OHIO SOCIAL WORKERS: AN EXAMINATION OF WORK-RELATED NEEDS, JOB SATISFACTION AND MEMBERSHIP IN THE NATIONAL ASSOCIATION OF SOCIAL WORKERS. WHAT FACTORS ARE ASSOCIATED WITH ANTICIPATED TENURE IN THE PROFESSION?

DISSERTATION

Presented in Partial Fulfillment of the Requirements for
the Degree Doctor of Philosophy in the Graduate School of the Ohio State University

By

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ABSTRACT

This multi-method research study had three goals that were quantified into the six research questions. The first goal of this study was to identify the concrete, work-related needs of social workers in Ohio and if those work-related needs are being met. Level of met-need was examined to determine its relationship to job satisfaction and worker burnout. The second goal of this research was to learn what factors are associated with a social worker joining and remaining a member of the professional association, N.A.S.W. The final goal of this research was to investigate if membership in N.A.S.W. is associated with having a higher level of work-related needs met or moderates job satisfaction and/or anticipated tenure in the profession.

This survey quantified the work-related needs of Ohio social workers into the motivational categories classified by Knoke (1988) and most recently tested by Chen (2004) and then rated the specific needs by importance to the worker. The highest category of work-related needs cited were in the informative category followed by solidary needs. Findings indicate that social workers value informative and solidary work-related items and having those needs met increases job satisfaction. Having material needs met does not increase job satisfaction. Having an adequate salary is important but not as important as these other items.

Factors positively associated to projected long-term tenure in the social work field revolve around the issues of being valued, feeling safe and being treated fairly.
Working more hours than being paid for was negatively associated with projected long-term tenure. Feeling taken advantage of is correlated with a lower level of job satisfaction but is not correlated with intention to leave the social work field. Having opportunities for leadership was associated with longer projected tenure in the field. Being a member of N.A.S.W. was not correlated with having higher met-need.
Dedicated to the late Dr. Robertta Louise Fitts, DVM without whose love and support I never could have achieved this goal.
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FIELD OF STUDY

Major Field: Social Work
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CHAPTER 1

INTRODUCTION

Research problem

Social work is a difficult profession. Social work often involves intense work with clients in complex situations, work where evaluation criteria are unclear and role conflict abundant. Social workers are considered an occupational group at above-average risk levels for burnout (Soderfeldt & Soderfeldt, 1995, pg 638). Social workers earn a salary approximately eleven percent less than people in all other similar professional occupations taken together; controlling for age, race, and education (Barth, 2003). A great deal of research has been done on social work job satisfaction and social work burnout in multiple practice settings. Cole, Panchanadeswaran, and Daining (2004, pg. 2) report that “factors that increase job satisfaction among social workers include satisfaction with salary, job autonomy, opportunities for promotion, quality of supervision, good working conditions. Job satisfaction decreases for social workers who have a heavy workload, poor salary, lack of support from co-workers, unpleasant working conditions, and negative feelings about working conditions.”

Retention of workers in human services agencies is a serious concern. Rates of turnover can range between 30 to 60 percent in a typical year in family services agencies and 50 percent among community mental health workers (Mor Barak, Nissly, Levin,
2001). A press release issued by The National Association of Social Workers in March, 2006 warns of an impending shortage of social workers that will reduce services to all Americans due to serious challenges that threaten retention of workers in the field (N.A.S.W., March, 2006).

Professional membership associations

Most professions in the United States have professional membership associations. The largest professional association for social workers in the United States is the National Association of Social Workers (N.A.S.W.). Professional membership associations serve to establish codes of conduct and ethics, advance the standing of members of the occupation, govern the profession, promote research, gain the legal right to control accreditation, build rules and solidarity by socializing members to the norms, and defend their profession from interlopers (Boyce, 1999). These associations strive to meet the work-related needs of the individual members and the larger needs of the profession and uniformly educate and inform members of innovative treatments and other ways to improve their field of practice. Members of professional organizations exchange dues, time, and expertise for services and products offered by the association and expect a satisfactory exchange for their investment (Gruen, Summers & Acito, 2000).

Research findings regarding membership in associations are mixed, many authors find that membership in membership associations has been declining since the 1950’s (Putnam, 2000; Monti, Butler, Curley, Tilney, Weiner, 2003; Etzioni, 1993; Pescosolido & Rubin, 2000, Baumeister & Leary, 1995). Decline in membership in professional associations could potentially hurt the professions they represent because the organizations are important to members for three reasons. First, “professional
membership associations are arenas through which associations interact and collectively represent themselves to themselves” (Greenwood, Suddaby & Hinings, 2002, pg. 61) defining the profession through activities, services, and membership criteria.  Second, they project identity, community role, external boundaries, and legitimacy. And third, professional associations monitor compliance with discipline norms and establish training, education, hiring and certification standards (Greenwood, Suddaby & Hinings, 2002). The mission of a professional association and responsibility to its members can be defined by answering the following questions: 1) Who are we as a profession?  2) How do we compete successfully in the marketplace?  3) How do we organize so as to perform our functions effectively (Sales, 1983)?  A decline in membership of N.A.S.W. might serve to weaken the ability of the organization to meet the needs of individual social workers and the larger profession.

Purpose of this study

This study was undertaken to determine the joining patterns for membership in social worker’s primary professional organization, N.A.S.W., from its foundation in 1955 to today and to assess how well N.A.S.W. is doing at serving the needs of social workers. The first goal of this study is to identify the concrete, work-related needs of social workers in Ohio and if those work-related needs are being met. Level of met need will be examined to determine its relationship to job satisfaction and worker burnout. The second goal of this research is to learn what factors are associated with an Ohio social worker joining and remaining a member of N.A.S.W. The final goal of this research is to investigate if membership in N.A.S.W. is associated with having a higher level of work-related needs met or moderates job satisfaction and/or anticipated tenure in the
profession. The year 2005 was the 50th anniversary of the founding of NASW. This seems like an appropriate time to evaluate through research how well the association is meeting the work-related needs of Ohio social workers.

Employees at non-profits and public organizations often self-select to work in those environments motivated by altruism and desire to change society for the better (Wright, 2001). Interestingly, some social workers may look beyond the poor salaries and working conditions. For some, “mission trumps money” (Barth, 2003, pg 13). A taste for the profession can be a strong motivator for an individual to remain despite difficult working conditions and low pay. The belief that social work is a calling and not just employment may override negative job conditions and low pay for some (Barth, 2003). This study will analyze the data to look for relationships between job satisfaction, working conditions and commitment to the social work profession. This research into social workers’ needs could serve to give N.A.S.W. data that could be used to support social workers so they can better serve the needs of their clients.

Social Workers and the National Association of Social Workers (N.A.S.W.)

“According to the U.S. Department of labor’s Bureau of Labor Statistics, social work is one of the fastest growing careers in the United States. The profession is expected to grow by 30% by 2010” (NASW, 2005 press release). Currently the Bureau of Labor estimates there are 845,000 social workers in the United States. Not all of those listed as social workers by the Bureau of labor are eligible for N.A.S.W. membership but N.A.S.W. states that 600,000 plus are college educated in the discipline (N.A.S.W. website, 2006).
N.A.S.W. was founded in 1955 from the merger of seven smaller social work associations: American Association of Social Workers, American Association of Medical Social Workers, American Association of Psychiatric Social Workers, National Association of School Social Workers, American Association of Group Workers, Association for the Study of Community Organizations and the Social Work Research Group. N.A.S.W. is the largest professional association for social workers in the United States (www.NASW.org) with 152,352 members (N.A.S.W. press release, 2005). N.A.S.W. only offers membership to those with social work degrees, those in school for social work degrees or those who are grandfathered into social work licenses. If you divide those who are members of N.A.S.W. by those in this country with social work degrees, the percentage of all social workers who are members of N.A.S.W. is approximately 24 percent. As of February 25, 2006, the Ohio N.A.S.W. chapter had 4,090 members, the lowest membership number since 1997 (Ohio N.A.S.W. Board meeting, Feb. 25, 2006). In Ohio, only 1 in 5 licenced social workers are members of N.A.S.W. (Stepp, E., Personal communication, 2005). The majority of NASW members in Ohio (N =2364) have their Masters of Social Work (M.S.W.). The remaining members are spread over multiple categories; B.S.W. (N = 262), D.S.W./Ph.D. (N = 116), Students (N = 524), transitional students (N = 366), and the remainder are Associate, Gold Card, and Retired members (NASW-OH., Chapter Newspaper, Nov-Dec., 2005). Nationally ninety percent of N.A.S.W. members hold master’s degrees. The average member has sixteen years in the field and earns over $45,000 per year (NASW Press release). Demographics indicate 90 percent of the membership is white and 5.7 percent is black (Gibelman, 2000). This vastly differs from the demographics that Gibelman (2000) found
for the average social worker in the country in his examination of the Current Population Survey (C.P.S.). He found that 23.4 percent of social workers are black, 6.4 percent Hispanic, 44.4 percent have Bachelor’s degrees and only 27.2 percent have master’s degrees. Current N.A.S.W. membership is not representative of social workers at large.

Membership in N.A.S.W.-OH chapter has been declining (Hamilton, S., personal communication, Februrary, 2006). The membership committee for the Ohio chapter has been charged by the N.A.S.W.-OH board to find ways to stop recent decreases in membership numbers (Keller, S., personal communication, February, 2006). N.A.S.W. also has concerns about the image of social work and social workers in the public’s mind.

The national organization is working on developing a public image campaign (www.NASW.com). Social work as a profession has a less than positive public image (NASW, 2004; Clearfield, 1977; LeCroy & Stinson, 2003; Kaufman & Raymond, 1995; Reid & Misener, 2003; Boettcher, Fitts, & Ault, 2003; Zosty, 2001; and Gibelman, 2000). Fundamental reasons for concern about the public image of social work are its potential effect on the job satisfaction of social workers, recruitment to the field, income levels, retention, and career path (Clearfield, 1977; Freeman & Valentine, 2004; O’Neill, 2001; Reid & Misener, 2001).

A comparison of Census Bureau C.P.S. data to membership numbers in N.A.S.W. over the last fifty years showed a rapid rise in the number of social workers in the U.S. and a steady but not as rapid growth in membership in N.A.S.W. with a leveling out over the past decade.
<table>
<thead>
<tr>
<th>Year</th>
<th>Census Bureau Social Workers</th>
<th>NASW Members</th>
<th>% Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>76,467</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1955</td>
<td></td>
<td>13,000</td>
<td>17%</td>
</tr>
<tr>
<td>1960</td>
<td>96,395</td>
<td>26,000</td>
<td>27%</td>
</tr>
<tr>
<td>1965</td>
<td></td>
<td>42,000</td>
<td></td>
</tr>
<tr>
<td>1970</td>
<td>216,623</td>
<td>52,000</td>
<td>24%</td>
</tr>
<tr>
<td>1975</td>
<td></td>
<td>61,486</td>
<td></td>
</tr>
<tr>
<td>1980</td>
<td>459,984</td>
<td>80,000</td>
<td>17%</td>
</tr>
<tr>
<td>1985</td>
<td></td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>1990</td>
<td>658,919</td>
<td>135,000</td>
<td>20%</td>
</tr>
<tr>
<td>1995</td>
<td></td>
<td>155,000</td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>845,000</td>
<td>151,000</td>
<td>17%</td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td>152,000</td>
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Table 1.1 Fifty year comparison of N.A.S.W. membership and C.P.S. for Social Workers
Figure 1.1  Comparison of N.A.S.W. Membership to Census Bureau figures for Social Work Profession 1955-2005

The number of individuals reported as social workers in the Census Bureau C.P.S. has grown as a much faster rate than those who join N.A.S.W. Membership rates appear to be flat or decreasing following the pattern that Putnum (2000) found in other professional organizations since the 1950’s or 1960’s. The highest percentage of social workers as members of N.A.S.W. occurred in the 1960’s – 1970’s with a high of 27 percent of degreed social workers and 24 percent of all social workers as members.

Definition of professions and argument for social work as a profession

In a 1915 speech, Abraham Flexner, the then assistant secretary of the General Education Board of New York City spoke as to whether or not social work could be considered a profession (Pumphrey & Pumphrey, 1961). Flexner’s definition of a profession seemed to exclude social work as a profession. Flexner’s objections were based on his criteria that required a profession have its own specific scientifically-derived
knowledge base and narrowly defined professional responsibilities not shared with other professions. He also indicated that social work was too broadly based and filled more of a mediator role involved with assisting other professions to deliver their services instead of having unique and individual services with a practical and definite end (Pumphrey & Pumphrey, 1961).

Professions are currently seen as distinct interest groups defined by knowledge and training that are in competition with other groups in society. They have individual and collective economic interests and pursue social status for their group (Bradley, 1965). Bradley (1965) defined professions as groups of people who earned their living through activity in which: 1) the activity uses advanced knowledge acquired through university study usually including an apprenticeship, 2). The public believes they are best served by those licensed within that profession, 3) members of the profession form a professional society, 4) the members of the profession believe ethical standards are of prime importance, and 5) members believe in the dignity of the individual and make social responsibility a prime goal. Social work meets each of these criteria and by this definition, social work is a profession.

As a profession over the last one-hundred years social work has worked hard to define a market for its services, advance legitimacy through accredited university-based education and licensing requirements, develop systematic training for practical application of social work services and develop a presence through educating the public as to social works role in society. The debate as to social work’s claim to be a bonafide profession may still rage on but for the purpose of this research I suggest that that very debate shows the desire of social work to be included in the ranks of the intellectually-
based professions. “Social workers no longer question whether they are a profession. What they question is whether the profession can sustain them economically” (Wong, 2001, pg. 221).

Overview of the study and literature

To understand the multiple theories involved in each of the goals of this research project, the literature review will include readings and research on worker needs and work motivation, the history of professions and professional organizations, N.A.S.W. history, goals, and membership, the literature on the possible decline in membership associations, membership theories and free-riding on membership benefits.

Research methodology

This study involved mixed methods of research including focus groups and survey research. The first stage of this research involved a qualitative research design which included two focus groups with a total of 18 professional social workers who are registered to attend continuing education classes at The Ohio State University. Focus groups were used to explore and identify the professional work-related needs that social workers have. Findings of the qualitative research were used in survey development to supply work-related items. The second phase of research involved developing a mail questionnaire using, in part, results from the focus groups and mailed to four hundred randomly sampled professional social workers in the State of Ohio. The questionnaire explored social workers’ needs, identified where individuals are getting their needs met, how satisfied they are with product and service providers, motivation for membership in N.A.S.W., opinions on N.A.S.W.’s ability to fulfill its purpose and role for individual members and the profession, and free-riding activity.
Importance of this study to Social Work

A search of current literature yielded quantities of material on work motivation germane to all occupations (Barth, 2003; Freeman & Rogers, 1999; Herzberg, Mauserner, Snyderman, 1959; Ronen & Kraut, 1980; Latham & Pinder, 2005; Wright, 2001; Wright, 2004) and material on social worker burn-out (Sowers & Thyer, 1987; Soderfeldt & Soderfeldt, 1995; Mor Barak, Nissly, Levin, 2001; Freund, 2005; Koeske & Doeske, 1989; Jayaratne & Chess, 1984; Maslach, Schaufeli, & Leiter, 2001; Siefert, Jararatne, Chess, 1991) but no material was found specifically detailing work-related needs of social workers in the United States. This study strives to quantify the concrete work-related needs social workers have, if and how they are being met, with the hopes of discovering information that can be used to support social workers for the purpose of decreasing burn-out and increasing job satisfaction. While this research is being conducted only in Ohio and the results are therefore limited in scope to that specific population, it is hoped that study findings will suggest possible work-related needs and issues that can be researched with social workers across the nation.

