOUT OPPORTUNITY FOR ADVANCEMENT

Location and Training	Perceptions of Opportunity for Advancement									
	Total		Good		Average		Poor		No Response	
	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent	Num- ber	Per Cent
Total	414	100.0	70	16.9	198	47.8	141	34.1	5	1.2
Trained	57	100.0	11	19.3	24	42.1	20	35.1	2	3.5
Untrained	357	100.0	59	16.5	174	48.7	121	33.9	3	.8
U	61	100.0	10	16.4	31	50.8	20	32.8	0	.0
Trained	9	100.0	1	11.1	5	55.6	3	33.3	0	.0
Untrained	52	100.0	9	17.3	26	50.0	17	32.7	0	.0
V	48	100.0*	6	12.5	20	41.7	22	45.8	0	.0
Trained	1	100.0	0	.0	0	.0	1	100.0	0	.0
Untrained	47	100.0	6	12.8	20	42.6	21	44.7	0	.0
W	106	100.0	10	9.4	38	35.9	57	53.8	1	.1
Trained	17	100.0	2	11.8	8	47.1	7	41.2	0	.0
Untrained	89	100.0	8	9.0	30	33.7	50	56.2	1	.1
X	40	100.0*	8	20.0	16	40.0	16	40.0	0	.0
Trained	8	100.0	3	37.5	2	25.0	3	37.5	0	.0
Untrained	32	100.0	5	15.6	14	43.8	13	40.6	0	.0
Y	78	100.0	15	19.2	46	59.0	14	18.0	3	3.9
Trained	16	100.0	3	18.8	7	43.8	4	25.0	2	12.5
Untrained	62	100.0	12	19.4	39	62.9	10	16.1	1	1.6
Z	81	100.0	21	25.9	47	58.0	12	14.8	1	1.2
Trained	6	100.0	2	33.3	2	33.3	2	33.3	0	.0
Untrained	75	100.0	19	25.3	45	60.0	10	13.3	1	1.3

*These percentages are derived from a base less than 50.

average. There was no significant difference in responses between the trained and untrained workers or between the Public Assistance and Child Welfare workers. It should be noted that more than one-half of the workers in one urban location thought their advancement opportunity was poor, and in three other urban locations one-third or more said opportunity for advancement was poor. In none of the six study locations did as many as one-third of the workers indicate that advancement opportunity was good.

IV. SUMMARY

The older Public Welfare workers with more experience indicated a higher degree of job satisfaction than did the younger, inexperienced worker. Although the degree of job satisfaction seemed to increase with both age and experience, and the percentage of job satisfaction among the younger workers increased with experience, we cannot conclude that there is a causal relationship since we do not know the previous satisfaction of these older, more experienced workers.

The two job frustrations ranked highest by raw weighted scores by the study group were too heavy caseload and inability to give service due to pressures of other work. Filling out forms was ranked third and salary fourth as frustrating aspects of the job.

Data collected revealed that a large portion of the Public Welfare workers in the study group, regardless of job classification and/or professional training, saw some degree of limitation in their opportunity

to use initiative, knowledge and skills. Size of caseload was selected as the most limiting factor in job performance, while agency policy and insufficient knowledge and skills were ranked as the two next most limiting factors of job performance.

Of the total study population, 64.7 per cent of the workers thought their opportunity for advancement was average or better.

CHAPTER VII.

NECESSARY QUALIFICATIONS OR TRAINING FOR THE JOB

The qualifications or training which are necessary for the Public Welfare worker's job are discussed in this chapter. Points discussed are: the minimum educational requirement for the adequate performance of the job, the Master of Social Work degree as a necessary minimum educational requirement as seen by Child Welfare workers and Public Assistance workers, which sex can most adequately perform the job, adequacy of current job qualifications, and methods of staff development.

I. MINIMUM EDUCATIONAL REQUIREMENTS

The hypothesis that most workers will see two years of college as the minimum educational requirement for the performance of their job was not substantiated by the data. Table XLIII shows what the respondents considered to be the minimum educational requirements for the job.

