

The role of job demand, control and support on job satisfaction and job quitting intention among long-term care workers in England

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Aims of this research

To identify key factors influencing job satisfaction (JS) and intention to quit (ItQ) among long-term care (LTC) workers providing formal care to older people or those with long-term disabilities (characterized as 'emotionally taxing')

To examine the effect of job demand, control and support at work on both JS and ItQ while acknowledging the association between the two outcomes

Background and context

Escalating demands for formal LTC due to population ageing

- One of the fastest growing sectors offering 2M jobs in the UK

High turnover (24% vs. an average of 15%) and vacancy rates (4% vs. 1.7%)

Highly gendered; low paid; significant contribution from migrant and other vulnerable workers

Dynamic policy context

Increased levels of outsourcing and fragmentation of work

LTC and psychological job demand

Emotionally taxing occupation

Several studies focused on human service workforce

- Usually reflecting the experience of professional staff (e.g. social workers) in areas of adult and children protection
- Highlighting relatively high stress levels

Few studies focused on frontline practitioners

- Less skilled; have fewer decision-making powers
- Two studies identified prevalence rate of staff distress (wide range from 5% to 37% of those 'at risk')
- Majority of studies are small scale and used instruments with unsatisfactory psychometric properties

Methods and data

Structural equation modelling is used to understand the relationships between intentions to quit and job satisfaction and

- identify domains of job content and personal and job characteristics that are significantly associated with the two outcomes simultaneously

Data is obtained from the Longitudinal Care Work Study (LoCS)

Participants completed surveys gathering

- the Karasek standardised job content questionnaire, specifically measuring domains of
- psychological job demand, decision latitude (job control) and levels of support they receive from their line managers and co-workers (job social support).

The Longitudinal Care Work Study (LoCS)

LoCS programme of work started in 2009 and included a repeated multi-mode survey and one-to-one interviews

- Same employers visited over time in four diverse English local authorities

A total of 1342 frontline care practitioners took part in two rounds of surveys

Third phase of data collection finished in 2018 with over 600 responses

The analysis presented here is based on pooled data from T1 and T2 (2010-2014; n=1342)

Sample description

Participants' characteristics	Total
Mean age (s.d.)	44.8 (10.74)
% Female	81.3%
% BME	19.2%
% With any disability	5.6%
% Born outside the UK	16.5%
Marital status‡	
Single	15.5%
Married/partnership	52.1%
Separated/divorce/Widowed	12.3%
Prefer not to say	2.8%
% Suffer from any long term illness/health condition†	69.3%
% Judge their health to be poor or very poor during previous 12 months to the survey	8.5%
Total number of valid cases	1342

Framework of analysis

Job satisfaction and job quitting are measured by different questions

JS and ItL are influenced by individuals' ability to do their work, the rewards they get and the support they have

- Framed within the Karasek Job Control-Demand model

Individual characteristics, personal and work pressures also impact on both outcomes

