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SELF-REPORTED
JOB SATISFACTION OF LATINA/LATINO BILINGUAL SOCIAL
WORKERS AND COUNSELORS IN SAN BERNARDINO COUNTY

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

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

by
María Valentín de Domena

June 1993

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ABSTRACT

This study focused on the self-reported job satisfaction of Latina/o bilingual social workers and counselors in San Bernardino County. This was a post-positivist exploratory study which relied on interviews to obtain qualitative data as to participants' job experiences, personal feelings and perceptions regarding this topic. Demographics were collected and analyzed to determine patterns. Open and axial coding were utilized on the qualitative data. Twenty-one interviews were conducted.

The factors cited by therapists who were satisfied in their current jobs, in order of frequencies were: autonomy, "familia" – supportive environment, variety, learning environment, direct client contact and respect. Fourteen of the twenty-one interviews reported that they enjoyed their current position the most. All these factors can be categorized as management issues.

The importance of this study is that very few studies have been done regarding Hispanic therapists' job satisfaction. The hopes are that this study will increase the interest in Hispanic therapists, as so few exist and retention has been said to be a problem. This study can serve as a springboard for future studies and to increase the research data currently available regarding this population.

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INTRODUCTION

PROBLEM STATEMENT

This study identified factors (such as autonomy and social support) which affected Latina/o bilingual social workers and counselors in San Berardino County's, self-reported job satisfaction. The need for this study lay in: 1) increasing our knowledge of this population as very little information exists in the literature; 2) utilizing this material as a baseline for comparison between this population and others; and 3) using this data to develop themes suggested by the research regarding retention of Latina/o bilingual social works and counselors.

Currently, there are insufficient numbers of Latina/o bilingual counselors and social workers in this community. Some agencies are quite successful in recruiting and retaining Latina/o social workers/counselors while other local (Inland Valley) agencies are not. This suggests that other factors, rather than availability, might affect recruitment and retention of Latina/o bilingual counselors. This is not to suggest that availability meets the need, but rather that those available may be more discriminating in selection of employment.

NASW has reported that 12% of members who reported ethnicity during 1988 and 1991 were minorities. Of these, they reported a slight increase in Hispanics from 2% in 1988 to 3% in 1991. Under this Hispanic label, "Chicanos, Puerto

Ricans and others" were included (NASW NEWS, Feb. 1993). Since these numbers were based on NASW membership, the number of Hispanic social workers are undoubtedly higher, as all Latinas/os may not be members of NASW. Instead they may hold one or multiple memberships in other organizations like: Trabajadores de la Raza, Latino Social Work Network, etc. The reality may be that they belong to no organization. This data doesn't include therapists in fields other than social work. These numbers also do not stipulate how many of these social workers are or aren't bilingual/bicultural.

California was said to have 19.2 percent Latinas/os in 1980. These accounted for 31 percent of the total Spanish population in the United States. This makes it the state with the highest percentage of the population. This population had grown 61.0 percent from 1970 to 1980 (Estrada, 1990).

The 1990 Latino population 7,740,000 for California. It is estimated to rise to 31,506,000 by the year 2040. The figures for the total population of San Bernardino County in 1990 was 1,440,700 with 384,500 being Latinos. The projected total growth for the year 2010 is 2,621,500 of which 1,051,400 are expected to be Latinos. For the year 2040, it is estimated that the total county population will be 5,054,000. A little less than half this total, 2,625,500, will be comprised of Latinos (Miller, 1993).

Utilizing 1981 figures, Estrada (1990) found that:

"...5 percent of all people over age 5 speak Spanish. Although this percentage may appear small, it represents more than 12 million people -- an increase of more than 2 million since 1970. Two-thirds of those who speak Spanish report that they speak English "well" or "very well," which is indicative of the bilingual nature of the majority of Hispanics in the U.S."

These English language capabilities were self reported, so the numbers of bilingual Latinas/os may be inflated. These numbers do not address the issue of language fluency, either. If we accept these numbers, it still leaves more than 4 million Latinos who weren't fluent in English in 1981.

The Tomás Rivera Center produced a study in 1986, which found that 7 percent of Californians do not speak English. This 7 percent were found to be mostly children under 3 or adults over 40 years old (Coulter, 1993).

As the minority population, needing services increases, it becomes imperative to assure availability of minority social workers and therapists. The Latino population is increasing at a higher rate, which makes the need for bilingual/bicultural Latino professionals, a very pressing policy issue since these clients needs are not being appropriately met.

Due to the small numbers of bilingual/bicultural social workers/counselors, these professionals are a precious commodity. This is why discovering what they need for job

satisfaction is important. In this way, we can utilize these factors for recruitment and increased retention in the social work field.

PROBLEM FOCUS

The paradigm utilized was the post-positivist. This stressed the exploration and use of qualitative data. This approach allowed this study to serve as a foundation for future studies, while it also stands on its own as a way of developing theory.

The major social role evaluated was the administrative/policy planning role. The derivation for this was to evaluate the needs of Latina/o bilingual social workers/counselors regarding job satisfaction. The agency's policies influenced the social worker/therapists's job satisfaction. In this study, factors which social workers/counselors identified as associated with job satisfaction were identified. The ultimate goal was to enumerate these factors so as to contribute to the literature regarding this population and to have these incorporated into agency policy.