In the total study group, only 21.5 per cent of the respondents stated that two years of college was the minimum educational requirement for the performance of their job. College graduation or more formal education was seen as necessary by 73.0 per cent of the respondents. When the total sample was grouped according to job specialization (Child Welfare or Public Assistance), only 6.0 per cent of the Child Welfare workers, contrasted to 25.5 per cent of the Public Assistance workers, stated that two years of college was the minimum education necessary.

TABLE XLIII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY LOCATION, JOB SPECIALIZATION, AND THEIR EVALUATION OF THE MINIMUM EDUCATION NECESSARY FOR THE PUBLIC WELFARE WORKER'S JOB

Minimum Education	Total	Job		Locations					
		C.W.	P.A.	U	V	W	X	Y	Z
A. TOTAL NUMBER	414	84	330	61	48	106	40	78	81
High school	15	0	15	2	1	6	0	5	1
Two years college	89	5	84	14	2	19	5	21	28
College graduate	251	44	207	32	42	72	27	37	41
One year graduate social work	44	29	15	11	2	6	7	9	9
Master of Social Work degree	7	4	3	1	1	1	0	3	1
Other	3	0	3	1	0	0	1	1	0
No response	5	2	3	0	0	2	0	2	1
B. TOTAL PERCENTAGE	100.0	100.0	100.0	100.0	100.0*	100.0	100.0*	100.0	100.0
High school	3.6	.0	4.5	3.3	2.1	5.7	.0	6.4	1.2
Two years college	21.5	6.0	25.5	23.0	4.2	18.0	12.5	26.9	34.6
College graduate	60.7	52.3	62.8	52.5	87.4	67.8	67.5	47.5	50.7
One year graduate social work	10.6	34.5	4.5	18.0	4.2	5.7	17.5	11.5	11.1
Master of Social Work degree	1.7	4.8	.9	1.6	2.1	.9	.0	3.8	1.2
Other	.7	.0	.9	1.6	.0	.0	2.5	1.3	.0
No response	1.2	2.4	.9	.0	.0	1.9	.0	2.6	1.2

*These percentages are derived from a base less than 50.

In the total study group, 60.7 per cent of the respondents said that a college degree was necessary. Grouped according to job specialization, 52.3 per cent of the Child Welfare workers and 62.8 per cent of the Public Assistance workers said that a college degree was the minimum education necessary.

The minimum education was said to be one year of graduate social work education by 10.6 per cent of the total respondents. But 34.5 per cent of the Child Welfare workers said that one year of graduate social work education was the minimum education, whereas only 4.5 per cent of the Public Assistance workers said that one year of graduate social work education was necessary. Of the Child Welfare workers, 51.9 per cent had received graduate social work education, whereas only 4.2 per cent of the Public Assistance workers had received this graduate training.

In the six geographic locations where samples were taken, 34.6 per cent was the highest percentage of the total workers in any one location who stated that two years of college was the minimum education necessary. Only 4.2 per cent of the respondents in one location said that two years of college was the minimum education.

Public Assistance workers saw the minimum education level as lower than did the Child Welfare workers. In no instance did a Child Welfare worker state that a high school education was sufficient, whereas in one location 8.5 per cent of the Public Assistance workers accepted a high school education as the minimum.

While very few persons (fifteen out of 414) thought only a high school education was necessary, even fewer (seven persons) thought that the Master of Social Work was an appropriate minimum.

II. THE MASTER OF SOCIAL WORK DEGREE

Although the hypothesis that the Child Welfare worker will see the Master of Social Work as necessary more often than will the Public Assistance worker was substantiated by the data, the data also showed that only a very few workers in either group (4 out of 84 Child Welfare workers and 3 out of 330 Public Assistance workers) saw the Master of Social Work degree as necessary.

The distribution of responses about the Master of Social Work degree as a necessary minimum educational requirement is seen in Table XLII.

In the total sample, 4.8 per cent of the Child Welfare workers said the Master of Social Work degree was the minimum education necessary for the adequate performance of their job. Only .9 per cent of the Public Assistance workers said that the Master of Social Work degree was necessary. The Master of Social Work degree was seen as a necessary minimum by 1.7 per cent of the total sample.

The Master of Social Work degree was seen as more than the minimum education required for the job by 96.4 per cent of the respondents. In no geographic location did as many as 4.0 per cent of all the workers say that the Master of Social Work degree was necessary.