Conclusion

The following chapters of this research project will explore the basis and results of this study and will explore the following research questions:

1. What are the most important work-related needs of Ohio social workers?
2. Is met need associated with higher levels of job satisfaction?
3. Do professional association members have a higher level of met need than non-members?
4. To what extend do the factors associated with burn-out predict anticipated tenure in the profession?
5. What predicts the choice to affiliate with a professional organization?
6. Does professional association membership moderate job satisfaction and anticipated tenure in the profession?
Chapter two will serve to establish a base for the research questions through an examination of literature discussed previously. Chapter three will explain the multiple research methods used. Chapter four will present the study finds using the quantitative data obtained from the surveys. A number of respondents chose to add written comments to the back of the survey or email this author with comments. All the comments will be included in the appendix of this document. The final chapter of this research will examine the findings, their implications and offer recommendations for further research.
CHAPTER 2

LITERATURE REVIEW

This section will begin by reviewing literature that defines professions and professionals. It will then look at worker needs, work motivation and finish with research and literature specific to social workers.

Professions and professionals

Professions are made up of workers who have obtained explicit knowledge, training, and expertise in their field of employment. This training causes professions, and professionals, to become work-related interest groups. Professions need not be specifically knowledge-based through university training. Plumbing is thought of as a profession in the same way that nursing is (Skocpol & Fiorina, 1999). But, often when we think of a profession in the U.S., knowledge-based professions come to mind; medical, legal, accounting, banking, nursing, etc. and we think of professionals as holding status and rank in society. And historically, from the late part of the nineteenth and early part of the twentieth century, professionals saw themselves as guardians of important social values, social trustees connected to the community. That identity began to weaken in the 1920’s although not completely disappear (Skocpol & Fiorina, 1999).
Ritzer (1971) suggests that professions are on a continuum with those considered non-professions on one end to those highly regarded in society as elite professions on the other, medicine being the extreme. Sociological literature from the 1970’s and 1980’s links professionalism to the desire of the professional organization to be seen as such and the degree of dominance and authority of the profession (Larson, 1977). Other sociologists during that period link professionalism to the degree of cultural legitimization the profession holds (Bledstein, 1976; Haskell, 1984). Abbott (1988) proposed a system that classifies professions by the degree of occupational jurisdiction they hold.

Worker needs and motivation to work

All professionals have psychological and economic needs that they bring to their work environment (Sustermeister, 1971). Needs are often hedonistic, emotionally linked and may be unconscious (Schneider & Bowen, 1999). Social workers, like most professionals, have work related needs that, when met, might facilitate better job performance. While research exists on work-related needs and work motivation (Freeman & Rogers, 1999; Dyer and Parker, 1976; Ronen & Kraut, 1980; Latham & Pinder, 2005; Wright, 2001, 2004) and worker burn-out (Soderfeldt & Soderfeldt, 1995; Sowers & Thyer, 1987; Cole, Panchanadeswaran & Daining, 2004; Siefert, Srinika, & Chess, 1991; Koeske & Koeske, 1989; Jayaratne & Chess, 1984; Mor Barak, Missly, Levin, 2001; Fruend, 2005) little research exists on the specific employment and professional needs of social workers.
Freeman & Rogers (1999) conducted the Worker Representation and Participation Study (WRPS) into work-related needs using focus groups, phone interviews and mail surveys and found that:

American workers want more of a say in their workplace.

Workers want cooperative relations with management.

Workers want a fair workplace environment.

Workers want a measure of independence and protection of that independence.

Workers want their rights enforced through workplace intervention not outside legal methods.

In the conclusion section of their book, Freeman & Rogers (1999) wrote that workers are well informed about workplace practices and ready and willing to offer practical voice to improve workplace conditions. Workers having more say in their jobs and the organization might lead to improved worker motivation and productivity.

Two work motivation taxonomies are the original mainstay of work motivation theory, Maslow’s hierarchy of needs and the two-factor theory by Herzberg. In Maslow’s theory, which stems from clinical work, needs are divided into five groups which are labeled physiological, security, social, self-esteem, and self-actualization needs. In Herzberg’s two-factor model work-related needs and attitudes are divided into intrinsic factors (motivators – achievement, recognition, the work itself, responsibility, growth) and extrinsic factors (hygiene – policy, supervision, interpersonal relationships, working conditions, salary, status, security) (Ronen & Kraut, 1980). Herzberg (1968) theorized that motivation through extrinsic factors leads to job dissatisfaction while motivation through intrinsic factors leads to job satisfaction.
However, multiple empirical studies utilizing factor analysis techniques did not produce support for Maslow’s categories (Ronen & Kraut, 1980) and a study by Dyer and Parker (1976) reported inconsistencies among psychologists in classifying intrinsic and extrinsic categories. Ronen and Kraut (1980) questioned whether non-support for the theories might stem from the use of factor analysis instead of an actual failing of theory. They conducted a study published in 1980 to determine the degree to which nonmetric scaling techniques might find support for those existing taxonomies and to determine relationships of variables within clusters and between clusters. Results of their study found support for Maslow’s categories and for intrinsic-extrinsic groups although they found the intrinsic-extrinsic groupings too narrowly defined.

Latham & Pinder (2005) conducted a literature review and found that theories using or springing from Maslow’s hierarchy of needs have maintained support despite the continued difficulty of multiple research studies to empirically validate the theories. They suggest that newer theory; goal-setting, social cognitive, and organizational justice theories, that have appear in the last thirty years may be more important approaches to work motivation.

In brief, goal-setting theory states that setting goals is highly motivating because the higher the goal the higher the outcome, unless the goal is considered unobtainable. High goals lead to high performance. That leads to high rewards, high self-efficacy and job satisfaction (Latham & Pinder, 2005). Social cognitive theory in work motivation says workers predict what skills and effort will be necessary to achieve the goals and set self-performance goals. Their positive self-efficacy beliefs increase their ability to reach their goals. Organizational justice theory states that fair procedures enhance employee
acceptance of organizational outcomes and produces positive motivation. When employees feel unfairly treated motivation slumps and turnover results (Latham & Pinder, 2005).

Bradley Wright at the University of Albany-SUNY has written several articles on work motivation specific to the public sector. In his 2001 article, Wright suggested that research into work motivation with public employees is often divided into two areas, employee characteristics and organizational environment. Employee characteristics include employee motives and job satisfaction. Employee motives are what employees want from their jobs, job satisfaction is their reaction to what they receive. Environment can be divided into job characteristics and work context. Job characteristics describe the actual job tasks that an employee does while work context pertains to the goals and reward system.

Most research indicates that work motivation differs for public vs. private sector employees. It is generally accepted that those who seek employment in the public sector are self-selected and attracted by altruistic motives to improve society. In his extensive literature review Wright (2001) found research that both supported and did not support differences between public vs. private workers for work context, job satisfaction, job characteristics, and employee motives. Wright cautioned that much more research is necessary to determine if there indeed is any difference in public employees’ workplace motivation compared to private employees. The literature did indicated that public employees may value financial incentives less than private employees and place a higher value on helping others, but financial rewards are still an important aspect of the job (Wright, 2001).
In 2004, Wright sampled 385 randomly sampled public employees of the state of New York to examine work motivation, goal-setting and social cognitive theory. His findings support the theories and found that over half of the variance in work motivation could be explained by job goal specificity, goal difficulty and self-efficacy. Findings indicate that employees want clear and specific goals, something that challenges them. Reaching their goals stimulates self-efficacy and builds self-concept. His research also suggests that the work environment for public employees should include: (1) job goals that are specific, difficult yet doable. Organizational goal conflict, goal ambiguity and procedural constraints diminish work motivation; (2) If public sector workers perceive their own work as important to accomplishing agency goals and benefiting society, they will work harder; (3) For public employees, work is enhanced by intrinsic rewards - tasks, mission and public service (pg. 73).

Social work: Burnout and work-related needs

There are numerous definitions of burnout (Soderfeldt & Soderfeldt, 1995). One definition of burnout is:

A psychological syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment in response to chronic interpersonal stressors on the job. Symptoms include a feeling of depersonalization, development of negative, cynical attitudes towards clients, a sense of helplessness, progressive apathy, colds and illness in times of stress, becoming angry with clients and coworkers, feeling of immobilization and being pressured, overzealous relief at the end of the day, disillusionment with field of work, increased alcohol or drug use, and work related dreams with anxiety and guilt (Lewandowski, 2003, pg. 176).

Twenty years ago little was known about burnout in the social work field and beginning research focused on identifying factors contributing to burnout and operationalizing them for the purpose of empirical testing.
Jayaratne & Chess (1984) measured role ambiguity, role conflict, workload, physical comfort, challenge, financial rewards and promotional opportunities as indicators for burnout among social work professionals. They did this by analyzing data collected in a national survey of the N.A.S.W. membership in 1981. Their research found the best predictor for job satisfaction was promotional opportunities. The best predictor for changing jobs was low financial reward.

In 1987, Sowers & Thyer wrote that relatively little research had been done to date on professional burnout. They suggested factors that should be studied include excess caseloads, lack of job security, lack of positive feedback, inadequate resources, excess paperwork, isolation from colleagues, low financial rewards and inadequate supervision. While more research has been done since that time, information is still limited as to which work-related factors contribute most significantly to burn-out and turnover for social workers. Koeske & Koeske (1989) found in a study of two samples of social workers in the Pittsburgh area that workload and job stress significantly contribute to social worker burnout but that support at work and home could forestall burnout.

While exploring employee turnover for child welfare workers, social workers and other human service employees, Mor Barak, Nissly, and Levin (2001) reviewed theories used to explain employee turnover. They found stress theories, personality and dispositional theories, learning theory, organizational turnover theory, social comparison, social exchange, and economic theories. They found three categories “of antecedents to turnover: (1) demographic factors, both personal and work-related; (2) professional perceptions; and (3) organizational conditions including fairness, adequate compensation
and cultural diversity. Intention to quit was the single strongest predictor of turnover”
(pg. 628) and work-related factors are more predictive of turnover than individual factors.

Siefert, Srinika, & Chess (1991) measured the same factors that had been measured by Jayaratne & Chess (1984) but used a national sample of social workers in the healthcare field randomly drawn from the N.A.S.W. membership list. The findings for the 1991 study were very similar to those from the 1984 study. Approximately 32 percent of social workers in both studies reported being very satisfied with their jobs while approximately 53 percent were somewhat satisfied. In 1989 21.5 percent said they were very likely to look for another job with one year and 25.7 percent said they were somewhat likely (No numbers were reported from the 1979 study). Job satisfaction was found to correlate with job turnover. High satisfaction was associated with being less likely to look for another job.

Eight years after Sowers & Thyer (1987) wrote that there was little research on burnout, Soderfeldt & Soderfeldt (1995) found thirty definitions for burnout in the literature. Soderfelt & Soderfelt (1995) compiled the following list from the literature for factors associated with burnout:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low work autonomy</td>
<td>minimal use of coping strategies</td>
</tr>
<tr>
<td>Lack of challenge</td>
<td>negative attitudes</td>
</tr>
<tr>
<td>Low degree of support</td>
<td>emotional exhaustion</td>
</tr>
<tr>
<td>Role ambiguity</td>
<td>bad working conditions</td>
</tr>
<tr>
<td>Work in public sector</td>
<td>unfair promotion policies</td>
</tr>
<tr>
<td>Low professional self-esteem</td>
<td></td>
</tr>
<tr>
<td>Low salary</td>
<td>no team support</td>
</tr>
</tbody>
</table>

Table 2.1 Factors associated with burn-out (Soderfelt & Soderfelt, 1995)
Mor Barak, Missly, Levin (2001) found from a metaanalysis of the literature on child welfare, social service and other human service agency employees that:

- Younger and better educated workers are more likely to leave a job.
- Minorities, those with higher incomes and those with support at home are less likely to quit.
- Those with the shortest job tenure are most likely to leave.
- The higher the job level achieved the less likely the employee was to leave.
- Satisfied employees do not quit.
- Workers experiencing high job stress are more likely to leave.
- Support from coworkers increases likelihood of staying at the job.
- Employees who feel the pay scale is fair and just are less likely to leave.

Lewandowski (2003) asked a non-random sample of 141 social workers at a workshop to complete a survey exploring the relationship between frustration, burnout and their work organization. “Frustration is characterized as the first stage of burnout” (Lewandowski, 2003, pg. 175). This study found evidence that organizational factors lead to worker frustration and contributed to burnout. Surprisingly, and contrary to general wisdom on burnout, she found that workers cited greater frustrations related to client’s needs not being met due to paperwork and rules than they did from not having their own work-related needs met.

Cole, Panchanadeswaran, and Daining (2004) studied job satisfaction and social workers through a self-administered survey to a random sample of 500 licensed social workers in Maryland. They found that higher workloads related to less job satisfaction
while supportive supervision related to higher job satisfaction. Other factors the authors found that either contributed or detracted from job satisfaction included:

<table>
<thead>
<tr>
<th>Factors that increase job satisfaction</th>
<th>Factors that decrease job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with salary</td>
<td>Heavy workload</td>
</tr>
<tr>
<td>Job autonomy</td>
<td>Poor salary</td>
</tr>
<tr>
<td>Opportunities for promotion</td>
<td>Lack of support from co-workers</td>
</tr>
<tr>
<td>Quality of supervision</td>
<td>Unpleasant working conditions</td>
</tr>
<tr>
<td>Good working conditions</td>
<td>Negative feelings of personal accomplishment</td>
</tr>
<tr>
<td>Support from co-workers</td>
<td></td>
</tr>
<tr>
<td>Perceived efficacy</td>
<td></td>
</tr>
<tr>
<td>Social supports</td>
<td></td>
</tr>
</tbody>
</table>

Table 2.2  Factors associated with job increased or decreased job satisfaction

Freund (2005) sent questionnaires to workers in a nonprofit welfare organization in Israel to measure organizational commitment and the influence of factors on satisfaction and intention of leaving the organization. Freund found that organizational commitment is usually found to be high in employees who feel the organization is treating them fairly, adequately rewarding them financially, and appreciates their contributions. Commitment improves when the personal goals of an employee are in alignment with organizational goals.

There are two types of commitment to employment, affective and continuance. Affective commitment is defined as positive feelings of identification or attachment to employment. Employees demonstrating affective commitment stay in an organization because they want to. Continuance commitment is defined as commitment subject to analysis of costs and benefits of staying vs. leaving. People often demonstrate
continuance commitment when they need to stay for reasons that might include financial
necessity or to best manage their career path. A person motivated to invest in his/her
work will be more likely to have higher organizational commitment. Intention to leave
has been found to have high validity when used as a variable to predict actual turnover. It
has been shown to measure disenfranchisement with an organization and likelihood of
leaving (Freund, 2005).

<table>
<thead>
<tr>
<th>Work motivators or factors in burnout</th>
<th>Author (s)</th>
<th>Focus Group mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voice at workplace (listen to opinions)</td>
<td>Soderfeld &amp; Soderfeld (1995), Freeman &amp; Rogers (1999)</td>
<td>Yes</td>
</tr>
<tr>
<td>Fair workplace</td>
<td>Freeman &amp; Rogers (1999), Latham &amp; Pinder (2005)</td>
<td>Yes</td>
</tr>
<tr>
<td>Achievement/recognition Esteem needs</td>
<td>Hertzberg (1968), Soderfeld &amp; Soderfeld (1995)</td>
<td>Yes</td>
</tr>
<tr>
<td>Responsibility (leadership opportunities)</td>
<td>Hertzberg (1968)</td>
<td>Yes</td>
</tr>
<tr>
<td>Interpersonal relationships at work</td>
<td>Herzberg (1968)</td>
<td>Yes</td>
</tr>
<tr>
<td>Status/respect</td>
<td>Herzberg (1968)</td>
<td>Yes</td>
</tr>
<tr>
<td>Security</td>
<td>Herzberg (1968)</td>
<td>No</td>
</tr>
<tr>
<td>Isolation</td>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>

Table 2.3 Charting of factors for job satisfaction and job burnout from literature in Chapter 2 to be tested in this research
Membership associations, professional association, and social capital

This section will contain a review of the literature of membership associations, professional associations, possible decrease in joining rates of membership association and explanations for any decline. It will conclude with literature on social capital.