Another factor was to reframe job satisfaction as a person in work environment issue. Most studies focus on the individual therapist by focusing on "worker and client characteristics" (Hartman, p. 196) as indicative of job satisfaction. By reframing this issue, it's importance as an administrative/policy issue was more evident.

The research question was: What job satisfaction factors were identified by Latina/o social workers/ counselors working in San Bernardino County?

LITERATURE REVIEW

The literature review revealed studies which have been conducted regarding turnover, burnout and job satisfaction. In general, and specifically, in human service organizations. At times these three were discussed together as one which emphasizes the difficulty of whether these three aspects are separate issues or interrelated. This continues to be questioned in the literature with differing results. Under these three classifications, many different factors have purportedly been identified utilizing different measurement, instruments, sampling populations and design.

TURNOVER

Kermish and Kushin (1969) studied the turnover of social workers (only 4.7% were MSWs) at a social welfare institution in California over a two year period. Though this material is dated, it gives some interesting statistics. It cites employees reason obtained through qualitative research interviews and administrators perceptions of most of them as being productive, desirable employees.

They cite an annual turnover figure of 28.9% which they compared to the national turnover figure rates of all civil service (Federal, State and Local) professionals was 12.0%,

as indicated in the 1964 U.S. Civil Service Commission report. Of the total staff 14.4% were identified as Blacks, Asian or Spanish surnamed. Of the departing group 13.4% were minorities. So a little less than 1/2 of those departing were minorities. Some (46%) left for "unalterable" reasons such as: pregnancy, husband reassigned, child care problems and personal reasons.

Kermish and Kushin cite as particularly important the fact that salary and fringe benefits was only disclosed in one instance as a reason for leaving. This may be due in part to the 60's ideology of the unimportance of money and must be interpreted with caution.

They found that many times (38%) of the reasons given for leaving were not validated when sample was interviewed. The reasons given were the more politically acceptable ones to give, i.e., personal reasons. When employees leave the agency they must participate in an exit interview and be evaluated as to whether or not they should be rehired. Of these 64.2% were given unanimous recommendations for rehire and 14.6% had unanimous non-rehire recommendations.

Overall, these were assessed as productive, desirable employees. Reason given for leaving in order of frequency were:

- 1) overwhelming job demands;
- 2) poor atmosphere and morale at the agency;
- 3) inability to be of real help to the client;
- 4) poor supervision;
- 5) little respect, encouragement and support for the worker by agency administration,
- and 6) little

opportunity to use one's own initiative to be creative."

In their conclusions they surmised that many former employees would have stayed in their jobs if "...certain changes in the agencies policies, and procedures, coupled with the necessary support and direction for the worker's effort in behalf of his client" (Kermish & Kushin, 1969) would have occurred.

Another opinion regarding turnover is that of Iglehart (1990) who interprets this as a useful way of revitalizing the agency with new blood and ridding itself of nonproductive employees. Iglehart cites the Kermish and Kushin study previously mentioned as proof that "the departure of these poor performers can be seen as desirable or functional for the agency." She lumps together the mixed and negative rehire evaluations for a figure of 36% as poor performers.

She also feels that the costs of turnover are overestimated "because they treat all separation as equally costly." She continues to postulate regarding these former employees work performance as being the reason that the agency is seen as inadequate. In other words she views the individuals failure to succeed at the agency as being the reason for client alienation also.

She does state in the beginning of her article that an "organization may lose high-quality performers...some

organizations can be left with workers who remain because of seniority, job specialization, or lack of job alternatives; in other words less motivated employees." (footnoted Mowday, Porter and Steers (1982) and Roseman (1981)). But she still insists it serves useful purposes even to workers by providing temporary positions for recent graduates in which to gain experience; experience and income during licensing or certification; and time to decide career direction. She gives no support for these assumptions.

Iglehart cites the organizational system and it's quest for homeostasis as a benefit in that "turnover ceases to be disruptive." She concludes that the agencies have been "surviving the onslaught of turnover for decades" which is not necessarily accurate, as currently certain departments such as Child Protective Services are desperately looking for employees. In a personal discussion with an employee (5-14-93) it was suggested that CPS would be returning \$2.5 million to the state this year because of lack of employees. Ewalt (1991) also cites lack of social service staff.

Iglehart ascertains that there is "functional" and "dysfunctional" turnover, based on the quality of the employees performance level. It is interesting to note that though she identifies the organization as a dynamic system, she does to see it's interactions with employees as a systems problem but as the individual workers problem.

The above two extremes regarding turnover appears in a

continuum throughout the literature.

BURNOUT

A critical review of the burnout literature was done by Ursprung, 1986 and from that he determined due to measurement, sampling and design problems, that comparison of results and meaningful conclusions have been difficult to obtain.

He cites Freudenberger (1974) as being the one "universally credited" for coining the term burnout and "...described it as a condition that manifests itself somatically and behaviorally" (Ursprung, 1986). He found that the assumption in the literature is that burnout is caused by "the unique, nonreciprocal nature of the professional-client relationship." Factors which he cites as mediating these are organizational and administrative which are: caseload size; professional status; setting; the severity of client's problems; collegiality and personal involvement of worker.