When divided into groups by job specialization and location, 15.8 per cent of the Child Welfare workers in one location saw the Master of Social Work degree as necessary. This was the highest percentage among the various groups for this particular item. This same group of Child

Welfare workers also contained the highest percentage of workers with graduate social work education of any group.

In one location there were no workers who saw the Master of Social Work degree as a necessary minimum. Only 3.2 per cent of the total respondents had received the Master of Social Work degree.

III. SEX OF WORKER MORE ADEQUATE IN JOB PERFORMANCE

The hypothesis that most workers will see their job as performed equally well by either sex was substantiated by the data. The respondents' opinions about workers of which sex more adequately perform the Public Welfare worker's job are seen in Table XLIII.

In the total study group, 72.5 per cent of the respondents said that the job could be performed equally well by either sex. Only 1.2 per cent of the respondents said that the job was more adequately performed by men, but 26.1 per cent of the total group thought that women were more adequate in the job. Men comprised 8.5 per cent of the total respondents.

There was less than 5.0 per cent difference between Child Welfare workers and Public Assistance workers concerning which sex was more adequate in job performance.

The differences between Child Welfare workers and Public Assistance workers did become greater, however, in the individual geographic locations. In one location, 57.1 per cent of the Child Welfare workers said that women were more adequate in the performance of the job. In this location, 31.5 per cent of the Public Assistance workers said that

TABLE XLIII

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY LOCATION, JOB SPECIALIZATION,
AND THEIR EVALUATION OF SEX OF WORKER MORE ADEQUATE IN THE
PUBLIC WELFARE WORKER'S JOB

Sex	Total	Job		Locations					
		C.W.	P.A.	U	V	W	X	Y	Z
A. TOTAL NUMBER	414	84	330	61	48	106	40	78	81
Men	5	0	5	1	1	0	1	2	0
Women	108	25	83	20	19	37	8	4	20
Either	300	59	241	40	28	69	31	71	61
No response	1	0	1	0	0	0	0	1	0
B. TOTAL PERCENTAGE	100.0	100.0	100.0	100.0	100.0*	100.0	100.0*	100.0	100.0
Men	1.2	.0	1.5	1.6	2.1	.0	2.5	2.6	.0
Women	26.1	29.8	25.2	32.7	39.6	34.9	20.0	5.1	24.7
Either	72.5	70.2	73.0	65.7	58.3	65.1	77.5	91.0	75.3
No response	.2	.0	.3	.0	.0	.0	.0	1.3	.0

*These percentages are derived from a base less than 50.

women were more adequate. This location contained the lowest percentage (2.8 per cent) of male workers.

In the location where there were the most male workers (19.2 per cent), there was a lower percentage of respondents (5.1 per cent) who replied that women were more adequate in job performance. In this same location, which was the only location which contained any male Child Welfare workers, all of the Child Welfare workers said that men and women could do the job equally well.

The data suggests that the presence of men actually performing these jobs in a particular office or location seems to raise the proportion of both men and women who believe that the jobs can be performed equally well by either sex.

No group according to job specialization or location had more than 3.6 per cent of their respondents who said that men could do the job better than women.

IV. ADEQUACY OF JOB QUALIFICATIONS

The hypothesis that most professionally trained workers will believe that job qualifications should be raised was not supported by the data. A professionally trained worker was defined, for purposes of this study, as a worker who has completed one year or more of professional social work education in an accredited school of social work.

Data on adequacy of job qualifications are seen in Table XLIV.

Of the 57 professionally trained workers in the total study group, 26.3 per cent said that job qualifications should be raised.

TABLE XLIV

NUMBER AND PERCENTAGE DISTRIBUTION OF WORKERS BY TRAINING AND
THEIR EVALUATION OF ADEQUACY OF JOB QUALIFICATIONS

Job Qualification Requirements	Total Workers		Trained Workers		Untrained Workers	
	Number	Per Cent	Number	Per Cent	Number	Per Cent
Total	414	100.0	57	100.0	357	100.0
Adequate	317	76.6	40	70.1	277	77.5
Should be lowered	8	1.9	1	1.8	7	2.0
Should be raised	86	20.8	15	26.3	71	19.9
No response	3	.7	1	1.8	2	.6

This contrasted to 19.9 per cent of the untrained workers who said that job qualifications should be raised.