Membership Associations: History and purpose:

Tocqueville wrote; “If men are to remain civilized or to become so, the art of associating together must develop and improve in the same ratio to which the equality of conditions is increased. For if that art is not mastered, democratic societies will succumb to bureaucratic tyranny, which thrives on the isolation of people from one another and perpetuates it. Once the involuntary associations of an aristocratic society disappear, only two alternatives remain-flourishing voluntary associations or dangerously exaggerated state power” (Siedentop, L. (1994, pg. 92).

The U.S. has been called the land of associations and the individuals who join associations, association man (Max Weber Studies, 2002). Almost from the beginning of this country, Americans formed membership associations. Over 1,900 associations were formed in Massachusetts/Maine between 1760 and 1820 (Skocpol, 2002). By the time Tocqueville came to the United States from France in the 1830’s to study our democratic system of government, membership of ordinary citizens in associations was commonplace. Tocqueville said after his visit to America that “Americans of all ages, all stations in life, and all types of disposition are forming associations. There are not only commercial and industrial associations in which all take part, but others of a thousand different types-religious, moral, serious, futile, very general and very limited, immensely large and very minute…Nothing, in my view, deserves more attention than the intellectual and moral associations of America” (quote taken from Putnam, 2000, pg. 49). Tocqueville went back to France proclaiming an individual American’s active involvement in association life as an effective method of obtaining power in a democratic
society (Siedentop, 1994; Monti, Butler, Curley, Telney & Weiner, 2003; Wuthnow, 2002; Skoepol, 2002). “Because of the very nature of democracy, the lack of a ruling class {in America}and all individuals being equal...to gain power, individuals turned to associations with like-minded. Without that association, members of a democratic society are powerless. {They are} equal….but equally weak” (Siedentop, 1994, pg. 90).

A half century after Tocqueville, Lord James Bryce wrote that associations were created in the United States more quickly and efficiently than they had been in any other nation of the world (Crowley & Skoepol, 2001). And in 1920, Max Weber called America “the land of associations” and voluntary associations, “Vereinswesen,” which in the broadest terms means, “bowling clubs.” He called contemporary man (contemporary in the 1920’s), association man, because membership in an association brought legitimacy and respect; certification that one was a gentleman. Membership in an association labeled the person with the traits of the association and individuals joined associations for their specific beliefs, image, and worldview (Max Weber Studies, 2002).

As our democratic system matured, associations learned they could achieve more collectively than individuals could alone. And while economic status rarely limited a person from joining an association, most associations were homogeneous by gender and race. Literate, educated populations exposed to causes were most likely to organize. Immigrants often were not welcome into the associations largely run by native born, white protestants (Crowley & Skocpol, 2001). Fellowship organizations like the Elks, Eagles, International Order of the Odd Fellows (IOOF) were very popular. In 1886, the Knights of Columbus, part political party, part fraternal lodge and part trade union had 20 percent of U.S. laborers in membership. The IOOF was at its peak membership in 1913.
with 1.5 million members (Crowley & Skocpol, 2001) and was a pivotal model of association in that it was the first association in the U.S. to adopt a national-state-local organizational structure imitating the US constitution. That organizational structure was to become the template for most future voluntary associations.

Voluntary associations serve many purposes. They teach important civic skills and serve to integrate individuals into society (Granville, 2004). Associations school citizens on civic skills necessary for political action. They check illegitimate political power, and offer resistance. Associations allow a voice for those without resources to express their views, and they “improve the regulation or production of public goods such as education, public safety, and the provision of social welfare” (Fung, 2003, pg. 516). According to Fung (2003) associations make six contributions to democratic governance:

- Associations increase an individual’s sense of efficacy and associations teach civic virtues
- Associations advance one’s purpose within a democratic society. Associations are voluntary and the more democratic a society is, the more associations are created.
- Associations focus attention on the public good, build habits of cooperation, tolerance, and respect for the law and others.
- Individuals learn leadership skills, learn how to run meetings, write letters and make speeches.
- Associations can offer resistance to prevailing government policy.
- Associations can offer hope that there is improved representation of all citizens to the policy makers. However, “it is a general rule of civil society that its strongest members get stronger. The weaker and poorer members are either unable to organize at all or they form groups that reflect their weakness and poverty” (Walzer, 2002, pg. 39).

The majority of currently existing fraternal membership associations were founded in this country around 1850. Voluntary membership organizations were central
to American life from 1890’s through the 1950’s (Skocpol, 2002). Since the 1950’s, the rate of new membership associations being founded has fallen steadily (Putnum, 2000) and many of the newer associations created in the last fifty years are not membership associations as much as they are professionally managed advocacy associations with contributing donors instead of members. These new associations rarely have chapters or meetings but are designed to respond to federal legislative activism by hiring highly educated staff that lobby, do policy research, and interact with officials making the laws. David Horton Smith found that only half the associations listed in the 1988 Encyclopedia of Associations had actual members. In addition, average membership for national associations in 1988 was one thousand members whereas in 1962 average membership in national associations was roughly ten thousand. In that quarter of a century average membership in national associations fell to ten percent of previous numbers (Putnam, 2000).

Financing of these newer associations has also changed. Instead of functioning through dues paid by members, these newer organizations often apply for and receive start-up grants and/or funding from foundations. The grants encourage professionalism and measurable outcomes. The associations may speak for a large number of people but their focus is not on soliciting and maintaining membership like the older style chapter based associations. Individuals from lower socioeconomic groups may not be able to participate in these new associations in the same manner they could in older associations. Poorer individuals may not have the economic resources required to be active participants. Instead of volunteering time and talents, involvement in the newer association may be solely in the form of a check (Skocpol, 2004).
Professional membership organizations

“Society arises from the individual and the individual arises out of association” (pg. 163). It might also be true then that the professional organization arises from the individual just as the professional arises from the association with their professional organization” Simmel (1955).

Professional membership associations based on common economic need first developed on the local level to study problems and exchange information on developments within a trade. Local associations grew into national organizations when pressure by market forces could no longer be controlled by the small, local memberships (Jonkergouw, 1986).

Skocpol (2002) found in her research that the greatest growth for professional organizations was due to industrialization. This growth occurred after the Civil War ended in 1865 and continued until the mid-twentieth century. The industrial revolution and the increasing complexity and interdependence of modern business pushed professionals to specialize and organize (Boyce, 2000). The years between 1890 and 1920 saw the highest rate of professional organizations being founded followed by another period of high activity immediately after WWII. The latter period has been attributed to still powerful patriotic feelings that had inspired many to work together for the benefit of all and to the rebuilding of professions and consumer markets after the war (Crowley & Skocpol, 2001). Twice as many societies and associations formed between the years of 1890 to 1920 than formed between the years 1960 and 1990. Currently there are 23,000 national and 64,000 state, local, and regional professional associations in the United States (Gruen, Summers & Acito, 2000).
National professional associations help members control their professional market, established a knowledge base for the profession, power to control the goals and practice of the profession, and render services (Jonkergouw, 1986). Professions are interest groups defined by knowledge and training that are in competition with other groups in society. They have individual and collective economic interests and pursue social status for their group. Professional associations exist in a large part to meet or support both the psychological and economic needs of their members. Functions of professional associations included; study, qualification, control, code of conduct, member protection (Millerson, 1964) and “to facilitate a profitable exchange ratio between performance and rewards” (Jonkergouw, 1986, pg. 239).

Professional associations strive to meet both the needs of the individual members and the larger needs of the profession. Professional associations are important for three reasons. “Professional membership associations are arenas through which organizations interact and collectively represent themselves to themselves” (Greenwood, Suddaby & Hinings, 2002, pg. 61) defining the organization through activities, services, and membership criteria. Secondly, they project identity, community role, external boundaries, and legitimacy. And thirdly, professional associations monitor compliance with discipline norms and establish training, education, hiring and certification standards (Greenwood, Suddaby & Hinings, 2002). The mission of a professional association and responsibility to its members can be understood by answering the following questions: 1) Who are we as a profession? 2) How do we compete successfully in the marketplace? 3) How do we organize so as to perform our functions effectively (Sales, 1983)?
Association activities often include the publishing of newsletters, books and periodicals, establishing educational guidelines and certifications (www. IBIS World), and providing economic support for the work and the related needs of their members. Professional associations establish codes of conduct and ethics, advance the standing of members of the occupation, govern the profession, promote research, gain the legal right to control accreditation, build rules and solidarity by socializing members to the norms, defend the profession from interlopers, and (Boyce, 1999) serve to uniformly educate and inform members of innovative treatments and other ways to improve their field of practice. This seems to have some effect. For instance, a study done by the professional association for nursing facility administrators found that care facilities run by association members have a higher quality of care and fewer health-related deficiency for clients than facilities run by non-members (Castle & Fogel, 2002). Professional organizations endeavor to establish favorable public and private policies (Kloss, 1999) and an association identity/image that guides the association and the membership and provides meaningfulness, connection, stability, and durability (Albert, 2000).

Is membership in associations, specifically professional membership organizations declining?

The literature indicates wide variation in opinion as to whether or not membership in fraternal associations, professional associations, civic connectiveness, and/or social capital are declining in the United States. And if any of those are declining, why are they declining and to what result? This section will present the research and summarize findings on this topic.
Because it can be argued, voluntary membership associations in this country have been connected to the success of our democratic governmental system there is concern that decreases in voluntary associations will equal decline in civic participation (Paxton, 1999). Voluntary membership associations serve to integrate individuals into society (Granville, 2004) and are connected to the maintenance of democracy (Paxton, 1999). Putnum (1995) has voiced concern that decreasing social capital as measured by decreasing voter turnout and declining membership in voluntary groups will damage the process of our democratic society. “In voluntary associations, in addition to the benefits of network ties, members access and create additional group-level benefits. It is this membership in groups, not simply the ties between individuals, that provides further resources to solve collective problems and pursue specific goals in a larger society” (Paxton, 1999, pg 100). To this end, our review of the literature outlining possible declines in participation rates in membership associations will be followed by a section on the effect of membership decline on social capital.

Most of the literature reviewed in this paper cites decreases in community involvement and the rates for joining membership associations as beginning around the end of the 1950’s (Putnam, 2000; Monti et al., 2003; Etzioni, 1993; Pescosolido & Rubin, 2000; Baumeister & Leary, 1995). Not all membership associations experienced decreases. Some associations saw increases. There was an increase from 6 percent to 17 percent in membership for those associations founded that address social cause issues: environmental groups, antipoverty, pro-choice, pro-life, rights of women, racial and ethnic minorities (Skocpol, 2004, pg. 5). Some research found decreases in fraternal membership associations but not professional organizations. Putnam (2000) found that
what looks like increases in membership in professional organizations might not actually be the case. We explore his findings toward the end of this section.

Etzioni (1993) wrote in the *Spirit of Community* that involvement in community has been declining in the U.S. since the 1950’s. He believes that society shifted toward a trend of prizing individuals’ needs and rights over the needs of community and towards reassigning responsibility for the solutions of an individuals’ problems to the government and from the individual. Etzioni lamented that this trend has moved people to “take and not give [and that] that is an immoral, self-centered predisposition that ultimately no society can tolerate” (pg. 10).

Pescosolido & Rubin (2000) suggest that decreased participation in social groups might reflect a society wide change in structure and values. Individuals are no longer bound by the tight web of social interactions common earlier in this century but now choose their affiliations and group membership based on personal need, time constraints. Individuals have the ability to construct or deconstruct associations at will with few constraints to commitment. Pescosolido & Rubin (2000) argue that this is in direct response to our changing society where jobs have become unstable due to downsizing and in many circumstances have become temporary, marriage and family groups divide by divorce, and “insecurity, inequality, and uncertainty [have] emerged as the era’s hallmarks” (pg 59). Job insecurity decreased participation in voluntary organizations. Disorderly, part-time, temporary, subcontracting work compared to the former style of long-term employment with one company was correlated with decreased joining. A disorderly work history was more strongly correlated with women than with men (Pescosolido & Rubin, 2000).
Baumeister & Leary (1995) wrote that theorists Simmel and Blau would explain this change in affiliation needs and the emergence of new social network patterns as a reaction to economic changes beginning in the 1980s such as globalization. The increasing trend towards temporary and part-time employment decreases the likelihood that someone will have identity ties strong enough to motivate him/her to join a professional membership organization (Pescosolido & Rubin, 2000).

Rotolo & Wilson (2003) replicated a study done by Wilensky (1961) by gathering work histories from the Ten Towns Study done in Nebraska over a 15 year period and found that participation in membership associations is negatively correlated with hours spent working. The more hours a person works the less likely he/she is to join a membership association. On the other end of the scale, a person who is unemployed is also unlikely to participate in a voluntary association. Membership in voluntary organizations can bring social capital but an unstable position or job status might carry too many costs or stress compared to the benefits of additional time spent in membership (Rotolo & Wilson, 2003).

Monti, et. al (2003) in their analysis of 20 years of data from the National Opinion Research Center in the General Social Survey (mid-1970s to the mid-1990s) found decreases in membership in lodges, unions, churches, and school service. Almost one-quarter of the sample, 25.3 percent to 28.7 percent, stated they no longer were part of any membership organization. They found a decrease in white participation in associations but an increase in minority participation. There was also a significant decrease in the number of associations that people belonged to. Their sample indicated that people join churches first followed by professional organizations, sports and then service to schools.
with a slight increase in joining of sports (4 percent) and professional (5 percent) associations.

In an examination of the General Social Survey for the years between 1974 and 1991, Wuthnow (2002) found that membership had fallen in most types of organizations. The percentage of Americans involved in any organization decreased from 75 percent to 65 percent for those individuals who had been involved in multiple memberships. The percentage of those involved with just one membership remained constant. He found that membership in professional organizations increased by 6 percent.

Putnam (2000) found in his research that civic participation in all forms of group activities has declined from a peak in the late 1950s and early 1960s except for membership in professional organizations. He claims that Americans are experiencing a type of civic malaise that is demonstrated through decreased involvement in organized activities of all types including church activities, volunteerism, political involvement, social clubs and bowling leagues. More people are spending their time in isolated, solo activities, experiencing a decrease in their need for group affiliation and are participating in fewer opportunities to cultivate and use social capital. He cites limited time, anxiety about job and economic security, urbanization, gender effects and TV viewing as contributing to the movement from social activities to individual activity.

Skocpol (2004) found decreases in fraternal membership organizations and in trust level but increases in joining rates of professional associations. Fraternal associations like the Elks and Eagles began to lose membership in the 1960’s. Blue-collar trade unions saw dramatic decreases in membership. Skocpol (2004) hypothesizes that membership in fraternal associations decreased rapidly after the Civil Rights era of the
1960’s because many young people did not want to join organizations with a history of limited membership based on race or gender. A 1997 survey conducted by Robert Wuthnow and cited by Skocpol (2004) found that ninety percent of respondents would not join groups that had racially discriminated and fifty-eight percent would not join groups segregated by gender. Skocpol (2004) also cited the women’s movement, the Vietnam War, increasing numbers of women in the work force and time-stressed female-headed households as reasons for the decrease in membership activity.

Baer, Curtis & Grabb (2000) state that the U.S. is one of two countries not showing decline in work related membership numbers. This difference may be from an interpretation of the available data. The actual percentage of Americans who belong to professional organizations (excluding unions) has doubled in the last four decades. Surveys from the 1950s and 1960’s indicated an 8-10 percent membership rate while surveys from the 1980’s and 1990’s shows a 16-20 percent membership rate. What is not apparent at first when looking at those numbers is that the sheer number of individuals who are in those professions has grown at a much faster rate than membership rates.