In summation he cites three possible areas to research: organization factors which include: clarity of job description and policies; caseload size; degree of worker autonomy and interorganizational communication. The second is interpersonal relationships with colleagues and supervisors. The third appears to be at the individual level which includes stress management intervention; physical exercise; group therapy and relaxation programs.

These interventions had no empirical support at the time of this article.

Arches (1991) found that the burnout literature until the past few years addressed the issue as an individual's work or individual agency issue. This led to a suggested solution which focused on treating the individual or group. She cites more recent research which includes the notion of multi-causality and "considers social, organizational and societal factors" (Carrol & White, 1982; Cherniss, 1980; Karger, 1981; Paine, 1982). Although these studies cite multicausality, the focus and emphasis of the solution "are still deeply rooted in the individual psychological characteristics of the worker." Per Arches the burnout and job satisfaction literature is similar or even the same. As stated before some even include both in their articles (as Arches does) and sometimes all three concepts; turnover, burnout and job satisfaction are included. To focus this study further an attempt was made to narrow the literature review to job satisfaction with the understanding that this literature intermingled with the burnout and turnover literature and at times it is impossible to separate.

JOB SATISFACTION

Butler (1990) interpreted the literature (V. Glicken, 1980; Orpen, 1979) as suggesting that there were five characteristics that have been positively associated with job satisfaction. These were 1) "task variety," 2) "task

identification" – which meant completion of a task from beginning to end, 3) "task significant" – the impact of this particular task on people's lives, 4) "autonomy" – freedom to act independently of supervisors and 5) feedback. Her study showed "task variety" as positively associated. She found no association between autonomy and job satisfaction. She suggests that the definition of autonomy may have been interpreted by the subjects as lack of supervisory support.

Butler found no significant personality characteristics. Rather, her major finding was related to individual difference with work intensity. This was defined by her as "...daily frustration levels; excessive bureaucratic demand; too much paperwork and unbearable emotional intensity." She believes these are characteristics having to do more with job organization than individuals.

Social workers with private practices had "task significant" and "supervision or administration as the method of practice" as associated variables.

Those social workers without a private practice had positive associations in task significance, work intensity, "frequency career change considered," and "difficulty finding current job."

Two agency context variables found to be significant were: 1) income and 2) type of agency. Her suggestions for

agency type was to look at methods of making smaller groups in a large agency context. The reasons smaller groups appeared to be more effective were colleague's support, communication between staff and management, less red tape and greater work hour flexibility.

Harman (1991) found that effectiveness, reactivity and autonomy made a difference for child welfare practitioners. They felt that they were given the resources and time to complete the job. He suggests that the difference is that with the loss of autonomy, bureaucratization increases. As bureaucratization increases it may lead to conflict between individual professional values and those of the agency.

The different settings having differing impact on job satisfaction were studied by Jayaratne, Davis-Sacks and Chess (1991), and Sze and Ivker (1986). Jayaratne et al. found that those in private practice experienced less psychological stress symptoms due to four factors. These were: 1) setting - the practitioner's have greater opportunity and feeling; 2) individual characteristics - he speculates that they may be healthier because they have chosen to leave an unhealthy agency environment; 3) clientele served - more YAVIS (young, attractive, verbal intelligent, successful clientele and fewer low income and minorities; and, 4) different stressor are encountered including maintaining adequate clientele, working with insurance companies, etc.

In their study, Sze and Ivker (1986) found that various work settings appeared to be correlated with stress of social workers. These were as follows (by frequency): hospital workers, university teachers, community mental health workers, private agencies, public agencies and "others." Those appearing to show the greatest work role stress were workers, followed by administrators and supervisors. This held true throughout all settings. Another finding was that increased stress or stress symptoms did not necessarily mean increased strain.

Job dissatisfaction factors and consequent stress and strain were found to differ from those factors associated with frequent job discontinuance (Jayaratne & Chess, 1983 as cited in Sze and Ivker). They speculated that role conflict, role ambiguity, and heavy workload appeared to be significant factors in job dissatisfaction. For job discontinuance, low salary and few promotion opportunities might be significant. To these two factors Sze and Ivker (1986) added poor agency operation and low agency morale. They also perceived that heavy workload would be a reason for job discontinuance rather than for job dissatisfaction.

Ewalt (1991) felt that workers would be unlikely to enter or stay in a profession where salary, environmental influence and value sensitivity were unsatisfactory. He found that participatory management style appeared to be more effective. Participatory management style was defined

as focusing on the collective rather than the individual's benefit and decision making by consensus. They cite "...relatively meaningless group meetings as participation...deadly for staff retention."

According to Alexander, Helms and Wilkins (1989) the business management literature shows support for the worker-supervisor relationships and the workers performance and job satisfaction. They conclude that although communication is important, it is counterproductive for the supervisor to advise workers on "how to counsel." When information was provided about the job, and the organization and the decision rationale was explained, this improved their relationships.

Perceived control and social support appear to provide for an additive, rather than interactive (moderating) model (Melamed, Kushnir & Meir, 1991). They did not find a buffering effect in regards to social support and job stress. Those who appeared least stressed had low demand placed on them, high perceived control and high social support. Those who were most stressed showed opposite pattern.