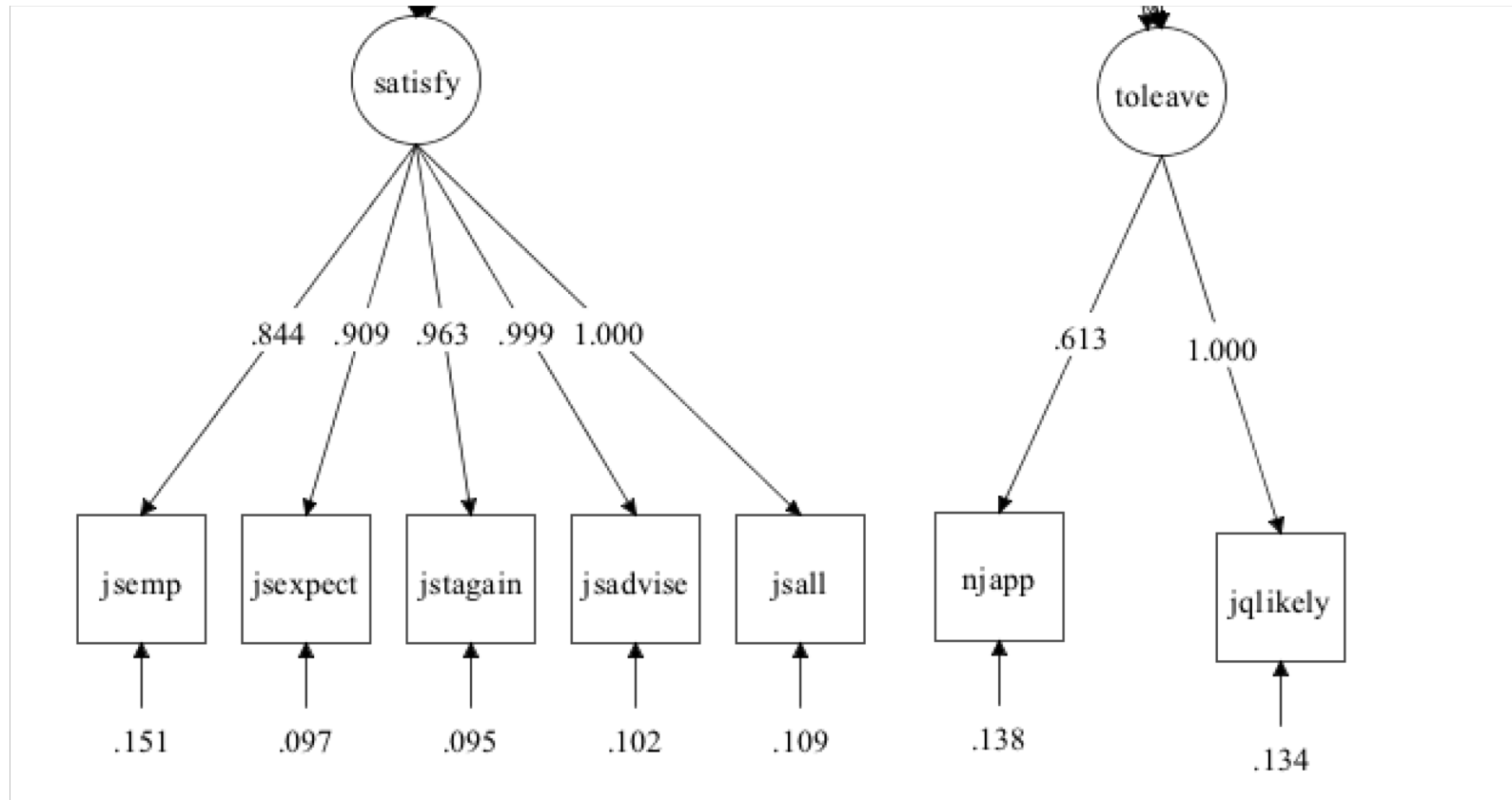
Job satisfaction and job quitting are inter-dependent and thus need to be studied simultaneously

JS is measured in different ways

Job satisfaction	Self-assessed health			Total
	Excellent/good	Fair	Poor/v. poor	
Overall: satisfied/very	71%	60%	40%	68%
Advise: definitely/probably yes	74%	63%	44%	69%
Expect: much better/better	42%	37%	25%	39%
Take again: definitely/probably	76%	70%	50%	73%
Employment Cond.: V. good/good	68%	56%	44%	63%

These variables were identified to represent one underlying latent factor reflecting JS modelled within the overall SEM model

Modelling job satisfaction and intention to leave



Karasek Job Control-Demand Model

Postulates that job strain is the result of an interaction between demand and control

a job with high demand and low control is 'high strain' → unresolved stress

a job with low demand and high control is 'low strain'

Somewhere between these 2 extremes lie 'passive' and 'active' jobs → ideal state

Both elements interact and impact on job satisfaction and intention of job quitting

Variations in Job D/C by some job characteristics

Job characteristics		Karasek JCQ Scales			
		Job control	Job demand	Job insecurity	Social support
Nature of work			***	***	*
	All hands on care work				
	μ	68.15	31.68	5.62	24.49
	N	204	209	212	203
	σ	11.38	6.05	2.51	4.08
	Mostly care work				
	μ	70.71	33.72	5.94	24.48
	N	261	263	264	261
	σ	10.07	6.77	2.00	3.52
	Mostly administration with some care work				
	μ	71.22	36.55	6.11	24.20
	N	384	382	378	378
	σ	10.89	6.04	1.96	3.70
	Little or no care work, mainly administration				
	μ	73.09	36.51	6.16	24.25
	N	292	294	294	293
	σ	11.96	6.12	2.06	3.82
Sector			***	***	**
	Private				
	μ	71.11	32.46	5.54	24.41
	N	368	381	385	371
	σ	11.22	6.29	2.24	3.91
	Public				
	μ	70.98	36.62	6.36	24.49
	N	614	615	608	610
	σ	11.21	6.31	2.09	3.70
	Voluntary				
	μ	71.89	34.59	5.77	23.45
	N	146	151	151	150
	σ	11.05	6.07	1.63	3.37
Total‡					
	μ	71.04	34.96	6.00	24.33
	N	1149	1156	1156	1143
	σ	11.22	6.53	2.13	3.74