Putnum (2000) found the rate of membership in professional associations actually increased from 13 percent in 1974 to 18 percent in 1994. The percentage of American who belong to a professional organization (excluding unions) has doubled over the last four decades.

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Membership Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950-1960</td>
<td>8% – 10%</td>
</tr>
<tr>
<td>1980-1990</td>
<td>16% - 20%</td>
</tr>
</tbody>
</table>

But the numbers do not tell the entire story. Since the 1950’s there has been massive growth in the number of individuals entering professions. The percentage of
eligible members in a profession that join their respective associations has decreased resulting in a net decline in membership. There are more professionals in the field but a lower percentage that join the professional organization. Below is a table with just a few examples.

<table>
<thead>
<tr>
<th>Membership in professional organizations</th>
<th>1950</th>
<th>1970</th>
<th>1997</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>American Institute of Architects</strong></td>
<td>8,500</td>
<td>23,300</td>
<td>47,271</td>
</tr>
<tr>
<td>% of eligible members that joined the association</td>
<td>41%</td>
<td>28%</td>
<td>- 13% decline</td>
</tr>
<tr>
<td><strong>Institute of Electrical and Electronic Engineers (IEEE)</strong></td>
<td>1945</td>
<td>1963</td>
<td>1997</td>
</tr>
<tr>
<td></td>
<td>19,688</td>
<td>111,610</td>
<td>242,800</td>
</tr>
<tr>
<td>% of eligible members that joined the association</td>
<td>51%</td>
<td>37%</td>
<td>- 14% decline</td>
</tr>
</tbody>
</table>

The number of nurses doubled between 1977 and 1998 from one million to two million. Unlike the Architects and IEEE above, actual membership declined as well as relative membership.

<table>
<thead>
<tr>
<th>Nurses</th>
<th>1,000,000</th>
<th>2,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members of the association</td>
<td>190,000</td>
<td>175,000</td>
</tr>
<tr>
<td>% of eligible members that joined the association</td>
<td>18%</td>
<td>9%</td>
</tr>
</tbody>
</table>

(Putnum, 2000, pg 83-85)

Table 2.4 Membership in professional associations
In chapter one we presented research that analyzed CPS data and NASW News reports over the last fifty years that when charted indicates membership in N.A.S.W. is either flat or falling compared to growth in the numbers of social workers in the field. This appears to replicate the pattern that Putnam (2000) indicates for other professional associations; growth in the number of individuals in a profession, growth in the number of members of an association, but overall decline in the relative percentage of eligible professionals that are members.

**Alternative Explanations for apparent declines in membership in associations:**

Rich (1999) believes that what is actually happening is that organizations have a life cycle and that organizations come and go in a Darwinian selection process where the most fit survive. Organizations are not as such downsizing or disappearing but changing and recycling into new organizations that serve many of the same members. Organizations might also be exhibiting normal life-span activity. Associations may have a life span similar to any other non-profit organization. Some associations continue to exist without change, some exist with a smaller membership, some merge or are absorbed by others while still other die a normal death (Skocpol, 2002). N.A.S.W. itself was founded by the merger of seven smaller associations in 1955.

Other literature indicates a drop in membership patterns may be due to unsatisfactory economic exchanges not changes in social relationships (Wilson, 1997; Bendapudi, 2003). Often professions are in competition with one another for market and consumers. Professions have individual and collective economic interest. To this end, professions develop professional organizations to represent their interests.
Wilson (1997) wrote that professional and other associations are losing membership worldwide due to increasing economic stringency and the failure of organizations to provide relevant services and benefits to members in exchange for costs accrued. Members are re-examining their membership in terms of costs vs. benefits when membership is not a condition of practice. Members may leave associations because they do not believe they are receiving adequate return for their investment. This is directly related to the concept in marketing that says a customer balances the costs incurred (monetary, time, energy expended to secure the product) to the benefits obtained (functional, symbolic, and experiential). If costs exceed benefits customers will either go without the service or find the service at a lower overall cost (Bendapudi, 2003).

Wilson (1997) found from a survey of professional accountants regarding their satisfaction with their professional association, that members found their association somewhat arrogant in their determination of what services and products members want and do not respond to members’ changing needs. This may hold true for other associations. Members’ needs may change over time but few organizations survey members to see if provided services are remaining relevant. “Unfortunately {it} is relatively uncommon for associations to research in depth members’ needs and how they might best be served” (Wilson, 1997, pg 50). Some membership organizations lose sight of their primary function, to serve the member needs and interest. At times the primary interest of the association may change to focusing on its own survival. When this happens the welfare of the members will suffer and eventually so will the welfare of the association. “If an association is diligent in its roles of education, informing, representing, and furthering the economic interest of its members-as-practitioners” the
association will remain healthy. But the reverse is not necessarily true (Pemberton, 1994).

Social Capital

Paxton (1999) examined General Survey Data also using a twenty year period from 1975 through 1994. She used multiple indicators to look at trust and association instead of using a single indicator. Paxton found no decline in association but found a large decline in trust of individuals and some decline in trust of institutions. She argued that since trust is an aspect of social capital that the decline in trust is a concern.

In economic/business theory there are three types of capital: physical, human and social capital. Physical capital is defined as the tools and machines used for production. Becker, in 1964, defined human capital as the ability that individuals hold to facilitate production and social capital as the social relationships, networks, and norms of reciprocity that facilitate production (Paxton, 1999). Social capital is related to the concept of affiliation need in that it is the connectedness of individuals within social networks governed by norms of reciprocity and trustworthiness. Social capital includes civic involvement and is the active ingredient within community that shapes social exchange relationships regulated by mutual trust, cooperation and social support that ties individuals to society (Putnam, 2000). Social capital connects individuals to groups and can be broken into two forms: bridging social capital (inclusive) and bonding social capital (exclusive). Bridging social capital consists of the weak links that connect individuals to the larger society and is based on general reciprocity principle. Examples include political allies, job seeking activities, civil rights activities. Bonding social capital creates strong group loyalties and dense networks such as those of a fraternity or
army buddies. Putnum (2000) quotes Xavier de Souza Briggs in defining “bonding social capital as good for “getting by” but bridging social capital as crucial for “getting ahead” (pg 23).

Work and professional associations can be significant sources of social capital. It is estimated that 90 percent of social capital comes from the workplace because the greatest percentage of an individual’s day is spent at employment activities (Putnam, 2000). Therefore, less time is available for the other sources of social capital, such as family, church groups, bowling leagues, and Kiwanis type clubs (Putnam, 2000). Networking for employment through work social capital contacts is considered a best practice for a professional (Brown, 2004). Decreases in joining rates of membership associations might decrease available social capital resources for professionals. Edwards & Foley (1997) concentrated on investigating possible declines in social capital instead of directly investigating declining membership rates in associations.

Edwards & Foley (1997) argue that researchers investigating possible declining membership in associations and decline in social capital are using vague and unspecific variables to operationalize Coleman’s definition of social capital; that social capital facilitates individual or collective actions involving trust, expectations and obligations. And by its very nature, social capital will vary across geographic location, financial resources and degree of social isolation. Any increase in educational attainment for an individual will increase social capital while affiliation in declining economic sectors of the job market will decrease social capital for others. In their article they write that social capital may indeed be declining, but due to the dismantling of the welfare state, economic and job restructuring, and devolution of the government. “People are drawing back from
wider social groups to the immediate family (Edwards & Foley, 1997, pg. 674) to protect themselves and as a result the “ability of society to organize in collective action” (pg. 674) is declining.

Wuthnow (2002) also proposed that some of the most dramatic decline in social capital found by researchers could be attributed to several sources, the first being the definition of social capital itself. Different researchers operationalized social capital in different manners while conducting their research leading to possible error. In addition, researchers tended to use single indicators instead of constructing multiple indicators to represent social capital in their research. Wuthnow (2002) proposed that the U.S. might actually be over-invested in social capital compared to other nations and decrease over the years was a regression to the mean to the average amount of social capital and voluntary membership prevalent in other countries.

Wuthnow (2002) found, as did Edwards & Foley (1997) that the decline of social capital was not uniform across all economic classes. The greatest decline was in those with lower socioeconomic status - the more marginalized. Divorced and/or single individuals showed fewer memberships. Women were less likely to be members than men as their life situations got harder, as with decreased income levels after a divorce, single parenting, working multiple jobs to make ends meet, etc.

**Why do people join professional associations?**

Affiliation needs, identity and image concerns, exchange theory, and motivational incentive theories all have been used to explain why individuals join membership associations. Theories explaining affiliation needs state that individuals have a need to belong and join groups to fulfill that need (Baumeister & Leary, 1995; O’Connor &
Rosenblood, 1996; Burroughs & Elby, 1998; McMillian & Chavis, 1986; Hall, 1995). A positive professional and association identity/image is important when attracting members to join an association (Dutton, Dukerich & Harquail, 1994; Bhattacharya & Elsbach, 2002; Bhattacharya, Rao & Glynn, 1995; Bhattacharya, 1998). Exchange theory says that members of professional organizations exchange dues, time, and expertise for services and products offered by the association and expect a satisfactory exchange for their investment (Fine, 1990). Motivation incentive theory based on the work of Gordon & Babchuk, 1959; Clark & Wilson; 1961; Knoke, 1988; Knoke & Wood, 1981; Etzioni, 1975 includes exchange, identity/image and affiliation theories in its four categories of motivation; material, solidary, and purposive, and informative motivations. We will examine each of these in more detail in this section.

**Affiliation**

“The need to belong is universal among human beings” (Baumeister & Leary, 1995 pg. 499) and may have an evolutionary basis. Groups share food, mates, survival tasks, defensive protection, and jointly search for limited resources. Humans need affiliation with others and this need motivates individuals to seek out others at times (O’Connor & Rosenblood, 1996). Affiliation is an individual’s adherence and loyalty to a friend, organization or group (Burroghs & Eby, 1998). Benefits gained through affiliation with others of the community include: membership, a feeling of belongingness; influence, a sense of mattering, integration, reinforcement and emotional connectiveness (McMillian & Chavis, 1986). The need to belong to a group or community is more important than the context of the association at times. Stark & Bainbridge (1985) found in a review of religious beliefs that some people belonging to religious groups had little
understanding of the theological belief of their religion but were aware of the types of people that belonged within that community. Hall (1995) writes that one explanation of affiliation needs is the desire to have others, “like me” available that have similar characteristics and behaviors. This serves to make life more comfortable affectively.

Basic human need for affiliation extends to the workplace and to professional associations in part due to the high salience of career in personal identity and the amount of time spent on job related activities (Burroughs & Eby, 1998). Seven out of ten Americans belong to one employment based association and one in four belongs to four or more (Gruen, et. al., 2000). Affiliation when linked to an organization is called organizational identification “which is a member’s perception of belonging to the organization” (Ashforth & Mael, 1989). Individuals associate with an organization that they feel has characteristics similar to their own personal characteristics, values, and beliefs, not only due to the characteristics they believe the organization has (Wiesenfeld, Raghuram, & Garud, 2001; Dutton, Dukerich, & Harquail, 1994). The degree that a person identifies with an organization is related to the salience that organization has to the individual (Barich & Kotler, 1991). That can be influenced by the visibility of their membership status and attractiveness of the organization’s identity (Wiesenfeld, Raghuram & Garud, 2001) and includes the organization’s ideologies, policies, and practices which need to be aligned with the individual’s belief systems (Barich & Kotler, 1991). Theory indicates that the degree to which an individual identifies with an organization varies based on his/her need for affiliation and that an individual seeks homeostasis based on the need to balance personal identity with organizational identity and membership (O’Connor & Rosenblood, 1996). Affiliation needs have been
associated with cultural materialism based on the assumption that affiliation needs and culture are shaped by economic needs and opportunities (Baumeister & Leary, 1995).

**Association identity/image**

Affiliation and social connection, enhancing personal self-esteem and identity, economic gain, shared beliefs, and a continuing need for professional education are reasons cited for individuals to join professional organizations. The image of a professional organization can affect a potential member’s decision to join. Dutton, Dukerich, & Harquail (1994) suggest a model of organizational image that contains twelve characteristics. These involve the attractiveness, distinctfulness, visibility, and strength of the organizational image leading to higher connectiveness, identification, commitment, contact, and relationship of an individual to the organization. They propose that a positive organizational image allows an individual to bask in that glory while negative images cause the individual stress and depression. In their model individuals can choose to identify with an organization or choose to disidentify, distancing themselves from the values and beliefs surrounding the organization (Bhattacharya & Elsbach, 2002). Identification is defined as a cognitive connection between an organization and a person, and is directly related to personal experience. The identity and image of the organization therefore is a very important determinant of whether individuals move towards identification or disidentification or make a third choice, to remain neutral about an organization and form neither positive nor negative identification (Bhattacharya & Elsbach, 2002). Identification is directly related to the prestige of the organization and a sense that the organization is respected and admired; and that its reputation is attractive and has a positive social image (Bhattacharya, Rao & Glynn,
1995). Bhattacharya, C. (1998) found that social identification is a strong factor when joining a professional organization.

**Exchange theories – economic, social, and psychological**

Professional associations exist to large extent to facilitate a profitable exchange ratio between professional performance and rewards (Jonkergouw, 1986, pg. 239). Exchange theory predicts that prepayment of dues and a satisfactory exchange of services should develop an equitable exchange and a stable, satisfied member base (Gruen, et. al, 2000; Jonkergouw, 1986).

Exchange theory in the social sciences can be traced back to economic theory to the writings of Adam Smith (1723-1790), British philosopher and economist and his theories on economic exchange and the marketplace. He wrote on labor and the principles of supply and demand in the marketplace in his publication Wealth of a Nation (Encarta). His economic treatise stated that an actor (exchangee) tries to maximize self-interest in a free market and has all the necessary and accurate information to make informed choices (Cook, 1987). When explaining exchange theory economists typically do not include the behavior of individuals in affecting the actions of others in an exchange relationship. Rather in economic theory the actor deals with the market. Anthropologists and sociologists extended economic exchange to social exchange by adding the environmental factors of culture, norms, and social structure to economic exchange (Becker & Murphy, 2000). The concepts of justice, freedom, and fairness were introduced to the traditional costs and benefits framework (Turner, 1998). In social exchange the exchange is between two actors in a person-environment relationship (Emerson, 1987).
Broneslaw Malinowski, working from a functionalist framework introduced the concept of non-material symbolic exchange. He conducted an ethnography of the Trobriand Islanders Kula Ring where there were established patterns of both economic and non-material exchange within the society. The patterns were a basis for assuring solidarity and social integration and met psychological as well as economic exchange needs (Turner, 1998).

Marcel Mauss and Claude Levi-Strauss, associated with exchange structuralist thought in Sociology, viewed the exchange process as being more important than the object exchanged. Structuralist thought suggests that the structure of society dictates interactions not individual need (Willer, 1999). Mauss viewed the process of exchange as being forced by society or group obligation, directed by moral codes and the social structure. Levi-Strauss furthered developed structural exchange by saying that exchange had the role of integrating the larger social structure and rejected the utilitarian concept that social behavior was a reaction to economic exchange (Turner, 1998).

Research and findings from behavioral psychology and social psychology began to be included in sociological research of exchange. Thorndike and Watson building from Pavlov’s work developed the following concepts; (1) The law of effect that states the more satisfaction a behavior produces the more likely the subject is to repeat the behavior. (2) The law of use indicating that repetition and practice stimulate the subject to repeat the response. And (3) the law of disuse proposing that behavior and response weaken when practice stops. When applying behaviorist concepts to human exchange constructs they have to be modified to account for human beings’ higher cognitive capacities, emotions, and social practices.
Social psychological exchange theory is motivated by these concepts and basic beliefs include: (1) People will exhibit behaviors that increase their rewards while limiting their costs. (2) Those behaviors that are rewarding will be repeated. (3) Behaviors will be generalized to similar behavior if they reap rewards. (4) If a previously rewarded behavior is no longer followed by reward, the subject will experience disappointment. (5) Behavior will only occur as long as there is a reward. If the reward isn’t present, extinction of the behavior will occur. (6) Satiation will occur at a certain point after repeated reward (Turner, 1998).