In three of the six geographic locations sampled, a higher percentage of trained workers than untrained workers said that job qualifications should be raised. In the other three locations, a higher percentage of untrained workers said that job qualifications should be raised.

Most professionally trained workers (70.1 per cent of the 57 respondents) said that job qualifications were adequate. There is a possibility, however, that many of the trained workers held positions which required some graduate social work education. Therefore, the trained workers' view of the adequacy of the qualifications for their job might have a different significance than is at first apparent.

Job qualifications were said to be adequate by 77.5 per cent of the untrained workers. Only 1.9 per cent of the workers said that job qualifications should be lowered. There were no workers in three of the locations who said that job qualifications should be lowered.

V. METHODS FOR STAFF DEVELOPMENT

On the questionnaire used to obtain data for this study, the respondents were asked to rate the desirability of different methods of staff development according to their first, second, and third preferences. These choices were then assigned weights. First choice was given three points; second choice, two points; and third choice, one point. The methods of staff development were then ranked according to their weighted

scores. The ranking of methods of staff development is seen in Table XLV.

The data showed that among the total study group individual supervision was seen as the most desirable method of staff development. Graduate social work education was a very close second with less than .4 per cent difference in points between them. Other methods of staff development ranked in order were: staff development meetings, workshops, group supervision, and professional literature.

"Experience on the job" appeared often enough as a write-in to indicate that it may have ranked among the first six methods of staff development had it been included on the schedule.

Agreement between the rankings of trained and untrained workers was high as is shown by a Spearman rank order correlation coefficient $(r_s) = .867$ $p < .01$.

Agreement between the rankings of the geographic locations was also high as is shown by a Kendall coefficient of concordance $(W) = .2304$ $p < .01$.

The trained workers ranked graduate social work education first, giving it almost twice as many points (105 points to 58) as individual supervision, which was the next highest in rank. Other methods of staff development as ranked by trained workers were: staff development meetings, professional literature, workshops, and group supervision.

The trained workers in all of the six different locations ranked graduate social work education first.

TABLE XLV

METHODS OF STAFF DEVELOPMENT ACCORDING TO IMPORTANCE GIVEN THEM BY
BY WORKERS AS SHOWN BY WEIGHTED SCORES BASED ON RANK

Methods of Staff Development	Total	Training		Locations					
		Trd.	Untrd.	U	V	W	X	Y	Z
Individual supervision	557	58	499	83	74	128	53	126	93
Graduate social work education	555	105	450	99	62	147	68	96	83
Staff development meetings	429	51	378	50	67	120	30	58	104
Workshops	328	26	302	47	29	71	23	64	94
Group supervision	193	15	178	27	17	56	12	44	37
Professional literature	192	35	157	18	10	68	26	27	43
State Conferences of Social Work	56	4	52	2	4	9	4	17	20
Experience on the job and other	48	7	41	2	13	10	9	14	0
National and area Conferences	40	14	26	8	2	12	3	9	6

V. SUMMARY

College graduation or more formal education was seen as necessary for the Public Welfare worker's job by 73.0 per cent of the respondents. Less than 2 per cent of the respondents saw the Master of Social Work degree as necessary. But 34.5 per cent of the Child Welfare workers said that one year of graduate social work education was essential. Public Assistance workers consistently saw the minimum educational level as lower than did the Child Welfare workers.

The data showed that 72.5 per cent of the total respondents saw the job as performed equally well by either sex. Only 1.2 per cent of the respondents said that men were more adequate than women in the performance of the job, whereas 26.1 per cent said that women were more adequate than men. The percentage of those who thought women were more adequate decreased considerably in locations where men were actually working as Public Welfare workers.

Child Welfare workers emphasized their positive feelings about graduate training in giving it almost twice as many points as they gave any other method of staff development. Individual supervision was seen as the most important method of staff development by the total respondents. There was general satisfaction among the respondents, both trained and untrained, about the adequacy of present job qualifications.