Koeske and Koeske (1989) disagree with Melamed, et al's views. They felt that there was an implicit moderating effect on support and accomplishment. They found that in no case did increase workload was related to work stress when either support or accomplishment were high. The most

critical condition in their view as collegial support for decreased stress and burnout.

ETHNICITY

Most of the studies did not include minorities. Some of these studies did not even specify if there were any minorities in the sample. A couple of the articles that did include minorities did not give a breakdown of the minority population. The articles below looked at ethnicity across occupations.

McNeely (1989) studied Hispanics with different work roles at three different county welfare agencies. He does separate them by work roles afterwards. It's difficult to determine accurately, what part race, work roles and other factors may play in the final results. He suggests that Hispanics appear to be more satisfied with their jobs than non-Hispanics. The job satisfaction of Hispanics was strongly predicted by whether or not they felt that "management really knows it's job." Non-Hispanics didn't even cite this as an issue, but did cite "belongingness" as important. Both groups cited "job not dull and monotonous" as the most important factor of all. An income discrepancy existed between the professional in both groups. According to the author, this discrepancy could not be explained by educational differences, length of employment or occupational status.

In another article, McNeely (1989) suggests that

different races may react differently to the instrument utilized. He cites extreme differences of opinion in the literature as to the importance of race in job satisfaction results. One thing that must be kept in mind, some studies are done across occupational roles or utilizing race as the baseline.

Chusmir and Koberg (1990) obtained a multi-organizational sample which included Cubans and Central American Hispanics compared to Caucasians. They found that Hispanics had lower-pay satisfaction, and lower satisfaction with supervision and co-workers. They suggest in this article discrimination or "natural social conflicts" between groups may affect job satisfaction.

METHOD

SAMPLING

A convenient sample of 20 workers were selected. The criteria for selection was Latinas/os bilingual social workers or counselors who worked in the San Bernardino County area. Through networking and referrals from therapists interviewed, the convenient sample was obtained. Two of the twenty nine therapists contacted refused to be interviewed. The sample was limited to twenty two due to scheduling difficulties between researcher and therapist. The sample was purposefully selected from a cross-section of work sites; private practice, county agencies and non-profit organization including Kaiser.

INSTRUMENT

Preselected questions were asked in the interviews. After the first three interviews two unexpected findings arose. The first was community college attendance. The second was the manner in which these therapists chose their occupations, including the importance of mentors. This led to adding three questions to the instrument. The final form of the questions utilized are appended (see Appendix A).

DATA COLLECTION AND PROCEDURE

A collection was completed over a three month period. All interviews were conducted by the researcher at her or therapists' office. One interview was done by telephone, after two scheduled appointments had to be cancelled. Most of the interviews took twenty minutes. Some took longer than that amount of time, depending on their work history and information they shared. The longest interview took an hour and a half due to the constant interruptions at this agency.

PROTECTION OF HUMAN SUBJECTS

Anonymity and confidentiality were protected by assigning each person a random three digit numerical code. The researcher was the only person with access to this master list. This list was the only place where individual names appeared.

Signed informed consents (see Appendix B) were obtained during the interview. The exception to this was the

telephone interview. The consent form was mailed to the therapist who then signed and returned by mail. These consents are kept on file by the researcher for each individual interviewed. These were kept and utilized for administrative purposes only.

Debriefing was conducted in the last few minutes of each interview. There was no evidence of exacerbation of negative feelings for these therapists. Names and telephone numbers of the researcher and research adviser were left with the social workers/counselors. They were directed to use these if they had any questions or need for discussion.

At this point, many expressed interest in receiving a copy of the results.

ANALYSIS

A qualitative procedure was utilized in this exploratory study. Questions were asked in an attempt to determine job satisfaction components for this population (see Appendix A). After each interview, a narrative write-up was done. These had numbered lines for better clarification and as an auditing trail.

Open coding was utilized on the data. The strength of this method was that interviews were not influenced in regards to their answers. This allowed for them to express their ideas and experiences, and suggest variables which may not have been considered, otherwise. During the interview they were asked to explain concepts (i.e., support,

autonomy, etc.) until the researcher felt she understood their use of it. This made coding more accurate and effective.

The open-endedness of the questions were also its limitation. Different factors were suggested, some only once, thus not arriving at any evident overall category. Since this was an exploratory study, this was acceptable. It suggested more research was needed in this area.

Each narrative was dissected and general subcategories were elicited with the use of index cards. Axial coding was then utilized to make connections between data. An example of this were answers were placed into piles according to similarity of topic. An example regarding exercising judgement, perceived control, decision making ability fell under the category of autonomy since they all dealt with the interviewee's perceived autonomy. The only relationship expected to be made for data obtained was an interpretive one.

Frequencies and means were analyzed on the demographical data to determine patterns. This data; age, sex, years licensed, ethnicity, years at the agency, agency type, position type, community college attendance and mentors (see Table 3).

FINDINGS

There were a total of 21 therapists interviewed, twelve were females and nine were males. The mean age for females

was 40 years old, with half of them (6) being in the 30-39 year old range. For the males the mean was 49 years old, with all but two being in the 40-49 year old range (see Table 1).