“Today, classical economic theory portrays humans as rational persons who seek to maximize their material benefits, or utility, from transactions or exchanges with others in a free and competitive marketplace” (Turner, 1998, pg. 249). Consumers exchange money, time, and expertise in exchange for services and products offered by an organization and expect a satisfactory exchange on return for their investment. Richard Emerson looked at values in exchange instead of maximization of utility as in rational choice theories, stating that actors consider multiple values and value domains before making exchange decisions. These multiple values are hierarchically ordered on the basis of the need of both actors in the exchange, not just their own (Friedman, 1989). Richard Emerson advanced exchange theory by moving past the concept of dyads to dyads embedded in networks of exchanges with dyad relationships directly affected by the size, shape and pattern of connections of a network (Yamagishi, 1989).

Exchange theory as it progresses into exchange networks

Exchange networks are composed of the structure of the exchange relationships between two or more actors (Simpson & Willer, 2002; Whitmeyer & Cook, 2002) and
connected sets of exchange relationships (Cook & Whitmeyer, 1992). Wasserman &
Galaskiewicz (1994) define social exchange networks as focused on relationships and the
patterns and outcomes of those relationships with analysis focused on the actor,
connections, and structure. Assumptions about actors, relationships, and structure
include: (1) actors and their actions are interdependent. (2) Relational ties are the linkages
through which material and non-material exchange flows. (3) The network constrains
opportunities that affect individual actions, and (4) network structures are made up of
enduring relationships between actors (Wasserman & Galaskiewicz, 1994).

Networks are made up of nodes (actors) and lines (exchange opportunities).
Actors in similar position (locations) in the network should behave in similar fashions
and have similar exchange opportunities (Yamagishi, 1989). An exchange network “can
be defined as consisting of: (1) a set of actors (either natural persons or corporate groups),
(2) a distribution of valued resources among those actors, (3) for each actor a set of
exchange opportunities with other actors in the network, (4) a set of historically
developed and utilized exchange opportunities called exchange relations, and (5) a set of
network connections linking exchange relations into a single network structure” (Cook,
Emerson, Gillmore & Yamagishi, 1983, pg. 277). Exchanges can be negotiated by actors
calculating the costs and benefits prior to the exchange or reciprocal exchanges where
resources are freely provided with cultural expectations of return of equal value at a later
date. If an exchange relationship benefits, balances or exceeds the costs, the exchange
will continue (Marabella, 1991).

Elementary Theory (ET) is multilevel involving social structures and individuals
using rational choice within exchange relationships (Willer, 1999). Previous exchange
theories are individually based and less focused on the effect of structure. This theory is structurally based and “describes the mechanics of exchange, conflict, and coercive relations and hybrid combinations of the three” (Walker, 2000). ET states that “all social actors act to maximize their expected preference state attraction” (Simpson & Willer, 2002, pg.232). Exchanges are influenced by conditions “inside” the actor, preferences and beliefs, and “outside” conditions, social relations and social structure (Willer, 1999) and “structural power is derived from the availability of alternative partners” (Molm, 2001, pg. 265).

David Willer (1999) writes that social exchange theory is not directly the ancestor of ET and NET or Network Exchange theory, because by and large social exchange did not look at structure and that NET is more directly related to and is an outgrowth of Elementary Theory (Walker, 2000). NET is focused on finding the conditions in structure that produce behaviors embedded in social relations (Willer, 1999). Structural theories of Max Weber and Marx heavily influenced NET. It is one of the most actively researched theories in sociology. It examines actor positions, power and connections, and has been used successfully to predict exchange behavior (Lovaglia, 1999).

NET can be a daunting exchange research theory because it has evolved into a highly complex, mathematical theory involving technical language and computer programs (Lovaglia, 1999). Markovsky et al. introduced graphic-theoretic power index (GPI) to NET for the purpose of identifying power structures and predicting and analyzing structural connections and outcomes (Walker, 2000). GPI can be used to calculate power within the network by counting paths, path lengths, and summing non-intersecting paths (Molm, 2001). But, in simplest terms, NET examines an actor’s
position in the network (power), levels of opportunity for exchange, power differentiation
due to structural hierarchy, number of exchange opportunities, number and length of
exchange pathways, and information available to an actor that they can access to make
exchange decisions. A main premise of NET is that actors prefer more profit to less and
little profit to no profit (Lovaglia, 1999) and that the ability to exclude an actor from
exchange produces power (Willer, 1999).

The role of commitment in exchange theory

Membership commitment is generally thought of as the strength of the
relationship between the member and organization and the psychological attachment to
the association. Commitment to a profession involves: “1) the belief in, and acceptance
of the goals and values of the profession, 2) the willingness to exert considerable effort
on behalf of the profession, and 3) a definite desire to maintain membership in the
profession” (Giffords, 2003). Commitment in membership relationships is thought to be
of a multicomponent nature with three types of commitment – continuance, normative,
and affective. Continuance commitment is based on customer self-interest and associated
with the perceived cost to the member with their leaving the organization. Normative
commitment involves a sense of moral obligation and bonding to the organization while
affective commitment is focused on how the customer feels about the organizations.
Commitment is often measured in two ways; by intention to renew membership or
customer retention rates (Gruen, Summers, & Acito, 2000) Intention to renew may not
yield as accurate a measure because not all customers who intend to renew actually do.

Karen Cook conducted research on commitment in networks and its effect on
power usage, centrality of power, restricted and generalized exchanges (Turner, 1998).
In her research on commitment she found that power usage has an inverse relationship where the stronger the relationship is, the less power will be used in the exchange process. The more commitment to the exchange relationship the less likely power will be used to manipulate or control the exchange. Commitment reduces uncertainty in the exchange because partners are less likely to seek alternative partners making the relationship more stable. This lowers the uncertainty of cost and risk, making the commitment a value of the exchange (Turner, 1998). Long term commitment in exchange is tied to psychological and sociological theory and emerges as an exchange process. The actor who is committed to another, acts to the extent that choice of the current partner can be predicted from among alternatives. If commitment is strong, alternative exchange partners will be refused (Cook & Emerson, 1978).

Whitmeyer & Cook (2002) define power in a network as being directly related to the ability to acquire resources. Exchange networks consist of subsystems labeled opportunity networks where opportunity for an exchange exists or is limited and resource-interest structures where exchange of resources only of interest and that are complimentary.

Lawler & Jeongkoo Yoon research how emotions create and affect attachment with exchanges (Turner, 1998). Lawler’s research focus includes how exchanges are negotiated, relative vs. absolute power in negotiations, power tactics, and how perception of power affects actors, justice in exchange, and centrality of power. Their examination of centrality of power indicates that a central actor only has power if he/she offers a valuable exchange item that can not be obtained elsewhere in the network. Without that
power the network moves away from them to actors in positions that have more resources to exchange. In the figure below, power would move away from central A-1 to the A-2, A-3, and A-4 positions creating what Emerson labeled unilateral monopolies (Turner, 1998, pg 320).

Diagram 1 (Turner, 1998, pg 320)

Figure 2.1 Unilateral Monopolies

The problem of free-riding on membership benefits in exchange theory

Many professionals do not exhibit commitment to the professional association and do not join as members. Membership rates are often 30% or less of the eligible professionals in any given field. One reason that people may not join their professional association is that many times non-members can ride on the coattails of members and receive many of the universal/group perks obtained by the professional organizations.
through advocacy, legislation, and education without joining. This is known as free-riding. The free-riding phenomena is defined as members (actors in an exchange) who contribute little to the production of goods or services for the common good but benefit from what is produced. They rationally (Turner, 1989) weight the cost of their time, uncertainty and discomfort of production participation against possible returns and decide to limit costs while reaping benefits (Coleman, 1987).

Free-riding is more prevalent in group generalized exchange than it is in network generalized exchange due to the differentiating structure of network exchange (Yamagishi & Cook, 1993). In generalized exchange actors produce product for the general good but do not receive exchange directly back. Resources are pooled and drawn on for the public good, there is a lack of one-to-one accountability for production of resources, and a participant does not receive benefits based on what they supply to the pool (Yamagishi & Cook, 1993). Most generalized exchange networks are large, have few monitoring systems, and individual members have little direct responsibility to others. “Group-generalized exchange involves no internal group structure, whereas the network-generalized exchange takes place within a network of relationship” (Yamagishi & Cook, 1993, pg 139).

Network-generalized exchanges provide resources in a more chain-like sequence with more accountability to other group members. Free-riding can occur but causes the chain of reciprocity to break and people are more likely to participate than free-ride. A higher level of trust develops due to exchange expectations and the normative climate of participation established (Turner, 1998, Yamagishi & Cook, 1993)). Established norms for production and accountability are more likely with more exchanges being bi-
directional and more likely on a one-to-one basis (Yamagishi & Cook, 1993). Group members’ decisions are highly influenced by this tighter system and their place within the system due to the different internal structure that develops in contrast to unidirectional largely unstructured general group exchange (Yamagishi & Cook, 1993).

The size and structure of networks and trust established build solidarity and limit formation of free-riding. The number of paths is limited, chain lengths are short, there is a redundancy and density of ties, and a centrality of power (Turner, 1998). In all groups, but especially in larger groups, control of free-riding behavior involves creating structures to monitor or sanction behavior, the forfeiture of some individual members’ rights for the good of the group excluding benefits to those who don’t contribute (Coleman, 1989) and establishing norms of reciprocity and sanction systems (Turner, 1998). Positive incentives to increase participation and limit free-riding behavior have limited results. Punishment or negative sanctions for non-participatory behaviors produce co-production but these negative sanctions also produce tension and hostility over time (Gillmore, 1989).

In 1993 Yamagishi & Cook tested experimentally the difference in free-riding behavior in a laboratory setting by establishing separate groups of participants with generalized group exchange for one group of participants and restricted network exchange for the other in a factorial crossed between-groups format. Their findings clearly indicated that network-generalized exchange promoted a higher level of participation and less free-riding, bonds of obligation, and was not regulated by group size. The structure of the generalized group exchange leads to higher free-riding and less trust between participants.
Motivation and membership incentive theory

Incentives are positive inducements by an association to motivate an individual to exchange money, time, or talents for membership in the organization. Incentive theory is “rooted in an individual’s earliest decisions to affiliate with a collectivity and to maintain membership” (Knoke & Wood, 1981, pg 51). Several authors have proposed theories for incentive beginning in 1959 when Gordon & Babchuk proposed an instrumental-expressive dichotomy. Clark & Wilson (1961) theorized that motivations were three-fold, material, purposive, and solidary (Knoke, 1988). Etzioni (1975) proposed utilitarian (a renaming of material), normative, and coercive categories (Knoke, 1988). Fireman and Gamson (1979) introduced the concept of solidarity and moral principles to the categories (Knoke, 1988). Clark & Wilson’s (1961) incentive theory gained hold as a preeminent theory (Knoke & Wood, 1981) and Knoke (1988) refined Clark & Wilson’s theory by adding a fourth category, informative. The research conducted in this dissertation on motivation to join membership associations is based on Knoke (1988) work.

Knoke’s (1988) first motivation for joining a membership organization is material (utilitarian). Joining an organization to fulfill material (utilitarian) needs is thought to be a rational choice based on taking advantage of material rewards: subscriptions to publications, magazines, travel discounts, t-shirts, etc. Individuals can easily calculate benefit of membership against material rewards. Social interaction is the basis for the second motivation, solidary, which includes the need for emotional attachment to like members and interpersonal exchange provided by association meetings, luncheons, conventions and recreational activities. This is also referred to as affective bonding through organizational environment, symbolic expression and identification (Chen,
The third type of motivation is a purposive need that an individual may have for conforming to social norms, moral obligations, and standards of his/her occupation. Through this avenue individuals are also able to fulfill needs for recognition and leadership power. The fourth is informative and addresses knowledge and research needs. The more valuable the information is, the more likely it is to motivate a professional to join the organization (Chen, 2004). Individuals will continue membership typically as long as the incentives meet their needs (Chen, 2004). Individuals have multiple need categories and therefore organizations motivate potential members with multiple incentives to match their needs. Members join only if their needs are being satisfied. The success of a professional organization and membership rates depend on how well the organization meets members’ needs. It is possible that there is an optimum membership percentage or tipping point where there are too few members in a professional organization to achieve maximum benefits for members compared to costs of membership to the individual. If membership numbers fall too low the organization would not have the ability to fulfill the above three reasons for its existence, representing the profession, projecting legitimacy, and monitoring education and standards.

Different researchers have found different results when testing the relative importance of incentive categories in getting members to join and retain membership. Fishbein & Ajzen (1979) found that normative incentives outweighed rational incentives (Knoke, 1985). Halpin (2004) found in a study of a small business association that introduction of material incentives brought rapid membership growth. The initial small membership of the association had been attracted by ideological, expressive, and
purposive incentives but introduction of material incentives caused the membership to rise from 40,000 to 200,000 within a decade.

However, when members join just to receive material benefits, those members often have no desire to participate in the association. “Material benefits were often unrelated to involvement and [associations that market high levels of material benefits] actually attract members unwilling to participate in the association. Those members tend to be apathetic. But those members form an income base that the organization can then use to do the purposive and solidary work that attract longer lasting membership. This can be thought of as a reverse of the free-riding activity where the association enjoys a free ride on the mass of small contributors who demand little attention or service” (Halpin, 2004, pg 326). Knokke (1988) found that normative inducements are among the strongest factors motivating member involvement. Members who join through normative inducements will engage in altruistic activities promoting fairness and justice principles in sacrificial actions that will benefit others more than themselves.

Knokke (1988) examined a random sample of 459 associations and found that in politically based organizations, lobbying is substantially more important than material goods. Kilbane & Beck (1990) found in a study of the American Optometric Association that states with large memberships had significant free-rider problems. The association decreased free-riding activity and increased membership by offering more selective incentives to members for private goods (material) and informative (continuing education).

Chen (2004) studied membership in a professional sports association using the material, purposive (normative), solidary, and informative motivation categories of
Knoke. Chen found that material incentives were least important to all members except those members still seeking to improve their economic situations. Informative incentives were found to be most important followed by purposive incentives. Solidary incentives were found to be useful to retain current members.

**Incentives matching association goals**

Not only do incentives need to match the motivation of potential members, incentives are more effective the more congruent they are with the goals of the association (Knoke & Adams, 1987; Moe, 1980; Knoke & Wood, 1981; Cafferata, 1979; Cigler & Hansen, 1983). Economic goals of the association should relate to material/utilitarian incentives, cultural goals to normative incentives. “Goals and incentives will co-vary in an obvious fashion” (Knoke & Adams, 1987, pg. 289). An association that seeks to advance the financial goals of members by improving their incomes or economic conditions will offer utilitarian-based incentives. Having social goals is positively correlated to providing utilitarian incentives but research-education and society value-change goals are negatively related to material/utilitarian incentives. Material/utilitarian goals are most often offered in older associations with larger budgets, small membership, fewer newsletters per year which operate in complex and less uncertain environments (Knoke & Adams, 1987).

The majority of goals for professional membership organizations, especially older established organizations, are member serving goals. These are material in nature, are for private consumption, and include: insurance, travel plans, journals, and employment services. Other goals might seek legitimization for the profession and influence on public policy. Legitimization goals involve interaction with external actors, seeking acceptance
by the public and other organizations, and public education campaigns. Public policy
goals include seeking to change laws and practice that will bring improvement for
practicing members and their clients (Knoke & Adams, 1987).