CHAPTER VIII

SOME ADMINISTRATIVE IMPLICATIONS

This study developed out of the interest of eight graduate students at The University of Tennessee School of Social Work in obtaining some information about how Public Welfare workers perceive and feel about their jobs. Few evaluations of the Public Welfare worker's own image of his job and the agency in which he works exist, and because the worker is the mainstay of the Public Welfare agency, this study was proposed as a method of gathering some information about the worker's concept of his job and his agency.

The three major questions to be studied were: (1) How does the Public Welfare worker perceive his job? (2) How does the Public Welfare worker feel about his job? and (3) What administrative implications can be suggested by the worker's perceptions of and feelings about his job? The answers to these questions would be of value to the administration of the agency, particularly in the areas of recruitment of personnel, personnel practices, and staff development.

It was assumed that employees of Departments of Public Welfare would have some perception of themselves as Public Welfare workers, that they would be willing to share this perception and their emotional response to it, and that these perceptions and feelings could be obtained by questioning Public Welfare workers. Therefore, a questionnaire was developed to be submitted to all Public Welfare workers in six

locations in four Southeastern states. The final study group was comprised of 4114 direct service workers in these locations.

The study was not intended to include all possible aspects of the Public Welfare workers' job concept, but only those which the research team believed to have administrative implications at the time the study was developed.

1. This study has shown that in the study group most Public Welfare workers (91.5 per cent) were women, but the respondents believed that the job can be performed equally well by men and women. In those offices in which men were employed their perceived value as Public Welfare workers rose. It would seem, then, that the Public Welfare workers' job is not seen as a "feminine" one, and if recruitment programs emphasized this factor more men could be attracted to the field of Public Welfare.

2. No single professional or semi-professional organization claimed the allegiance of a majority of the workers included in this study. This might indicate that these workers were not aligned with or committed to the larger profession of social work. It might also suggest that they have not been encouraged by their agency administration to become members of these professional organizations. Since professional organizations have a unifying effect, tend to give some status to a profession, and are concerned with professional standards and behavior, it would seem that Public Welfare workers should be encouraged to participate in those professional groups available to them. If large numbers

of Public Welfare workers were members of these groups, rapid communication with them would be enhanced.

3. Excessive caseloads were found to be the most frustrating aspect of the Public Welfare worker's job as well as the most limiting factor in job performance and use of initiative, knowledge, and skills. Inability to give service to clients due to pressure of other work and filling out forms were ranked second and third, respectively, as frustrating aspects of the job. If it is assumed that excessive frustration limits satisfactory job performance and job satisfaction, there seems to be indication here for administration to examine personnel policies, staffing procedures, and workload management. There is general agreement that services to families have been weakened through pressure resulting from high caseload, staff shortages, and spreading services too thin. The Public Welfare workers included in this study would seem to agree.

Since 65.0 per cent of the workers perceived some degree of limitation in job performance and use of initiative, knowledge, and skills because of caseload and pressures of other work, this re-evaluation of agency function, production standards, and workload management would seem to be imperative. It is suggested that consideration be given to methods of assisting Public Welfare workers to set up realistic goals in relation to large caseloads with multiple-problem families. Findings of this study might indicate that perhaps Public Welfare workers are being burdened with tasks which appropriately could be performed by others such as clerical workers. Would lessening of job frustrations, together with increased freedom to use initiative, knowledge, and skills,

contribute to increased staff stability, job satisfactions, and improved job performance?

4. Most Public Welfare workers in this study group had no professional social work education. However, those workers who had social work education perceived its value in Public Welfare work, and in those offices in which there were workers with social work education all workers tended to assign greater value to professional education. In other words, where workers had experience with professional education they perceived its value in Public Welfare. This would seem to indicate that professional education could be important in Public Welfare work, that efforts should be made to encourage workers to obtain professional education, and that workers should be exposed to others with professional education at all levels of employment.

On the other hand, most workers believed that professional education was not necessary for the adequate performance of their jobs. They did believe that a college education was the minimum education necessary. This would seem to indicate that those Public Welfare agencies which do not now have the college degree as the minimum educational requirement might want to consider raising their requirement to that level. If excessive caseloads preclude the exercise of judgment and the use of specialized knowledge and skills then the workers are correct in suggesting that no specialized training is necessary. If, however, rendering casework service is to be the aim of activities then perhaps specialized education is necessary. This is borne out by the fact that

Child Welfare workers rated professional education higher than did Public Assistance workers as the desirable method of staff development.