Eight ethnicity categories were cited by these therapists. Chicana/o was the most often cited with 6 individuals. Mexican was cited 5 times by individuals. Three reported themselves as Mexican-American. Equal numbers were given for Cuban and Hispanic (2) and for Latino and American of Mexican descent. (1) The American of Mexican descent is bilingual, but not bicultural. The Caucasian is both bilingual and bicultural and is accepted by the community as Latina.

Thirteen of the total therapists were LCSWs, three were MFCCs, and four had their Ph.D.s. The remainder had varied degrees or certificates.

The year of graduation, degree, or certificate ranged from 0-16 years for the females, with a mode of 6 for the 0-5 range. For the males the range was 6-17, with an equal distribution (3 each) at each increment. The increments were in 4 years with the exception of the first one being the 0-5 increment.

Nine of the twelve females were at their current agencies for 1-10 years, with most being there 7 years in the 1-5 year range. Five of the nine males fell in the 1-5 year range at their current agency, two had been there 16-20

years. Only one female had been at her current agency for that length of time. Of the females, two had begun as clericals and were mentored into social work. Another had done her internship at her current agency and mentored to receive her LCSW.

Fourteen of the twenty-one individuals interviewed enjoyed their current jobs the most (Tables 2 & 3). All except one of those who worked 5 years or more fell in this category. Five of the six administrators interviewed are on this list also. Only one of the Ph.D.s was enjoying his current job the most.

The primary reason cited by this group in order of frequency were: autonomy, flexibility; "familia" - supportive environment; variety; learning environment - challenging, exciting; clinical work - direct client contact; respect, valued professional, validation. Secondary reasons given were: good supervision; creativity; utilize own management style; and community organization (see Appendix D). The total sample cited similar characteristics but in a slightly different order (see Appendix I). The only difference between the one bilingual/bicultural Caucasian and the rest of the sample was upward mobility as an important job satisfaction characteristic for her.

Seven had enjoyed another position more than their current one (see Table 4). This does not necessarily mean

that they don't enjoy this one, but relatively speaking there was another one they enjoyed more.

The reasons they cited for leaving their most enjoyable position, in order of frequency were: Funding cuts, money; supervision; and commuting. This was very different from the total sample characteristics of the position they like the least. This is where some racial discrimination considerations appeared. Those characteristics were: increased volume of work, paperwork, work restrictions; politics, bureaucracy; insensitivity to Hispanic community; and treated as a third class citizen, used for ethnicity.

As the interviews were being conducted, the issue of attendance at community colleges and mentoring repeatedly appeared. Of the totals sample, 13 attended community colleges, and most had a mentor.

The therapists were asked for any concluding comments. Some chose to do so. These can be found in Appendix E.

DISCUSSION/SUMMARY

In the most recent study conducted by NASW (1991), the median age of it's members was between 41-45 years old. This is comparable to this study in that approximately half (10 of 21) of the sample was between 40 and 49 years old. McNeely's articles (1989a and 1989b) found the majority of Hispanics in his study being in the 30-41 years of age range. The 42-52 year old group followed as second highest percentage. This may be accounted for by his sample being

across all work roles (i.e., custodial-administrative) in human service organizations.

The 1988 NASW study (quoted in 1991) reported that Hispanics comprised 2 percent of their membership population. By 1991, this population's increase rose to a mere 3 percent. Of these, it is not known how many held bachelors degrees versus masters and doctorates.

The factors elicited from the sample in this project were supported by the literature. However, there were some exceptions. Learning environment, which was the fourth factor listed by this sample, wasn't mentioned. Two secondary factors: own management style and community organization were also not reported in the literature. Concerning samples' reasons for leaving, their most enjoyable position, commuting was not found either. These three things may be individual preferences found regarding job dissatisfaction. The sample agreed with the literature about the paperwork-work volume and bureaucracy as factors.

There also was a perceived racial difference in two other factors: insensitivity to Hispanics and being "treated as a third class citizen." Chusmir and Koberg (1990) suggest that their findings of lower satisfaction with supervisors and co-workers in Hispanic multi-organizational study may have had to do with discrimination or "natural social conflict." McNeely suggests Hispanic workers perception of management is extremely important

also. Ewalt (1991) suggest that overall there must be value sensitivity for job satisfaction. Jayaratne and Chess (1983) cited in Sze and Ivker discuss role conflict. These ideas may help clarify the findings of this study. This also relates to the importance placed by this sample on "familia" (family) social support. This needs to be further studied, as the concept of "familia" is very important culturally. Family does not have to be a relative but a relationship which is so intimate that the person is perceived as such. Natural support systems are very important to Hispanics in general (Delgado, Humm-Delgado, 1982).

Another, ideal characteristic cited was "respeto" - respect as an individual, an Hispanic individual. "Interview #667, lines 22-23. "Respeto" (respect) is another culturally important concept. The worse thing that can happen is for someone to "faltar el respeto," to not give you respect. It is an insult, and an expectation on the basis of being a human being. Once again, it is unclear whether the individuals meant this in a cultural sense, though it appears so. Only one other study Kermish and Kushin (1969) utilize the word "respect" from their findings. The literature is very divided regarding the influence of race on job satisfaction. Some feel there is an influence, others feel that other factors can be attributed to the differences which are perceived, such as

socio-economic status (McNeely, 1989b).