Cronbach's α

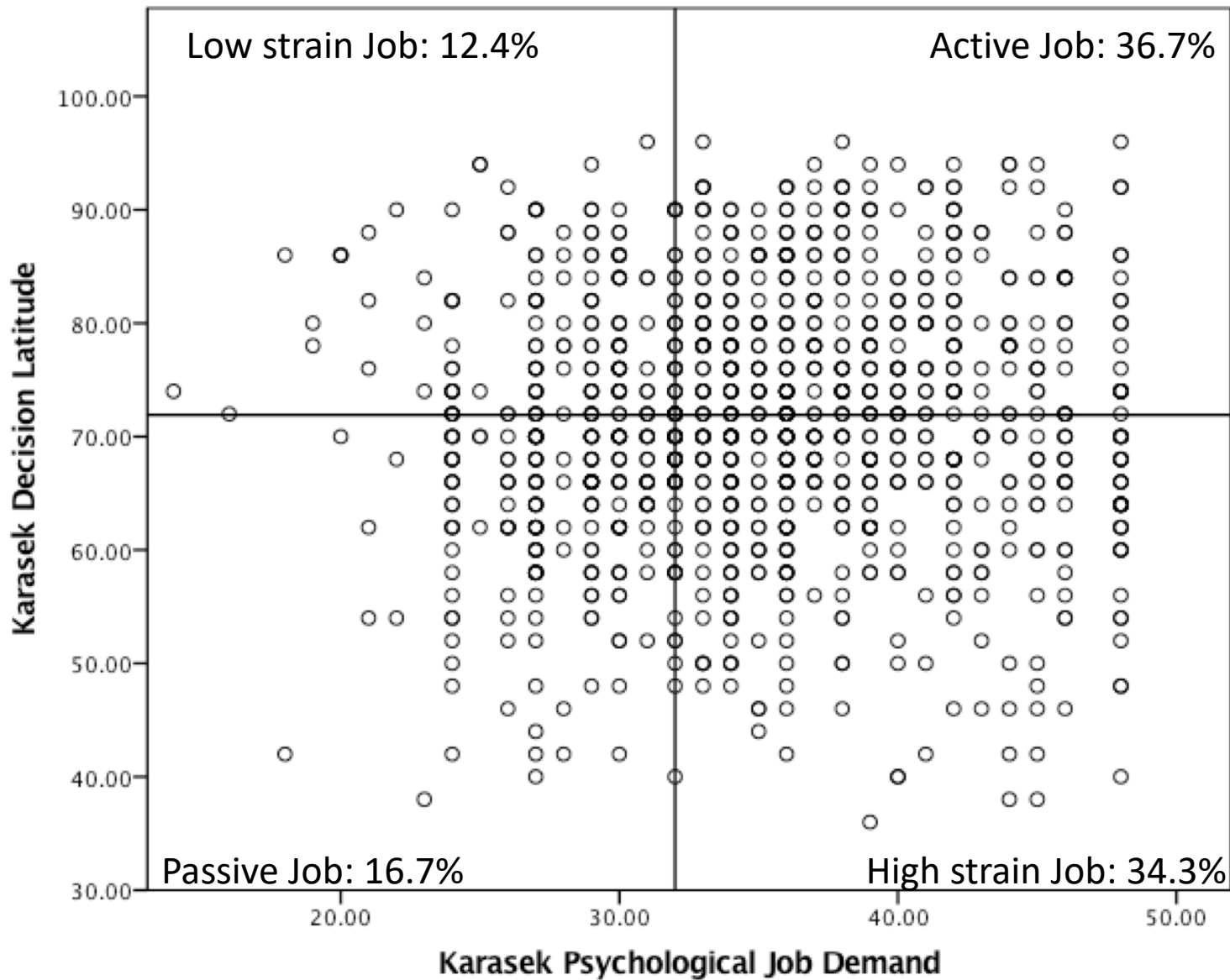
Job control (KDL)= 0.83

Job Demand (KPJD)= 0.77

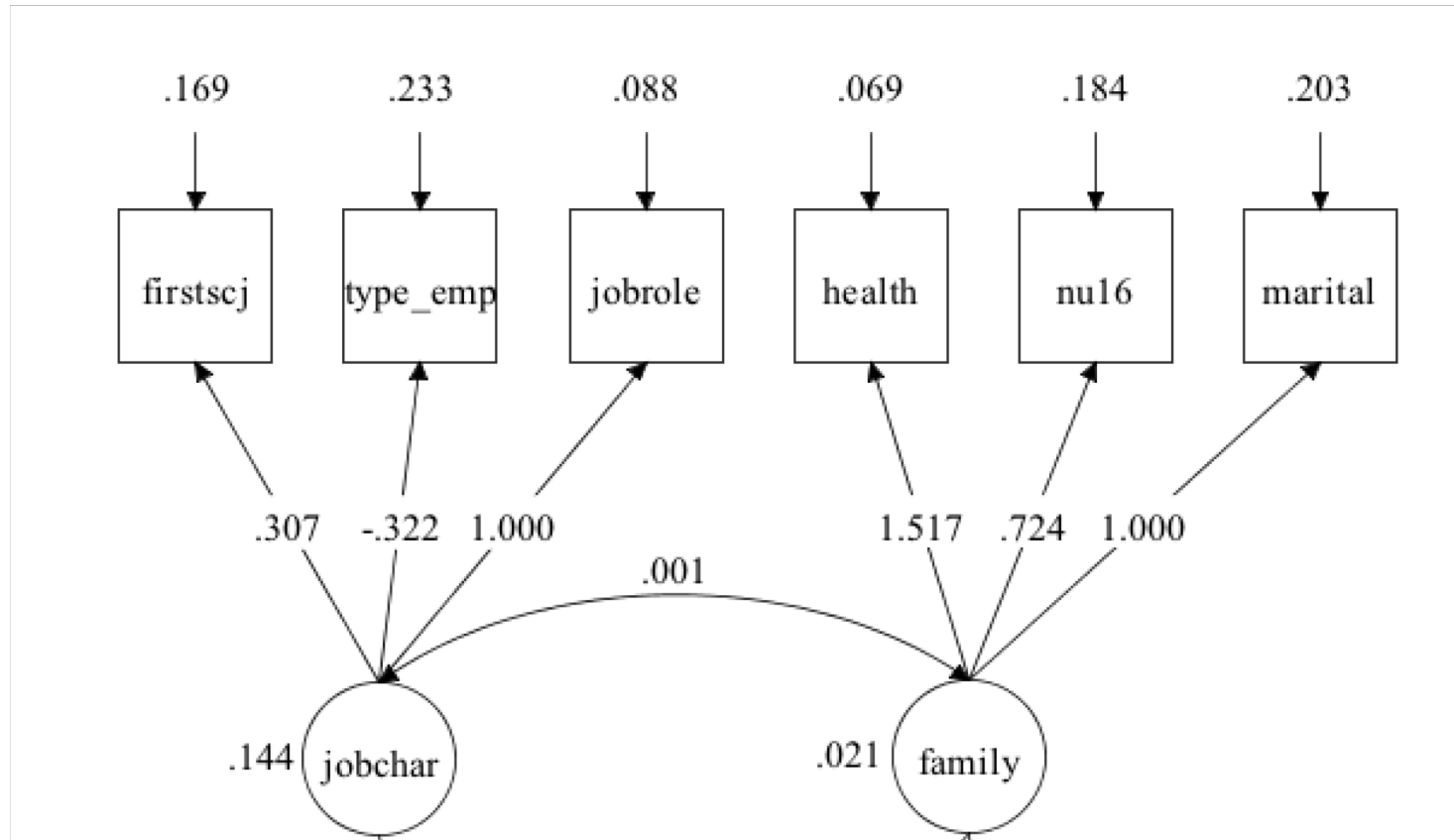
Social Support (KSoS)= 0.86

Job insecurity (KJI) = 0.88

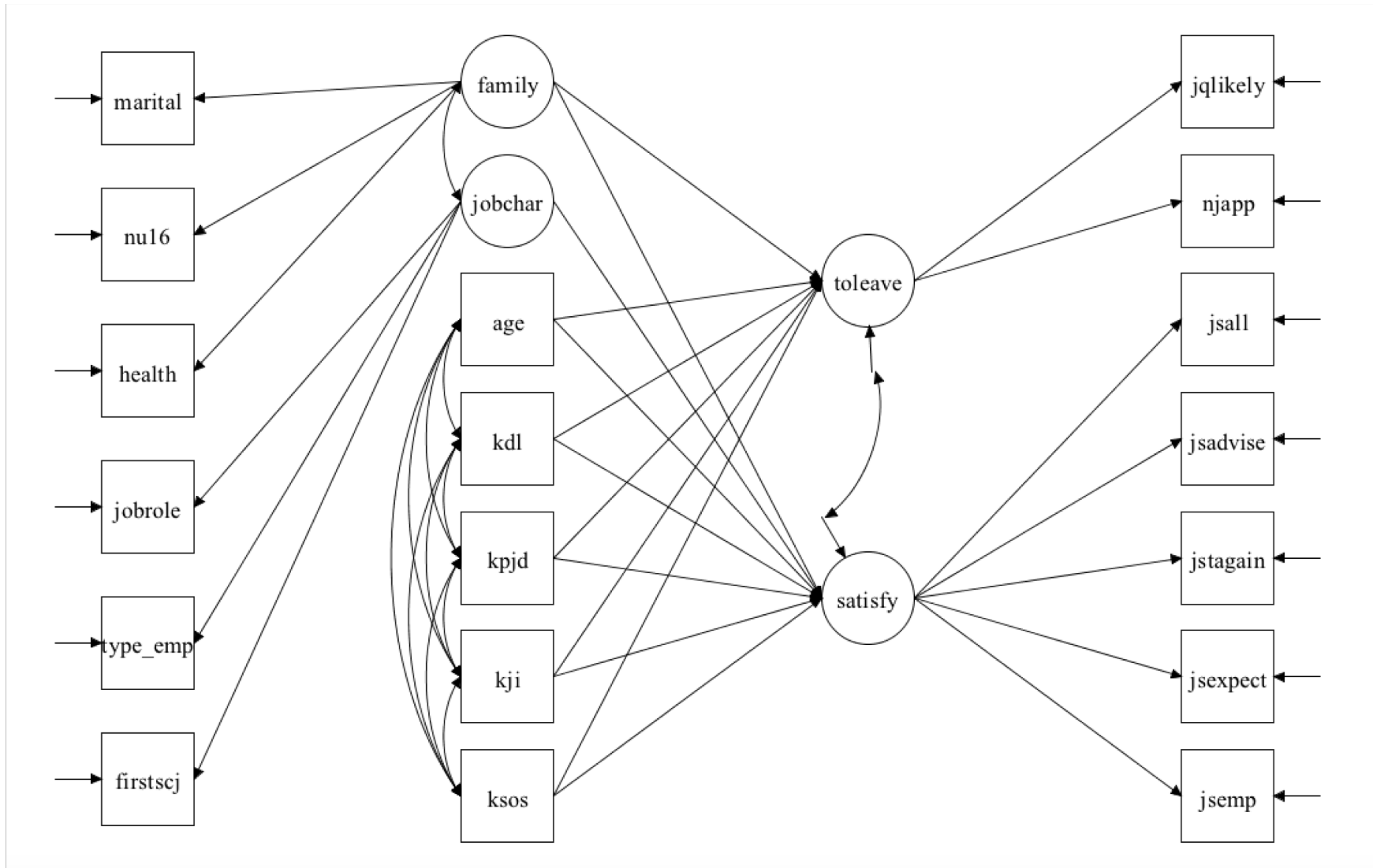
Karasek 'norm' for SS



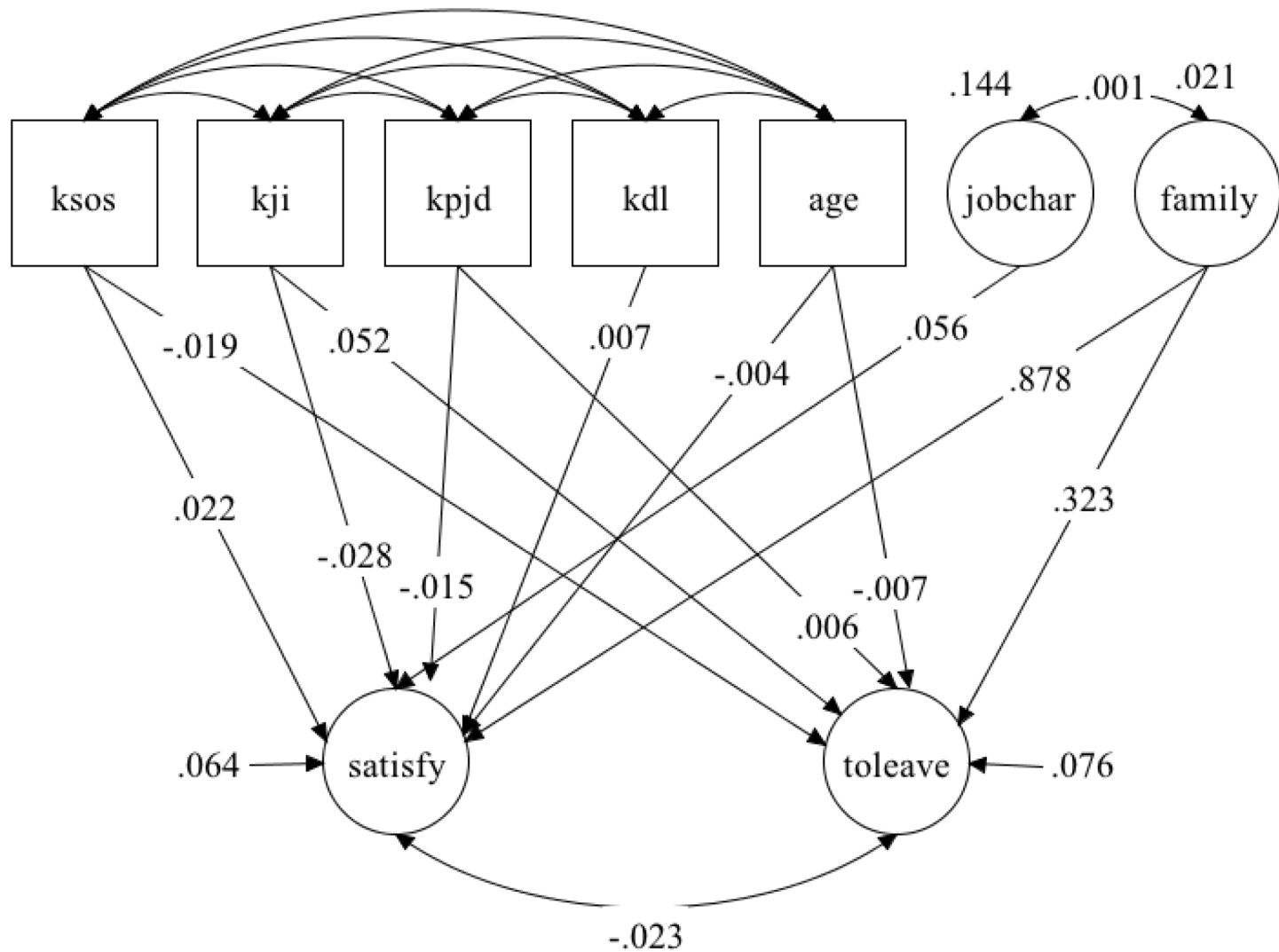
Modeling key independent latent factors



The model



Final Results (significant only)



Key findings 1

Compared to other studies focused on professional social service staff, LTC workers have

- Similar levels of job control but higher levels of job demand (with 34% are in high strain jobs)
- Higher levels of job insecurity