These findings again indicate the need for a realistic definition of agency function and ways of implementing these functions and policies. As the Public Welfare worker's job is now practiced workers believe that specialized education is unnecessary. However, if the Public Welfare worker's job is to be performed as he would like to perform it, perhaps specialized education is necessary.

5. Most Public Welfare workers stated that their jobs were not routine, but did require the exercise of judgment and the use of specialized knowledge and skills. However, the activities of recording (which in most of the study locations is standardized) and filling out forms were seen by the workers as consuming a great proportion of job time. On the other hand, rendering of casework services to clients was seen as the most important activity in which they were engaged. Further, most workers stated that their desire to help people and their desire for challenging work were the major reasons for choosing this job. Apparently the workers included in this study group want to be of service to people, want to use specialized knowledge and skills in rendering services, and see the rendering of casework services as having value, but spend much time in routine activities. That this is frustrating to them has been pointed out earlier. What challenge is there to completing forms? How necessary is it to spend great amounts of time in standardized recording? What special knowledge and skills are necessary in performing these tasks? How is casework service enhanced and how are

people helped by these activities? It would appear that re-evaluation of agency function, job requirements, and staffing procedures is again indicated by these findings.

6. Data collected indicate that job classification (Child Welfare or Public Assistance) and the worker's perception of the socio-economic status of clients seem to influence the workers' perception of job and agency status. Child Welfare workers rated the Child Welfare position higher in status in the agency and in the community, and the Public Assistance workers also rated the Child Welfare position higher in the agency but not in the community. This might suggest that agency structure and programming brings about this difference in opinion or attitude.

There was some direct correlation between the workers' perception of client status and agency status. That is, as perception of client status rose, so did that of agency status. Data collected in this study shows that degree of job satisfaction was influenced by the workers' perception of agency status. These findings indicate that Public Welfare agencies should give more consideration to the agency image projected in the community and the job image projected in the agency. Public Welfare orientation and in-service training programs might be utilized to enable workers to perceive job and agency status at a higher level than seems to be current. The profession of social work might be encouraged to emphasize the value of Public Welfare services.

7. Analysis of data collected in this study shows that Public Welfare workers believed their salaries were not commensurate with

over-all job requirements: caseload, personnel qualifications, and performance levels. This was construed to mean they believed they were underpaid. However, salaries seemed to have little influence on over-all job satisfaction. Thus, it was assumed that satisfactions in Public Welfare work must come from other sources, particularly the satisfaction of the original motivations in seeking work in this area. Nevertheless, it is suggested that administration consider the importance of more competitive salaries in recruitment and question whether satisfaction based on motivations is sufficient reward to contribute to stability of staff, particularly in the current economy. It should be pointed out here that no analysis of the influence of salary on perception of job and agency status was included in this study.

8. Analysis of data collected indicates that most workers believed that Departments of Public Welfare do perform most of their basic functions. It seems that this opinion does not agree with that of the general public. For example, only 6.0 per cent of the workers believed that the Aid to Families with Dependent Children program encourages illegitimacy. It is assumed from current agitation about this program that a much larger percentage of the public would believe that this is true. If there is in fact great difference of opinion, it is the responsibility of administration to bring about a reconciliation between the opinions. There is a two-way obligation here. If the general public is more nearly correct, then the workers should be so oriented and agency function and policy so determined. If the workers are more nearly correct, the public should be so persuaded.

9. One-fourth of the respondents in this study group considered agency policy as the most limiting factor in the performance of their jobs. The research team believed this finding to be important. It indicates that administration needs to interpret to workers in the recruitment efforts, orientation, and staff development programs, that their major job function is to provide services to clients within the limits of agency policy. It also indicates that administration needs to consider whether agency policy limits too greatly the provision of services which workers consider adequate and necessary for their client groups.