N.A.S.W.’s current short-term professional, organizational and social policy goals
as well as the long-term goals for the Delegate Assembly have been included in the
appendix of this dissertation. The Delegate Assembly is made up of N.A.S.W. member
social workers from across the country that comes together every three years for the
purpose of selecting these goals. For this study these goals were organized into the
appropriate motivational categories as outlined by Knoke (1988). These categorized
goals are also in the appendix immediately following the N.A.S.W. goal sheet. Knoke
(1988) included the following items into each motivational incentive category:

Material – items promote rational choice: cost-benefit analysis that benefits the
individuals, private goods consumed individually, can affect income

Solidary – emotional attachments to other persons, groups, or organization; coordinated
social & recreational activities; fulfill affiliation needs

Purposive – standards of conduct, looks at the larger good of the organization, public
goods that require collective efforts to influence governmental policy makers, promotes
the profession rather than the individual

Informative – educational items including journals, newsletters, newspapers, internet, etc.

Categorizing Current N.A.S.W. Goals into motivational incentive categories

For the purpose of this research N.A.S.W.’s goals will be divided into Knoke’s
(1988) motivation incentive categories at this point. A sheet provided by N.A.S.W.
outlining their goals can be found in the appendix of this document.
Material/Utilitarian

♦ Develop a campaign to enhance the social work labor force including advocating for higher salaries, better working conditions and assuring workers safety.
♦ Advocate for social work jobs, equitable professional compensation, vendorship and reimbursement levels, working conditions, and career advancement for social workers, with attention to gender, racial/ethnic, religious, and sexual orientation inequities.

Solidary

• Recruit and retain BSW, MSW, DSW/PhD and student members through programming and outreach to diverse populations.

Purposive

♦ Increase the number of professional social workers in areas of policy making and implementation at all levels of government, including appointed and elected positions.
♦ Advocate for human and civil rights, civil liberties, and affirmative action, with emphasis on the prevention of violence and nonviolent approaches to conflict resolution both nationally and internationally.
♦ Advocate for ethical, inclusive, and comprehensive behavioral health care policies and practices in both private and public systems, including mental health parity.
♦ Advocate for the preservation and expansion of the nation’s social and health insurance program, with a focus on children and families, people of color, people with disabilities, elderly people immigrants and any other group identified as a vulnerable population.
♦ Advance social work practice through the identification of critical skills, adherence to professional values and ethics, cultural competence and promotion of NASW practice standards in public and private practice settings.
♦ Promote the content and value of professional social work to employers, policy makers, and the general public.
♦ Enhance the effective functioning and well being of individuals, families and communities through the promotion of social justice; advocacy at all levels of government. (For example, (1) advocating for accessible, affordable quality health and mental health care for all (2) promotion of a system of universal social welfare); and in our work in partnership with and on behalf of our clients.

Informative

♦ None
Goals directed towards N.A.S.W.

♦ Develop a national campaign to increase membership recruitment and retention.
♦ Ensure an organization that is fiscally responsible and structured to achieve our mission and goals.

Summary of literature

The beginning of this chapter reviewed the definition and history of the professions along with work-related needs and factors related to both work motivation and job burnout. The literature is as specific to the social work profession as is available. In this research, work-related needs of social workers were explored based on this reviewed literature. A table of job satisfaction and burn-out factors was created listing major factors that were tested during to examine survey respondents for factors of job satisfaction and burn-out and their self-projected tenure in the social work field.

The next section of the literature outlined the history of membership associations in the United States and specifically looked at professional membership associations. The literature contains debate as to the health of professional membership associations since the 1950’s. Some authors cited in their research that professional associations are the only associations currently growing, others found membership is declining, while still others like Putnam (2000) found actual membership numbers growing while the percentage of eligible members is declining. A review of secondary data in Figure 1, Chapter 1 indicates that the percentage of eligible social workers that join N.A.S.W. is currently falling. Multiple theories in the literature were reviewed that discuss motivations that act to influence joining behavior in an association. This research used the incentive motivational categories recently tested by Chen (2004) to explore why social workers join and leave N.A.S.W.
CHAPTER 3

METHODOLOGY

Overview

This multi-method research was conducted in two stages. The first stage involved conducting qualitative focus-group research with social workers attending continuing education classes at The Ohio State University. Focus groups were used to obtain information for the purpose of item development since a literature review did not produce sufficient material specific to social work. Findings from the focus groups were used to develop items for a self-administered survey that was mailed to a random sample of four hundred social workers in Ohio from a sample frame of approximately twenty-five thousand licensed social workers. Survey instruments were used because they are appropriate for descriptive and explanatory research of large populations.

Focus groups: Purpose

The intent of the focus group research was to gain understanding and insight into the work-related needs of the attending social work participants. Findings were used in item development for the self-administered mail survey that formed the second part of this research project. Researchers often conduct focus groups to collect qualitative information before developing surveys for the purpose of understanding the language used by participants, in cases where little knowledge exists on a subject (O’Brien, 1993).
Focus group: Research design

This stage of research was designed to involve four focus groups with an optimum size of 6-8 participants per group for a total of 20-30 licensed, professional social workers. Focus group participants were registered for continuing education classes at The Ohio State University. The proposed schedule for conducting the focus groups allowed for all four focus groups to be conducted in April, 2005. Focus group design and process was based on readings from Krueger & Casey (2000) and Archer & Layman (1989). The focus groups were single category design and homogeneous to the extent that all participants were social workers. There was a double layer within because participants had bachelors or master’s level training. The participants used in the focus groups replicated the population to which the survey would be distributed.

Focus Group: Study population and sampling procedure

After obtaining Ohio State University Behavioral I.R.B. approval (# 2005EB0095) letters were sent to social workers registered for continuing education classes at The Ohio State University in April through the Continuing Education Office. The letter invited the social workers to participate in a focus group during the one-hour lunch break of their continuing education class. Participants were asked to RSVP by phone or email by the day before the scheduled session. Letters stated that participation was voluntary and they would experience no negative effects for choosing not to participate. As an incentive, participants were offered a free box lunch and drink. Participants could select to receive the free lunch without participating in the focus group.

Only two of the originally scheduled focus groups took place. The first group did not happen because the facilitator for the continuing education class that day refused...
participation for her students. The last of the scheduled focus groups did not occur because participants of that continuing education class chose not to participate although they were still offered and many accepted the free box lunches.

On April 19, 2005 the first of the two focus groups took place with eleven social workers at The Ohio State University College of Social Work. All the participants were master’s level social workers but one-third of them were not currently employed in social work. Those not practicing stated they were attending continuing education to maintain their licensure. The second focus group took place at the same location on April 26, 2005. Seven social workers took part in that focus group. All but one of those participants were master’s level social workers. One was a B.S.W. level social worker. The total number of participants for both groups was eighteen, slightly less than the hoped for minimum number of twenty participants. All participants signed a release form consenting to participation in this research. The purpose of the research was explained to participants before the session began.

Data collection instrument

Participants were asked five questions from a semi-structured interview form. The questions are based on Chen’s (2004) research and Knoke’s (1988) four categories of motivation for joining professional organizations. The facilitator followed the semi-structured focus group script and schedule of questions for the one hour session to qualitatively explore participants’ perception of the work-related needs of professional social workers. Participants ate their boxed lunch sitting while around the large table where they had their continuing education class while responding to the questions. The atmosphere for both focus groups was very relaxed. The tape recorder was placed in the
middle of the table and a hired student transcriber sat at the table with the facilitator and participants.

Procedures for analyses:

All sessions were audio recorded for accuracy of the session transcription. A B.S.W. social work student was employed to take notes of the focus group conversation and to process and give feedback to the facilitator after each session. Sessions were transcribed by the facilitator immediately after they concluded and transcripts reviewed before the next focus group. Transcripts for both sessions were compared and responses coded according to areas of professional need based on Knoke’s (1988) model. The transcripts for both sessions are provided in the appendix of this document.

Focus Group Findings:

The following is a list of subjects/items mentioned by participants divided into each of the conceptual areas of motivation using Chen’s (2001) article as guide. Items with asterisks were used in survey development. Not every item suggested by the focus group was turned into an item on the survey in part to contain the length of the survey. In addition, some items were duplications and several items were too difficult to quantify in a manner that could be understood clearly by all survey respondents. Items that were selected received both verbal and non-verbal support within the focus group setting indicating that the majority of the group agreed that they were important.
### Material (utilitarian) motivation:

<table>
<thead>
<tr>
<th>Item</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic office supplies *</td>
<td>Lunch hour *</td>
</tr>
<tr>
<td>Flex time *</td>
<td>Secretary *</td>
</tr>
<tr>
<td>Computer/printer *</td>
<td>Privacy to do job *</td>
</tr>
<tr>
<td>Shorter working day*</td>
<td>Cell phone *</td>
</tr>
<tr>
<td>DSM-IV *</td>
<td>Company car *</td>
</tr>
<tr>
<td>Time – you never catch up</td>
<td>High risk auto insurance *</td>
</tr>
<tr>
<td>Nurse’s PDR</td>
<td>Bags are good to carry things</td>
</tr>
<tr>
<td>Mini tape recorder *</td>
<td>Sweatshirt with agency name on it *</td>
</tr>
<tr>
<td>Book on Adult Psychiatric Disorders</td>
<td>Better/more supportive licensing board *</td>
</tr>
<tr>
<td>Laptop computer *</td>
<td></td>
</tr>
<tr>
<td>Higher salaries *</td>
<td></td>
</tr>
<tr>
<td>Locked briefcase *</td>
<td></td>
</tr>
<tr>
<td>Liability insurance *</td>
<td></td>
</tr>
<tr>
<td>YMCA membership for exercise *</td>
<td></td>
</tr>
<tr>
<td>Membership for exercise to reduce stress *</td>
<td></td>
</tr>
<tr>
<td>Established working space*</td>
<td></td>
</tr>
<tr>
<td>Travel discounts to attend conferences outside Ohio *</td>
<td></td>
</tr>
<tr>
<td>CEUs acceptance from other fields and other professional conferences *</td>
<td></td>
</tr>
<tr>
<td>Given a lunch as reward for job well done – but slap in face – not enough - rather have Bonus *</td>
<td></td>
</tr>
</tbody>
</table>

### Solidary motivation:

<table>
<thead>
<tr>
<th>Item</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>sweatshirt with agency name on it *</td>
<td>Office is too political</td>
</tr>
<tr>
<td>time to bounce ideas off of people *</td>
<td>Profound isolation *</td>
</tr>
<tr>
<td>someone to “veg” with *</td>
<td>No support systems for social workers *</td>
</tr>
<tr>
<td>permission to have a bad day/personal problems</td>
<td>Need interaction with others</td>
</tr>
<tr>
<td>peer supervision *</td>
<td>Conferences and lunches to hear other’s ideas</td>
</tr>
<tr>
<td>informal way to get new ideas from co-workers *</td>
<td>Christmas party - most attend *</td>
</tr>
<tr>
<td>Way to recharge batteries</td>
<td></td>
</tr>
<tr>
<td>Most socialization is outside of work w/non-coworkers *</td>
<td></td>
</tr>
<tr>
<td>Professional language</td>
<td></td>
</tr>
<tr>
<td>Social work part of whom I am *</td>
<td></td>
</tr>
<tr>
<td>Learn other professional languages</td>
<td></td>
</tr>
<tr>
<td>Continuing ed classes provide socialization</td>
<td></td>
</tr>
<tr>
<td>NASW working against us</td>
<td></td>
</tr>
<tr>
<td>More professional representation with all the professions we work with</td>
<td></td>
</tr>
<tr>
<td>– invited to all tables.</td>
<td></td>
</tr>
</tbody>
</table>

**Table 3.1:** Material and Solidary items suggested by focus groups for survey items
Purposive motivation:
Supervision is often crisis oriented or becomes administrative
Financial compensation not pat on back or new job title when put in leadership role *
Thanks for doing the “day in and day out” because it is a big deal in the social work Profession *
Wish department of Mental Health would look at case load size
Treated like dirt under {other professions} feet *
Code of ethics is good – makes me proud of us *

Informative motivation:
Journals *
Search engine to find specific continuing ed
Computer to follow house bills *
Outcome measures
Stays educated on legal issues
Updated training methods for adults

Larger themes discussed by focus group participants:
No one supports social workers *
Expected to be constantly productive. No time scheduled for paperwork, peer
Extreme stress *
consultation, supervision, downtime, flextime, etc.
Job responsibilities and case loads have steadily increased. It is to be done on the fly or personal time *
No support staff to help with typing, filing, phone calls, mail, etc. *
Not appreciated *
Dedicating more time to job than other professions but still can’t catch up *
Need specialized training & way to find it
Social workers work in many areas but that is not seen or supported by the licensing Feel isolate *
Some social workers may have allegiance to medicine, prisons, etc. but still at core are social workers (attend other conferences) *
One-third of those holding social work licenses and attending continuing ed may not be practicing Agencies can feel very political and if you speak up you may lose your job Those who stay in social work love it but may feel dumb for staying Identifying as a social worker is very important to them. At the core of who they are. *
Being a member of NASW is not important. Little exchange for the money. Too expensive for what they get *

Table 3.2: Purposive, Informative items and themes from focus groups suggested for survey
Survey Research

Application for this research was made to the Ohio State University Behavioral I.R.B. and permission was granted (#2005EB0327). Copies of all the material submitted can be found in the appendix of this document.

Purpose of the survey:

To sample a group of randomly selected social workers in Ohio asking what they perceive their professional work related-needs to be, where social workers are getting these needs met or if there are needs that are going unmet. In addition the survey was designed to examine the participant’s relationship with N.A.S.W. and free-riding activity on N.A.S.W.

Survey Development

Work-related needs selected from the focus group findings were compared to the literature on worker motivation and social work burn-out and suggestions were taken from the dissertation committee for item development for the mail survey. As many of the items mentioned by the focus groups were included on the survey as possible. Items selected were designed to operationalize the following constructs: the work-related needs of social workers, social capital needs and activities, individual relationships with N.A.S.W. motivations for joining or quitting N.A.S.W. and possible free-riding. The largest proportion or majority of the 260 questions on the survey focused on the four membership incentive categories with items specific to social workers. The survey was formatted into thirteen sections. A copy of the original survey is included in the appendix. A second copy follows it that is marked to indicate section numbers since the numbers did not appear on surveys mailed to participants.
Sections 1 and 2 of the survey contain questions that focused on material/utilitarian needs. These were classified as material because money could buy each item or the item could be substituted for money. The item might be something that would appear on a tax form as income or as an expense. A material scale of 18 items was constructed with a Cronbach’s Alpha of .720.

Section 3 and section 6 contained questions asking respondents about Solidary needs. Solidary items were based on items that offered support and a positive workplace environment. These included item about supervision, agency parties, networking opportunities and support systems. A solidary scale was constructed using all eleven items except outside support since is not connected with a profession or an agency’s employment environment. Cronbach’s Alpha was .878 for the items included.

Section 5 contained questions to operationalize affiliation and social capital activities and needs including attending religious services, recreational activities, community activities, and non-work related classes (Paxton, 1999; Becker, 1964; Putnam, 2000; Edwards & Foley, 1997; Wuthnow, 2002; Hall, 1995).

Section 6 of the survey also contained Purposive items. Purposive items were based on larger concepts of leadership, respect for the profession and its tenants. There were only three items in the purposive scale (encouraged to follow the code of ethics, opportunity to take leadership, and listen to suggestions from the staff) but Cronbach’s Alpha was .788 indicating fairly good reliability of items within the category.

Section 7 focuses on Informative items that were operationalized as items that an agency might provide that a social worker could use to increase their knowledge base. Agency provided CEUs were included in this informative although CEUs paid for by an agency
were placed in the material/utilitarian category as well. A scale was constructed using nine informative items with a Cronbach’s alpha of .778.