A serendipitous finding was that of community college attendance by 13 of the 21 individuals. This may be so due to the economic realities of the Hispanic population of the uncertainty and insecurity of continuing in college. This is why it would be interesting to find out how many Hispanic NASW members have BSWs versus higher degrees. In this sample, the educational goals were reached in increments of which the community college served as the foundation. California's current financial crisis in the community colleges, UC and Cal State systems which have included fee hikes with the expectation of continued fee increases may be of particular importance to social work. It is said, that "Most of the MSW and BSW graduates produced one from 11 of the 20 Cal State University (CSU) campuses, (Thompson-Ortiz, 1991). One of these is a local BSW program which has been terminated.

Another serendipitous finding was that of role model or unofficial and official mentorships. Two interviews make this point succinctly. "Being exposed to clinical therapists, psychologists or even teachers. Hard to see myself in any other situation: secretary, beautician (were prior goals). By working at county clinical as clerical, I saw Spanish therapists. Thought, I could do this!)" Interview #255, lines 49-54. "Went to volunteer at the Free Clinic, because I felt it was important. Met social work

students for UCLA and USC. As I pushed the broom, they kind of took me under their wing. Helped me out and talked to me about going into social work and here I am." (Interview #369, lines 34-38).

As stated in findings, a few therapists worked as clerical, were exposed to Latino therapists and mentored by them to join the profession. The social work field is not very well known. Most of the time, the perception of social workers is the eligibility workers which they may have encountered in childhood. This has been a sore point for NASW and social workers in general. Interview #329, who teaches Intro to Social Work, finds this stereotypical view is held by each new class.

Most of the factors in the literature point to the importance of the organizational systems. McNeely (1983) separates these into the rationalistic/bureaucratic model and the human relations mode. He suggests "...the raitonistic model may lead to subjective feelings of powerlessness, isolation and meaningless." Factors which have been associated with alienation, work dissatisfaction and burnout symptoms. The rationalistic model can be identified by the following: hierarchy - decision makers are at the top with authority over subordinates; efforts to standardize tasks; "a priori rules regarding performance guidelines"; impersonal relationships between members is stressed; and labor is divided into specializations.

The human relations model entails: "collegial decision-making, generalization in the division of labor; personalized relations; and the internalization of organization goals by it's members to guide performance." He cites the importance of this latter model in human service work, because when dealing with counseling individuals you cannot follow a standard format and foresee how to handle every situation.

In agreement with McNeely, this study points to the importance of a human relations models as it most closely contained the ideals of this Latina/o sample. These ideals were autonomy; "familia" - support; variety; creativity; "respeto" - validation; and direct client contact. Due to the cultural implications of "familia" and "respeto", the human relations model would be more culturally congruent. The sample was similar in what it found in it's most enjoyable position and their ideal job characteristic (see Table 3). As can be seen regarding what the sample least enjoyed, was the bureaucratic aspects of their positions.

What was unexpected and interesting to note was that although many were employed in bureaucratic organizational models, this appeared not to matter if the immediate supervisor and clinic utilized a human relations model. In other words, a way was found to work within the system.

As Interview #481 shared, "... (I) went through two supervisors - first Hispanic woman supervisor. She created

an environment of safe(ty). Clinic could discuss own issues, camaraderie, open peer interaction, not sense of competition, (supervisor) into nurturing therapist. Wanting each to expand selves emotionally, physically, mentally, so she would bring them like once (a) month inservice and staff development. (Supervisor) left..., went to... In that particular incidence, (the) whole nature of (the) clinic changed, (went downhill immediately). No longer safe, sense of racial overtones" (lines 24-35).

This interview stresses the problem of maintaining a human relations supervisor in a bureaucratic department. Eventually, they may choose to leave. Hartman suggested that those who violate agency procedures or invest more of themselves than is necessary, cannot last and will get into trouble. They are then faced with the option of retreating from the setting or from the system's goals and norms (Hartman, 1991).

This project points to the importance of looking at the psychosocial aspects of person-in-environment concept in social work. It appears to be important to extend this view to the therapist in environment influences, interactions, needs, culture and expectations.

The hope is that research will continue to look further into this concept and into minority therapists' issues. At present, the reach is so limited and across organizations that the results may be due to factor other than race and

culture.

Appendix A

QUESTIONNAIRE

- 1) Demographics: age, years licensed, year graduated (if not licensed), ethnicity, sex, years at agency, agency type, position type, and community college attendance.
- 2) What other agencies have you worked with before?
- 3) What was that (were those) experience(s) like for you? How long did you work there? What was (were) your reasons(s) for leaving?
- 4) What has been your most satisfying and least satisfying work experiences in this field? What do you think made them so?
- 5) Tell me three things which you feel are most important in job satisfaction for you.
- 6) Do you think it is difficult to find and retain bilingual counselors? Why or why not?
- 7) Did you have a mentor? Tell me about them.
- 8) What made you choose this field?
- 9) Any comments or additions?