There is a significant negative association between levels of global job satisfaction and intention to leave

Higher levels of job insecurity significantly reduces JS and increases ItQ

Key findings 2

Level of work social support significantly improves JS and reduces ItL

Higher level of job control significantly improves global JS but has no significant impact on ItL

Both job demand and job insecurity significantly reduces JS and increases the likelihood of ItL

There was no significant relationship between decision latitude (control) and ItQ but it significantly improves JS

Job characteristics improves JS but have no significant impact on ItL when all other factors/variables are controlled for

Family commitment significantly improves JS but also significantly increases ItL

Implications

Supervisor and co-worker support is crucial in improving JS and also reducing ItL

- Fragmentation of work and lack of supportive environment

The relationship between current LTC reorganisation: marketisation, outsourcing, zero-hours contracts and job insecurity in light of their significant relationship with both

Family commitment and external pressures influence both JS and ItL:

- 59% of respondents are in receipt of some forms of benefits and 29% judges their finance to be difficult or very difficult

Conclusion

Within the context of casualisation and fragmentation of LTC work there is a clear need to acknowledge the impact on JS and ItL

- Both in relation to the individual workers and the sector as a whole

Innovative thinking is required to provide cost-effective in-work support, which is likely to be highly beneficial in light of the current findings

The impact of low wages and increased job demand have wider implications than just higher turnover and vacancy rates

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Thank you for listening

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