10. Recent trends in staff development with emphasis on individual supervision, graduate social work education, and staff development meetings seem to have been effective since the workers in this study selected these three methods as the most desirable means of obtaining professional knowledge and skills. Since it has been shown earlier that workers recognize the value of procedures with which they have had experience, it would seem that greater emphasis on other recognized methods such as professional organization conferences, workshops, institutes, and so forth, might produce a staff with broadened horizons, increased alignment with the profession of social work, as well as assist an overloaded supervisory staff in the process of training workers.

11. A high degree of staff turn-over was confirmed by the findings of this study. Approximately 40 per cent of the workers in the study group had less than two years' experience in the Public Welfare agency. It is believed by the research team that excessive caseloads,

job status, salaries, job satisfactions, frustrations of work pressures and routine activities, limitations in the use of initiative, knowledge, and skills, and poor opportunity for advancement have some influence on this fact. It was found, however, that the older Public Welfare worker with more experience indicated a higher degree of job satisfaction than did the younger inexperienced worker. Although the degree of job satisfaction seemed to increase with both age and experience, and the percentage of job satisfaction among the younger workers increased with experience, it cannot be concluded that there is a causal relationship in these two factors since the previous satisfaction of the older more experienced workers is not known. Nevertheless, there is the suggestion that the agency consider whether it is contributing to the lack of job satisfaction among the younger workers by neglecting to provide appropriate orientation to the job and quantitatively- and qualitatively-adequate supervision.

In general, then, the findings of this study indicate the need for administrative re-evaluation of agency function and policy, recruitment practices, staff development programs, workload management, salary, and personnel practices.

Although this study has been limited by several factors, it has shown that how the Public Welfare worker perceives and feels about his job has administrative implications. The research team believes that it has also suggested several areas for future research relating to the Public Welfare agency and worker. Some suggestions for this research might include the following:

1. An examination of possible sources of job satisfactions and methods of increasing these satisfactions.
2. Determination of criteria for establishing optimum workload levels from the viewpoints of worker and agency.
3. An appraisal of workload management techniques and their effectiveness in the Public Welfare agency.
4. A study of the public's image of the Public Welfare worker and the Public Welfare agency and of means of improving this image.
5. A study of professional social work's image of the Public Welfare agency and worker and of ways of improving this image.

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APPENDICES

APPENDIX A

MEMORANDUM TO RESPONDENTS

THE PUBLIC WELFARE WORKER AND HIS JOB

This questionnaire dealing with the public welfare worker and his job is the tool being used to gather data for a thesis project at The University of Tennessee School of Social Work. Your quick initial response, not a studied judgment, is solicited. It is important that every question be answered and that the answer reflect your honest opinion.

Your individual identity will not be known. All your responses will be confidential. Information will be reported only in the form of statistical summaries.

Thank you for your cooperation in this study.

APPENDIX B

QUESTIONNAIRE

CIRCLE APPROPRIATE ITEMS:

1. Age: 20-24 25-29 30-34 35-39 40-44 45-49 50-54 55-59 60-over
2. Sex: Male Female
3. Race: White Negro Other
4. County Population: under 50,000 over 50,000
5. Marital Status: Single Married Divorced Widowed
6. Public Welfare Experience:

less than 6 months	3 years but less than 4 years
6 months but less than 1 year	4 years but less than 5 years
1 year but less than 2 years	5 - 9 years
2 years but less than 3 years	10 - 14 years
	15 years and over
7. Most of your time is spent in: Child Welfare Public Assistance
- 7a. Most of your time is spent as: Intake Worker Regular Worker
8. Size of Caseload:

less than 100	100-199	200-299	300-399	400-499	500 and over
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9. Training:

	<u>Years Completed:</u>			
High School	1	2	3	4
College	1	2	3	4
Graduate (Professional Social Work)	1	2	3	
Graduate (other than Social Work)	1	2	3	
10. Professional Organization Membership or Affiliation:

American Public Welfare Association	Yes	No
State Conference of Social Work	Yes	No
Local Social Work Club	Yes	No
Child Welfare League of America	Yes	No
National Assn. of Social Workers	Yes	No
Other (specify) _____	Yes	No