Appendix B

CONSENT FORM

I consent to serve as a subject in the research investigation entitled Self Reported Job Satisfaction of Latina/o Bilingual Social Workers and Counselors in San Bernardino County. The nature and general purpose of the study have been explained and the attached statement read to me by Maria Valentin de Domena from the Social Work Department.

I understand that the purpose of this research is to explore job satisfaction issues of Latina/o social workers and counselors, as no study has been done regarding this population. The research procedures involves one hour interviews. If the need arises and social workers/counselors schedule permits, these may be extended.

I understand that my participation is voluntary and that all information is confidential and that my identity will not be revealed. I am free to withdraw consent and to discontinue participation in this project at any time. Any questions that I have about the project will be answered by the researcher named below or by an authorized representative.

On the basis of the above statements, I agree to participate in this project.

Participant's
Signature

Researcher's
Signature

Address

Date

Home/Campus Telephone

Appendix C

DEBRIEFING FORM

The purpose of this study was to explore job satisfaction of those bilingual/bicultural counselors working in San Bernardino County.

If you have any questions, concerns or comments, you may contact:

Dr. Marjorie Hunt

Social Work Department

California State University, San Bernardino

(909) 880-5496

If you would like the aggregate results of this study, you may contact me:

María Valentín de Domena

Thank you for your time and willingness to participate.

Appendix D

SELF-REPORTED JOB SATISFACTION IDEAL CHARACTERISTICS BY
FREQUENCIES

Autonomy, freedom, decision-making, creativity

Support: clinical, administrative & colleagues

Salary & Benefits

View clients progress, helping, giving to others

Respect as professionals, Hispanics and individual

Professionally stimulating, increase knowledge

Resources, means to perform job

Like position, job

Physical surroundings

Secondary:

Versatility, variety, including clientele

Time to increase knowledge, not be overworked, lower
caseload.

Appendix E

COMMENTS

"I hope that many Spanish speaking people go into professions. Reality is (it's) necessary. Population needs professionals in same culture. It's no secret, they know that! Need in all area, all professions, you name it - legal, social, medical. Many people speak about the needs for (the) year 2000 for Latinos. See reality now... I have seen this need since 1975, don't have to wait to the year 2000. Hope it helps the school to get more and more convinced they must open the doors to the Hispanics. Three weeks in Mexico, don't solve the problem (to become bilingual), has to be same "raza", professional. (Former agency serves as a) social function, mission, anchor. (This is why it was developed, to encourage Hispanics to continue in education and serve the population. Necessity for them to have professionals, if not, minimized and put down. Easier to lose reputation)."

Interview #873, line 112-131

"I think, especially like in San Bernardino County, population here,...something like 30-40%? of population. I think is's (a) shame county doesn't service Hispanics in health field. (We are) the only Spanish speaking clinic. 10 or 15 therapists throughout county (who) speak Spanish. (We're) overworked and overloaded because of (amount) of people. County refuses to hire. As Hispanic woman,

underpaid even in the field of mental health. (I was) hired at step 1, could have hired (at) any step (they) wanted. Still duality goes on, thinking he's male, he should get paid more. Fighting a lot of prejudice, being Hispanics females - only three here (Hispanics). We're (the only clinic (that) has (a) Spanish speaking psychiatrist. (Here there's a) sense of competition, (for) stats. (Questioned her re: County's recruitment committee). No knowledge of recruitment committee on county."

Interview #481, lines 82-99

"It's a shame, overt racism that Cal State San Bernardino doesn't have more bilingual students, especially in this area. They should be embarrassed!"

Interview #369, lines 42-45

"Not recruiting enough, retaining enough, not offering enough scholarships and grants."

Interview #958 lines 54-55

"Failure of high school counselors to encourage us. (Need) more Latino as school counselors - reach youth; encourage; let them know what's available."

Interview #255 lines 55-57

"Hard to find interns, maybe not enough going into fields, not whole lot of male Latinos in field treatment versus administration. Out of 350 (in my program) 6 in class."

Interview #578 lines 38-50

"In order for bilingual employee to be satisfied he/she needs to have good support system, validated, encouraged, appreciated for extra skills we bring to field. (Requested her definition of support). Other bilingual colleagues, sense of feeling you're not alone, have someone to go to, (see) not only Spanish speaking clients but what else (is available), (use) other talents.

Interview #667 lines 67-74

"If you go into field, do best job you know how to do. (It) can be very satisfying, rewarding career. (You) do suffer a sense of isolation from rest of Chicano community, just you and your office mates, beyond that little contact. Hard to recruit out here (Inland Empire) from L.A. No Blacks, Asians (at this particular site), yes in L.A."

Interview #112 lines 72-81

"I think it's changing, health field doesn't have money. Used to having things imposed on us by insurance companies, legislators without mental health background. (They) have had to learn - even ... (us) - HMO - don't overtreat. (We) sometimes have bad reputation. I've never seen that - ... bad things (are said about what we do to) save money. Always tried to not only work with working class and middle class, by law - must provide certain limit (amount?) of Medi-Cal. Medicare can (get our services too). (Regarding bilingual therapists) some agencies (in) county (have) "chased out" ones do have. (Feels things)

therapist's can "grow on" (are important and received here, for example) committees, conferences, latitude (give in what they do)."