Section 9 contained questions using Material/Utilitarian, Purposive, and Soliday category items together asked questions in both positive and negative manner. Section 9 also contained questions to operationalize and test free-riding activity. These questions asked of both members and non-members: A scale was constructed using five of these items to measure respect for N.A.S.W. and has a Cronbach’s Alpha of .808.

Sections 10, 11 and 12 were dedicated to understanding why and how social workers interact with NASW. A set of questions asked about current and past membership activities. Both members of NASW and non-members were asked about which NASW services they used. This was done to determine which incentive items were most used and to examine free-riding activity by non-members (Gruen, Summers, & Acito, 2000; Turner, 1998; Cook & Emerson, 1978; Whitmeyer & Cook, 2002; Coleman, 1987; Yamagishi & Cook, 1993; Gillmore, 1989).

Section 13 of the survey asked demographic questions and Section 14 allowed space for respondents to write in any additional comments. Throughout the survey there were open-ended qualitative questions to allow respondents to add their own thoughts. This was done because of the exploratory nature of this research.

A satisfaction with current social work job scale was constructed that included thirteen variables: bonus for good work, guard against nepotism, treat employees the same, listen to workers suggestions, opportunities to take leadership, social workers treated the same as other professionals, agency encourage code of ethics, individual recognition, colleagues respect their role as social worker, other professionals value
social work, good professional support system, feel safe with clients, supervisor treats all
the same good staff support (Fine, 1990; Gordon & Babchuk, 1959; Clark & Wilson;
Freund, 2005; Cole, Panchanadeswaran, and Daining, 2004; Lewandowski, 2003; Mor
Barak, Missly, Levin, 2001; Soderfelt & Soderfelt, 1995; Siefert, Srinika, & Chess,
1991; Wright, 2001, 2004). This scale has a eight items and a Cronbach’s Alpha .80.

Before being printed for mailing the survey was tested on a convenience sample
of 15 social workers. Some were attending a continuing education class and some were
Ohio State PhD students. Several suggestions were made by these participants for item
order and phrasing. After corrections the survey was submitted to my dissertation
committee for final approval before being sent to the IRB for approval.

Sampling methods

Sampling was done through the random selection of 400 participants from a list of
over 25,000 licensed social workers who were all potential subjects in the state of Ohio.
The list was obtained from the Ohio Counselors and Social Worker Board and is made
public through the Ohio Sunshine Law. A criterion for sample inclusion was based on
the potential participant holding a social work license, not on having a social work
degree. For the purpose of this research the focus was on the job and employment status
rather than the degree. The size of the sample to be selected was made after reviewing
Cohen (1992). Statistical power analysis includes examining: sample N, significance
level (.05 in this case), population effect size (ES) and types of questions and statistical
tests to be used during the data analysis phase. It was decided that this research would
use the commonly used value in social research of .05 for significance level. To get a
medium ES effect for Chi Square with 1df, at .05 significance level, Cohen (1992) states in Table 2 (pg. 158) N must be 87, for a t-test, N = 64, and for r, 37 is required for each group. From that information it was decided to include 100 in each group (L.I.S.W. and L.S.W.) and half of each of those would be N.A.S.W. members and half not (50 in each group). Those numbers would be sufficient to obtain medium power for the analysis to be conducted. To obtain the 200 total participants, the number was doubled and 400 surveys were sent out expecting a 50% return rate.

**Sampling procedure**

All populations were over sampled to make sure we obtain the desired number of participants for each group. Three hundred from the L.S.W. population and three hundred from the L.I.S.W. population were drawn and participants were divided into the appropriate member/non-member groups until each group reaches the goal of one hundred. The names and contact information of the extra participants sampled for each group were retained to be used if selected participants are determined to be unable to participate in the study due to incorrect contact information, death, or retirement from the field. The additional participant names were not used.

Obtaining a random sample of L.I.S.W. members and non-members of N.A.S.W. Ohio was fairly simple and was done by comparing a randomly selected sample of all Ohio L.I.S.W. social workers to the N.A.S.W. membership list. There are approximately 4,000 L.I.S.W. members of N.A.S.W. in Ohio. Obtaining a random sample of L.S.W. members of N.A.S.W. proved to be more difficult because there are less than 500 L.S.W. members of N.A.S.W. in Ohio. It was decided to randomize the N.A.S.W. membership list for L.S.W.s and then take the first one-hundred members. The other option was to go
through all randomized 12,000 L.S.W. social workers in Ohio until one-hundred N.A.S.W. members were found and that proved too time consuming and labor intensive.

**Sample size:**

Four hundred (400) professional social workers were selected from the state of Ohio. One-half of the social workers (200) had an L.S.W. and one-half (200) had L.I.S.W. licenses. One-half of the L.S.W. sample (100) were N.A.S.W. members and half were not (100). One-half of the L.I.S.W. sample (100) were N.A.S.W. members and one-half were not (100). This created four populations of one hundred (100) each for comparison between groups: L.S.W. and N.A.S.W. members, L.S.W. but non-members, L.I.S.W. and N.A.S.W. members and L.I.S.W. but non-members.

**Data collection**

The questionnaires were mailed to participants during the summer of 2005. In order to increase the response rate, a letter was sent introducing the study to participants one week prior to receiving the questionnaire (Dillman, 2000). In addition, a postcard reminder was sent to participants two weeks after the surveys were initially mailed to remind them to complete and return the questionnaire. Replacement questionnaires were mailed to anyone indicating they had misplaced their first instrument. These steps were done with the intention of increasing the response rate using Dillman (2000). The first surveys were returned on July 11, 2005 and continued to be returned until October 13, 2005. Surveys were immediately entered into a SPSS program upon receipt. The process of rechecking and cleaning data began in November and continued through December.

Chapter Four will address the findings of the research questions address in this dissertation.
CHAPTER 4

RESULTS

Introduction

This chapter will present an analysis of the data obtained from returned surveys. It will begin by providing the response rate and describing the characteristics of those who completed and returned surveys and will present available information on those who did not choose to participate. The remainder of the chapter will focus on analysis of the data to address the following six research questions: (1) What are the work-related needs of Ohio social workers? (2) When respondent’s work related needs are met, is met-need associated with higher job satisfaction? (3) In this sample, do any of the factors associated with burnout in the literature predict job tenure? (4) Do N.A.S.W. members have higher met-need? (5) What factors motivate or are associated with a social worker joining N.A.S.W.? (6) Does N.A.S.W. membership moderate job satisfaction? Chapter Five will focus on discussion of these findings and study conclusions.

Response Rate

Of the 400 surveys mailed to social workers in Ohio, 185 were returned for a 46.3 percent response rate. Respondents returned surveys over a three month period of time from July 11, 2005 to October 13, 2005. Several respondents chose to email this author with additional comments or questions using the email address supplied on the survey.
Sample description of those who returned surveys

Respondents were 83.2 percent (N=154) female, 16.8 percent (N=31) were male. The majority were Caucasian 90.2 percent (N =167) the remainder were 7.1 percent (N = 13) African American, 1.6 percent American Indian (N = 3), and 1.1 percent (N = 2) other. Respondents were almost evenly split between L.I.S.W.s and L.S.W.s. The majority, 67.4 percent (N=121) have master’s degrees and 31.1 percent (N=57) have their BSWs. Two respondents have their Ph.D.s (1.1 percent). Degree was missing for five respondents. The majority of respondents work within the children & families, mental health or the medical fields. The mode for respondents having been in the field is 5 years and the mode for being an N.A.S.W. member is 4 years. 82.1 percent (N = 151) of respondents are currently working in the social work field while 8.7% (N = 16) are not. Salary is negatively skewed toward the high end with 80% (N = 144) of respondents making over $30,000 per year. Of the respondents, 55.3 percent (N = 99) are current members of N.A.S.W., (N = 80) 44.7 percent are not members but 66 percent (N = 53) of individuals who are not currently members have been members in the past. Only 26 of the respondents have never been members of N.A.S.W.

Non-Respondents

Table 4.1 compares the demographics of respondents to non-respondents. There were similarities in gender (using first names as ID of non-respondent’s gender with zero androgynous names) and N.A.S.W. membership between those that returned surveys and those who did not. However, there was a large number of L.S.W.s that did not elect to return the surveys. The vast majority of NASW-OH members are M.S.W./L.I.S.W.s. The population that returned is very different from the population that didn’t return in
regards to education and license, the population that returned is similar to NASW membership. Table 4.2 further outlines the characteristics of those who returned surveys.

<table>
<thead>
<tr>
<th></th>
<th>Returned Surveys</th>
<th>Non-Returned Surveys</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surveys – 400 total</td>
<td>N</td>
<td>Percent</td>
</tr>
<tr>
<td>Gender (187 valid responses)*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>156</td>
<td>84.0</td>
</tr>
<tr>
<td>Male</td>
<td>31</td>
<td>16.0</td>
</tr>
<tr>
<td>License (187)*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>L.S.W.</td>
<td>83</td>
<td>44.3</td>
</tr>
<tr>
<td>L.I.S.W.</td>
<td>99</td>
<td>53.0</td>
</tr>
<tr>
<td>Missing</td>
<td>5</td>
<td>2.7</td>
</tr>
<tr>
<td>N.A.S.W. Membership (179)*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member</td>
<td>99</td>
<td>55.3</td>
</tr>
<tr>
<td>Non- Member</td>
<td>80</td>
<td>44.7</td>
</tr>
</tbody>
</table>

The values between return and not-returned are not significant.

Table 4.1 Demographics of survey respondents and non-respondents
<table>
<thead>
<tr>
<th>Race (185)</th>
<th>N</th>
<th>%</th>
<th>Highest Degree (185)</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian</td>
<td>167</td>
<td>90.2</td>
<td>BSW</td>
<td>57</td>
<td>31.1</td>
</tr>
<tr>
<td>African American</td>
<td>13</td>
<td>7.1</td>
<td>MSW or Master</td>
<td>121</td>
<td>67.4</td>
</tr>
<tr>
<td>American Indian</td>
<td>3</td>
<td>1.6</td>
<td>Other</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>PhD</td>
<td>2</td>
<td>1.1</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Practice Area (182)</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and Family</td>
<td>41</td>
<td>22.2</td>
</tr>
<tr>
<td>Mental Health</td>
<td>41</td>
<td>22.2</td>
</tr>
<tr>
<td>Medical</td>
<td>27</td>
<td>14.8</td>
</tr>
<tr>
<td>Other (includes Hospice)</td>
<td>24</td>
<td>13.2</td>
</tr>
<tr>
<td>Aging</td>
<td>16</td>
<td>8.8</td>
</tr>
<tr>
<td>Corrections</td>
<td>9</td>
<td>4.9</td>
</tr>
<tr>
<td>School</td>
<td>7</td>
<td>3.8</td>
</tr>
<tr>
<td>Mental retardation</td>
<td>7</td>
<td>3.8</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>5</td>
<td>2.7</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>Multiple fields</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>Research</td>
<td>1</td>
<td>.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years in Field (181)</th>
<th>N</th>
<th>%</th>
<th>Salary (185)</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 yrs or less</td>
<td>35</td>
<td>19.3</td>
<td>$10,000 – 19,000</td>
<td>10</td>
<td>5.6</td>
</tr>
<tr>
<td>6 to ten years</td>
<td>39</td>
<td>21.5</td>
<td>20,000 – 29,000</td>
<td>24</td>
<td>13.5</td>
</tr>
<tr>
<td>Eleven to twenty</td>
<td>47</td>
<td>25.9</td>
<td>30,000 – 39,000</td>
<td>63</td>
<td>35.4</td>
</tr>
<tr>
<td>Twenty-one – Thirty</td>
<td>43</td>
<td>23.7</td>
<td>40,000 – 49,000</td>
<td>40</td>
<td>22.5</td>
</tr>
<tr>
<td>Thirty-one to forty</td>
<td>14</td>
<td>7.7</td>
<td>50,000 +</td>
<td>41</td>
<td>23.0</td>
</tr>
<tr>
<td>Forty-one +</td>
<td>3</td>
<td>1.6</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.2 Characteristic of social workers who returned surveys

Research questions:

Research question 1: What are work-related needs of Ohio social workers?

To answer this question, new variables were created identifying respondents who indicated an item was important or very important to them and that they had the item (need/have). A mean for each item was then calculated and items separated into their three motivational category and rank ordered from most needed to least needed in Table
4.3. All items were within the categories of material, solidary, and informative. There were no purposive items in these work-related items.

Of the three motivational categories, the highest percentage of survey respondents cited informative work-related needs (internet access, legislative updates, conferences, journals) as most important to them ($\bar{X} = 3.06$) overall followed by solidary (outside and inside support systems both formal and informal) items ($\bar{X} = 2.96$) and then material ($\bar{X} = 2.20$) followed a distant third. Table 4.3 on the next page also rank orders the importance of each item within the category.

The four top material needs were closely related to educative needs (in-house CEU’s and paid CEU’s) and privacy to see clients. It could be argued that these top four material needs are items that serve client needs as well as their own personal needs. Lewandowski (2003) found in her study that many workers, when asked about work frustrations, cited frustration with not being able to meet client’s needs rather than citing frustration regarding meeting their own needs.

Salary is fourth on the material list and ranked 21st on the overall list of needs following a myriad of other informative and solidary needs. Concrete material needs (office space, desktop computer, office supplies, cell phones) as well as benefit related material items (flextime, secretarial help, lunch hour, travel reimbursement) all follow salary in importance. This seems to validate Herzberg, 1968; Cole, Panchanadeswaran and Daining (2004), Fruend (2005), Wright (2001), Latham & Pinder (2005) who all found that while an adequate salary is important, it is not the most important work-related need for public or non-profit employees.
<table>
<thead>
<tr>
<th>Informative/Education</th>
<th>Solidary</th>
<th>Material</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
<td><strong>S.E.</strong></td>
<td><strong>S.D.</strong></td>
</tr>
<tr>
<td>Internet access</td>
<td>3.38</td>
<td>.053</td>
</tr>
<tr>
<td>Legislative updates</td>
<td>3.23</td>
<td>.055</td>
</tr>
<tr>
<td>Attend other conferences</td>
<td>3.00</td>
<td>.048</td>
</tr>
<tr>
<td>SW journals</td>
<td>2.96</td>
<td>.059</td>
</tr>
<tr>
<td>Newspaper</td>
<td>2.91</td>
<td>.067</td>
</tr>
<tr>
<td>Other journals</td>
<td>2.89</td>
<td>.064</td>
</tr>
<tr>
<td>NASW News</td>
<td>2.80</td>
<td>.062</td>
</tr>
<tr>
<td>Agency Newsletter</td>
<td>2.79</td>
<td>.071</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Branded items w/agency</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>X</strong></td>
<td>3.06</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.3 Work-Related need respondents want and have by motivational category and ranking
Research question #2: Is met need associated with higher levels of job satisfaction?

The first step was to look for existing coefficients that might be significantly correlated with job satisfaction. Theory indicated that current salary (Herzberg, 1968; Wright, 2001; Latham & Pinder, 2005) support (Soderfeld & Solderfelt, 1995; Cole, Panehanadeswaran, Daining, 2004) voice in workplace (Rogers, 1999), fair work place (Latham & Pinder, 2005; Rogers, 1999), recognition and leadership/promotion opportunities (Latham & Pinder, 2005; Cole, Panehanadeswaran, Daining, 2004) emotional exhaustion (Hertzberg, 1968), high work load (Cole, Panehanadeswaran, Daining, 2004) and supervision (Cole, Panehanadeswaran, Daring, 2004; Latham & Pinder, 2005) have been found to be correlated with job satisfaction in a positive or negative manner.