11. Have you ever been employed in another field? Yes No
 If YES, please indicate by circling field:
 Teaching Clerical Business Other (specify) _____
12. Present salary per month: less than \$200 \$400 to \$499
 \$200 to \$299 \$500 to \$599
 \$300 to \$399 \$600 or over
13. Major reason for choice of public welfare work (circle one):
 best pay available prestige in community
 like the hours challenging work
 desire to help people other (specify) _____
14. Rate your job as to its status in comparison with other jobs in the community:
 High Medium High Average Medium Low Low
15. Which job do you see as having higher status:
 A. In the Agency: Child Welfare Public Assistance Both same
 B. In the Community: Child Welfare Public Assistance Both same
16. Which of the following activities do you see as consuming most of your working time? Circle 3 and rank 1st, 2nd, and 3rd.
 Staff meetings___ Attending conferences___ Filling out forms___
 Making reports of statistical nature___ Supervisory conferences___
 Recording___ Checking court house records___ Foster home studies___
 Telephone, letter writing___ Interviewing___ Transporting children___
17. Which of the following activities do you consider your most important ones? Circle 3 and rank 1st, 2nd, and 3rd.
 Giving casework services___ Determining eligibility for financial aid___
 Placing children for adoption___ Foster home studies___ Recording___
 Assessing family needs___ Identifying problems___ Making referrals___
 Making court reports___.
18. Do you see that the work you do is predominantly:
 Routine in nature Requiring frequent use of judgment based on special knowledge and skills

19. Do you see opportunity to use your knowledge, skills, and initiative within the agency as:
 unlimited somewhat limited very limited
20. How do you feel about the opportunity to use professional knowledge and skills in your job?
 satisfied moderately satisfied dissatisfied
21. What is the least education a worker can have to perform adequately in the position you fill?
 High school Two years of college College graduate
 One year professional Social Work Master of Social Work degree
 Other (specify) _____
22. My job can be performed best by: Men Women Either
23. How do you rate the socio-economic status of your clients in the community in which they live?
 High Medium High Average Medium Low Low
24. How do you rate the status of your agency as compared with other social agencies in the community?
 High Medium High Average Medium Low Low
25. How do you see that the community rates the status of your agency as compared with all other businesses, industries, and government services in your community?
 High Medium High Average Medium Low Low
26. What do you see as the most important condition limiting you in the performance of your job?
 Size of caseload Agency policy Insufficient knowledge and skills
 Other (specify) _____
27. Does the Department of Public Welfare in your State: (circle all items that apply)
 Give financial aid Encourage illegitimacy Strengthen families
 Encourage self help Encourage dependency Encourage self support
28. What are the most frustrating aspects of your job? Circle 3 and rank as 1st, 2nd, and 3rd.
 Filling out forms ___ Too many meetings ___ Too close supervision ___
 Too heavy caseload ___ Too little pay ___ Inadequate supervision ___
 Inability to give sufficient service due to pressure of other work ___
 Other (specify) _____

29. Do you believe that your rendering of casework services is:
- | | | |
|--|--------------------|--------------|
| Greatly limited by
size of caseload | Moderately limited | Not affected |
|--|--------------------|--------------|
30. Do you think your salary is commensurate with:
- | | | | |
|---|-------|-------------|---------|
| A. Job requirements as specified by agency | Yes | No | |
| B. Caseload | Yes | No | |
| C. Your educational experience and training | Yes | No | |
| D. How do you feel about your salary? | Happy | Indifferent | Unhappy |
31. Do you think that the education, training, and experience specified for your job are:
- | | | |
|----------|-------------------|------------------|
| Adequate | Should be lowered | Should be raised |
|----------|-------------------|------------------|
32. How do you usually feel about your job?
- | | | |
|-----------|----------------------|--------------|
| Satisfied | Moderately satisfied | Dissatisfied |
|-----------|----------------------|--------------|
33. What do you think your opportunity for advancement in this agency is?
- | | | |
|------|---------|------|
| Good | Average | Poor |
|------|---------|------|
34. Which of the following do you see as the desirable methods of obtaining knowledge and skills necessary to the performance of your job?
Circle 3 and rank as 1st, 2nd, and 3rd.
- | | | |
|----------------------------------|-------------------------|-------------------|
| Staff development meetings | Workshops | Group supervision |
| Individual supervision | Professional literature | |
| Graduate Social Work education | State conferences | |
| National and/or area conferences | Other (specify) | |