Interview #274 lines 56-67

"(Must) work to revamp (the) system."

Interview #596 line 63

"(A) sister became a social worker, Ph.D. (followed by path - role modeled?) husband is also a social worker."

Interview #700 lines 55-57

"You didn't ask questions, I would have expected like; What use is bilinguality in work you see?"

Interview #329 lines 65-67

Table 1

DEMOGRAPHIC SUMMARY TABLE

	FEMALES	MALES
TOTAL: (n=21)		
Age:		
20-29	1	0
30-39	6	0
40-49	3	7
50-59	2	0
60-69	0	2
AGE RANGE:		
26-51	X=40	
40-66		X=49
SELF-DEFINED ETHNICITY		
American of Mexican descent	0	1
Caucasian	1	0
Chicana/o	3	3
Cuban	2	0
Hispanic	1	1
Latina	1	0
Mexican	3	2
Mexican-American	1	2
DEGREES/GRADUATION		
Alcohol & Drug Certified	0	1
Intern	1	0
LCSW	7	6
MA	1	0
MS	0	1
MSW	1	0
Mexico license/intern here	1	0
MFCC	2	1
Ph.D.	2	2
Does not equal total due to some having two degrees and/or licenses.		
YEARS SINCE 1ST GRADUATION/LICENSE:		
0-5	6	0
6-10	2	3
11-15	3	3
16-20	1	3
GRADUATING/DEGREE YEAR RANGE:		
0-16	12	0
5-17	0	9

YEARS AT CURRENT AGENCY:

1-5	7	5
6-10	2	1
11-15	2	1
16-20	1	2

RANGE:

2-16	X=7	
2-17		X=8

Table 2

CODE KEY

Am/Mex Descent = American of Mexican Descent

Mex = Mexico

Mex-Am = Mexican American

A & D = Alcohol & Drug Certificate

Ad = Administrator

Int = Intern

SB = School Based

SS = Social Services

Thx = Therapist

Pr = Private practice

Pu = Public agency

Pr/Np = Private/Non-profit agency

Table 3

SELF-REPORTED JOB SATISFACTION AT CURRENT AGENCY

SEX	AGE	*ETHNICITY	YRS LICENSED/ GRADUATED	YRS AT AGENCY	AGENCY TYPE	POSITION TYPE
M	43	Chicano	M.S. / 11 yrs	17	Pu	SB/Thx
M	44	Mex-Am	LC	5	Pr/Np	Ad/Thx
F	36	Mex-Am	LC			Ad/Thx/SB
F	51	Chicana	LC			Ad/Thx/SB
M	49	Chicano	LC			Ad/Thx
F	39	Hispanic				Ad/Thx
M	48	Chicano	LC			Thx
F	33	Mexican	LC			Thx/SB
M	46	Hispanic				Thx
F	39	Chicana	M			Thx
M	66	Mexican				SS/Thx
M	62	Mexican				Thx
F	48	Cuban				Thx
F	26	Mexican				SB/Thx/Int

*=Self defined
 ‡=Some also incl
 positions, at th

SELF-REPORTED C

Autonomy, f
 "Familia",
 Variety
 Learning e
 Clinical w
 Valued profes

Pfau Library
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 Date 10/19/04
 Call# LC 2670.6
 Author Gabriela Alonso 4466
 Title Latinas in higher education: overcoming barriers.
 Claims ret'd
 not on shelf 5th
 Patron's Barcode

FREQUENCIES;

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 ct

Secondary characteristics:

- Good supervision
- Creativity
- Utilize own management style
- Community organization

Table 4

SELF-REPORTED JOB SATISFACTION AT OTHER AGENCY

SEX	AGE	*ETHNICITY	YRS LICENSED/ GRADUATED	ƒYRS AT AGENCY	AGENCY TYPE	POSITION TYPE
+F	44	Caucasian	PhD/10 yrs LCSW, 11 yrs	9	Pu,Pr	SB/Thx
F	43	Latina	PhD/4 months	4.5	Pu	Thx
F	32	Cuban	MA/6 yrs	4	Pr/Np	Thx
M	40	Mex-Am	LCSW/10 yrs	3	Pr	Ad/Thx
F	50	Mexican	BA-Bex/14 yrs	2	Pr/Np	SB/Thx/Int
F	36	Chicana	LCSW/5 yrs	2	Pr/Np	Thx
++M	44	Am/Mex Descent	PhD/6 yrs LCSW/5 yrs	2	Pu	Thx

* = Self defined

ƒ = Some also included time worked at clerical & internship positions, at the same agency.

+ = Not Latina, but bilingual/bicultural.

++ = Not bicultural, but bilingual.

REASONS GIVEN FOR LEAVING THEIR MOST SATISFYING POSITION

Funding cuts, Money
Supervision
Commuting

NEGATIVE SELF-REPORTED CHARACTERISTICS BY FREQUENCIES IN TOTAL SAMPLE

Increased volume of work, paperwork, work restrictions
Politics, bureaucracy.
Insensitivity to Hispanic community.
Treated as 3rd class citizen, used for ethnicity.

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