Variables representing N.A.S.W. membership, academic degree (undergraduate = 0, graduate/PhD = 1), supervisor, and years as a social worker were also tested. These demographic characteristics were tested to determine their possible contribution to job satisfaction. These were regressed onto the dependent variable, a job satisfaction scale (Cronbach’s Alpha, .80). Feeling taken advantage of was significant (p = .040) in a negative direction (B = -4.226, Beta -1.114). Two were close to significance in a positive direction: N.A.S.W. member and supervisor.

A second regression was then run using supervisor, N.A.S.W. member and feel taken advantage of. This regression found being a N.A.S.W. member (p = .041) and feel taken advantage of (p = .000) to be significant.

Three scales were constructed using the met-need variables from question one: material met-need (Cronbach’s Alpha, .720) solidary met-need (Cronbach’s Alpha,
.878), and informative met-need (Cronbach’s Alpha, .778). A third regression was then conducted with N.A.S.W.member and feel taken advantage of in block one and the three met-needs scales in block two. In this full model of this third regression the coefficient for feel taken advantage of (p = .000) and Solidary met-need (p = .038) were significant.

A fourth regression run without the variable and the negative effects of the variable feel taken advantage of the coefficient. In this model N.A.S.W. member was significantly correlated (p = .031), as were having solidary needs met (p = .008) and having information needs met (p = .045) with job satisfaction. Having material needs met was not found to be significantly related to job satisfaction (p = .865).

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sign</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Constant</td>
<td>11.447</td>
<td>.325</td>
<td>35.186</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N.A.S.W. member?</td>
<td>.931</td>
<td>.439</td>
<td>.165</td>
<td>2.121</td>
</tr>
<tr>
<td>2</td>
<td>Constant</td>
<td>10.654</td>
<td>.448</td>
<td>23.790</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N.A.S.W. member?</td>
<td>.927</td>
<td>.425</td>
<td>.165</td>
<td>2.182</td>
</tr>
<tr>
<td></td>
<td>Information/need</td>
<td>.102</td>
<td>.050</td>
<td>.164</td>
<td>2.022</td>
</tr>
<tr>
<td></td>
<td>Solidary/need</td>
<td>.115</td>
<td>.043</td>
<td>.237</td>
<td>2.673</td>
</tr>
<tr>
<td></td>
<td>Material/need</td>
<td>.004</td>
<td>.026</td>
<td>.014</td>
<td>.170</td>
</tr>
</tbody>
</table>

Table 4.4  Model 3 rerun without the negative variable “feeling taken advantage of”

Research question 3  Do N.A.S.W. members have a higher level of met need than non-members?

To test this, initial regressions were run examining the relationship of years in field, degree, supervisor and N.A.S.W member to each category of met-need. N.A.S.W.
member was significant but negatively correlated (p = .049) and supervisor (p = .038) was significant and positively correlated. Three separate individual regressions were run using information met-need, solidary met-need and material met-need as dependent variables and N.A.S.W. member and supervisor as independent variables. This was done to determine if being a member of N.A.S.W. or being a supervisor at the agency significantly contributed to a social worker having their work related concrete material, information, and social needs met better than someone who is not a N.A.S.W. member or supervisor.

Table 4.5 summarizes independent the regressions and that found significance between N.A.S.W. members and non-members for informative met-need (p = .049), but in a negative direction. This could be interpreted that N.A.S.W. have a lower met-need for information than non-members. No significant difference was found between members and non-members for solidary or material met-needs. Being a supervisor was found to be significant for informational met-need (this time in a positive direction) but non-significant for having solidary or material needs met.
### Model 1

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized</th>
<th>Std. Error</th>
<th>Standardized</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>.440</td>
<td>.571</td>
<td>.771</td>
<td>2.090</td>
<td>.038</td>
</tr>
<tr>
<td>Supervisor</td>
<td>1.569</td>
<td>.751</td>
<td>.156</td>
<td>-2.090</td>
<td>.038</td>
</tr>
<tr>
<td>Member</td>
<td>-1.392</td>
<td>.702</td>
<td>-.148</td>
<td>-1.982</td>
<td>.049</td>
</tr>
</tbody>
</table>

### Model 2

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<th>Standardized</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
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<td>1.123</td>
<td>12.167</td>
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<tr>
<td>Supervisor</td>
<td>.759</td>
<td>1.277</td>
<td>-.039</td>
<td>-.514</td>
<td>.608</td>
</tr>
<tr>
<td>Member</td>
<td>-.063</td>
<td>1.381</td>
<td>-.003</td>
<td>-.046</td>
<td>.963</td>
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</tbody>
</table>

Dependent variable: material met-need
R² = .002
Adj. R² = -.010

<table>
<thead>
<tr>
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<th>Unstandardized</th>
<th>Std. Error</th>
<th>Standardized</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>6.256</td>
<td>.707</td>
<td>8.845</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Supervisor</td>
<td>-1.380</td>
<td>.930</td>
<td>-.112</td>
<td>-1.484</td>
<td>.140</td>
</tr>
<tr>
<td>Member</td>
<td>.306</td>
<td>.870</td>
<td>.027</td>
<td>.352</td>
<td>.725</td>
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</tbody>
</table>

Dependent variable: solidary met-need
R² = .013
Adj. R² = .002

<table>
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<th>Std. Error</th>
<th>Standardized</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>.440</td>
<td>.571</td>
<td>.771</td>
<td>2.090</td>
<td>.038</td>
</tr>
<tr>
<td>Supervisor</td>
<td>1.569</td>
<td>.751</td>
<td>.156</td>
<td>-2.090</td>
<td>.038</td>
</tr>
<tr>
<td>Member</td>
<td>-1.392</td>
<td>.702</td>
<td>-.148</td>
<td>-1.982</td>
<td>.049</td>
</tr>
</tbody>
</table>

Dependent variable: informative met-need
R² = .045
Adj. R² = .034

Table 4.5 Do members of N.A.S.W. have higher met need than non-members? (Independent variables in the equations are being a supervisor and/or member of N.A.S.W.)
Research question 4: To what extent do the factors associated with burn-out predict anticipated tenure in the profession?

Table 2.3 in Chapter 2 is a summary of the factors associated with worker satisfaction and/or burnout reviewed from the literature section of Chapter Two. Chi Square analysis was used to test for the relationship of each factor/variable to projected tenure in the social work profession. The factors in Table 4.7 that were found to be significantly correlated were: *Other professions value my role as a social workers*, *leadership opportunities*, *adequate salary*, *safe with clients*, *social workers treated with same respect as other professionals*, *fair treatment*, *society values social workers*, and *working extreme hours*. Interestingly, *feeling taken advantage of* was not significant related to anticipated tenure while it was significant when related to job satisfaction in question two. This does not support the Mor Barak, Nissly and Levin (2001) finding that negative perceptions regarding fairness in the workplace are not necessarily an antecedent to turnover.

The factors found significant through Chi Square testing were regressed onto the criterion variable *I plan to stay in social work long-term* using logistic regression. Table 4.9 summarizes these findings. Having the *leadership opportunity* was significant and positively correlated. *Working extreme hours* was statistically significant but negatively correlated with projected tenure in the field. Individual’s who feel they work excessive hours project less tenure in the social work field in the future. This factor is consistent with the Jayaratne & Chess (1984) and Sower & Thyer (1987) findings that heavy workload is an indicator of impending burnout and leaving the field.
Table 4.6 Factors of job satisfaction and/or burn-out found to be significantly associated to projected tenure

<table>
<thead>
<tr>
<th>Significant Factors</th>
<th>N</th>
<th>Chi-Sq</th>
<th>p</th>
<th>Phi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valued by professionals</td>
<td>173</td>
<td>10.39</td>
<td>.001</td>
<td>.245</td>
</tr>
<tr>
<td>Leadership</td>
<td>162</td>
<td>8.21</td>
<td>.004</td>
<td>.225</td>
</tr>
<tr>
<td>Adequate salary</td>
<td>164</td>
<td>6.80</td>
<td>.009</td>
<td>.204</td>
</tr>
<tr>
<td>Safe</td>
<td>170</td>
<td>6.20</td>
<td>.013</td>
<td>.191</td>
</tr>
<tr>
<td>Respected</td>
<td>160</td>
<td>5.52</td>
<td>.019</td>
<td>.186</td>
</tr>
<tr>
<td>Treated fairly</td>
<td>161</td>
<td>4.68</td>
<td>.030</td>
<td>.171</td>
</tr>
<tr>
<td>Society values sw</td>
<td>172</td>
<td>4.24</td>
<td>.040</td>
<td>.157</td>
</tr>
<tr>
<td>Excessive hours</td>
<td>172</td>
<td>7.17</td>
<td>.007</td>
<td>-.204</td>
</tr>
</tbody>
</table>

Df = 1

Table 4.7 Logistic Regression for “I plan to stay in social work long-term”

<table>
<thead>
<tr>
<th></th>
<th>B</th>
<th>S.E.</th>
<th>Wald</th>
<th>p</th>
<th>Exp (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate salary</td>
<td>.449</td>
<td>.509</td>
<td>.971</td>
<td>.325</td>
<td>1.647</td>
</tr>
<tr>
<td>Safe</td>
<td>.566</td>
<td>.615</td>
<td>.846</td>
<td>.358</td>
<td>1.761</td>
</tr>
<tr>
<td>Society values S.W.</td>
<td>.514</td>
<td>.656</td>
<td>.614</td>
<td>.433</td>
<td>1.672</td>
</tr>
<tr>
<td>Treated fairly</td>
<td>.648</td>
<td>.692</td>
<td>.977</td>
<td>.323</td>
<td>1.982</td>
</tr>
<tr>
<td>Valued by professions</td>
<td>.407</td>
<td>.531</td>
<td>.589</td>
<td>.443</td>
<td>1.503</td>
</tr>
<tr>
<td>Leadership</td>
<td>1.092</td>
<td>.522</td>
<td>4.377</td>
<td>.036</td>
<td>2.980</td>
</tr>
<tr>
<td>Respected</td>
<td>-.204</td>
<td>.710</td>
<td>.083</td>
<td>.773</td>
<td>.815</td>
</tr>
<tr>
<td>Excessive hours</td>
<td>-2.246</td>
<td>1.06</td>
<td>4.485</td>
<td>.034</td>
<td>.106</td>
</tr>
</tbody>
</table>

Table 4.7 Logistic Regression for “I plan to stay in social work long-term”
Research question 5: What factors are associated with the choice to affiliate with a professional organization?

To answer this question the following items mentioned in the literature as contributing or detracting from why an individual joins a professional membership association were tested.

- Anticipated tenure in the social work profession
- Involvement in other organizations
- Professional image
- Satisfaction with N.A.S.W. as a professional organization
- Motivational incentives and specific products
- Satisfaction with the membership dues exchange for services/products
- Free-riding activities

Anticipated tenure in the social work profession

A Chi-Square test of relationship compared the variable planning to stay in social work long-term and membership in N.A.S.W. and found no significant relationship. 

$$X^2(1, N = 169) = .215, p = .643 > .05.$$  N.A.S.W. members do not plan to stay in social work longer than non-members.

Involvement in other organizations

When asked if they attend church, 56.6 percent responded that they do. A Chi Square test comparing those who attend church to membership in N.A.S.W. found no significant relationship. 

$$X^2(1, N = 173) = .441, p = .507.$$  Individual who attend church do not join N.A.S.W. more often than those who do not.

Do members of N.A.S.W. report feeling less isolated at work than non-members?

Twenty-five percent of respondents (N = 40) indicate feeling isolated. Of those who feel isolated, a Chi Square test of relationship showed no significant difference between N.A.S.W. members and non-members. 

$$X^2(1, N = 161) = .387, p = .534.$$
Membership in N.A.S.W. does not appear to be associated with increased met-need for association or reduction in feeling isolated.

**Do N.A.S.W. members join for liability insurance?**

A Chi Square was run to compare members with insurance to members without insurance. \( \chi^2 = (1, N = 179) = .000, p = .992 \). There was not a significant difference between members and non-members with respect to liability insurance.

**How does the image of the profession affect membership?**

A Chi Square was run comparing the relationship of member/non-member to items representative of social work image. Professional image was operationalized as how well the profession is respected and/or valued by colleagues, other professionals, and the public and Chi Squares were run on each. There was no significant relationship found between membership in N.A.S.W. and perception of the image of social work using these variables.

<table>
<thead>
<tr>
<th>Item</th>
<th>Results</th>
<th>Significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleagues respect me as a social worker</td>
<td>( \chi^2(1, N=171) = .107, p = .744 &gt;.05 )</td>
<td>No</td>
</tr>
<tr>
<td>Other professionals value their role as a social worker</td>
<td>( \chi^2(1, N=172) = 2.82, p = .093&gt;.05 )</td>
<td>No</td>
</tr>
<tr>
<td>Other professions look down on social work</td>
<td>( \chi^2(1, N=172) = .620, p= .431 &gt;.05 )</td>
<td>No</td>
</tr>
<tr>
<td>Society values social work</td>
<td>( \chi^2(1, N=172) = 2.82, p = .093&gt;.05 )</td>
<td>No</td>
</tr>
</tbody>
</table>

Table 4.8  Chi Square tests comparing members to non-members and social work image
Is satisfaction with N.A.S.W. as a professional organization related to membership?

For this question items that asked about N.A.S.W. were used. Frequencies indicated that the largest percentage of all respondents to this survey thought N.A.S.W. does a good job.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>Percent</td>
<td>N</td>
<td>Percent</td>
<td></td>
</tr>
<tr>
<td>NASW does a good job supporting social workers</td>
<td>45</td>
<td>27.0</td>
<td>122</td>
<td>73.1</td>
</tr>
<tr>
<td>Advocates effectively for social workers</td>
<td>35</td>
<td>21.1</td>
<td>131</td>
<td>78.9</td>
</tr>
<tr>
<td>N.A.S.W. understands social worker’s needs</td>
<td>32</td>
<td>19.3</td>
<td>134</td>
<td>80.7</td>
</tr>
<tr>
<td>Social workers should join N.A.S.W.</td>
<td>48</td>
<td>29.3</td>
<td>116</td>
<td>70.7</td>
</tr>
<tr>
<td>N.A.S.W. does a good job supporting Social workers</td>
<td>43</td>
<td>26.7</td>
<td>118</td>
<td>73.3</td>
</tr>
</tbody>
</table>

Table 4.9  Items related to N.A.S.W. as a good organization

A scale was constructed from the above item (Cronbach’s Alpha .81) that was designed to capture respect for N.A.S.W. members/non-member responses were compared through an independent t-test. A significant difference was found between member’s and non-member’s belief that NASW is a good organization. The mean for non-member (M = 6.870, SD = 2.37) was lower than for members (M = 8.48, SD = 1.97) t (103.6) = 4.26, p = .000. Members rate N.A.S.W. as a better organization.

To determine if there is any association between planning to stay in social work long-term and perception that N.A.S.W. is a good professional association a t-test was
run using the N.A.S.W. scale and the variable *planning to stay in social work long-term*. The findings are significant. The mean for those not planning to stay long-term (M = 7.10, SD = 2.07) was lower than for those planning to stay long-term (M = 8.07, SD = 2.24) t (-2.00) = -.976, p = .047. Those planning to stay in social work long-term rate N.A.S.W. higher on the N.A.S.W. scale. But, those who plan to stay in social work long-term are not more likely to be members of N.A.S.W. The mean for those not planning to stay long-term (M = 2.000, SD = .784) was not significantly lower than those planning to stay long-term (M = 2.20, SD = .720) t (-1.73) = 1.047, p = .308.

**Motivational incentives and N.A.S.W. membership. Why did current members join N.A.S.W.?**

Survey respondents who are current members of N.A.S.W. were asked why they joined. Responses were gathered using open-ended self-reported written fill in the blank. Then the answers were divided into the four motivational categories (Chen, 2002) and a Chi-square was conducted by hand. Solidary items (51) included: advocacy and support of social work and social workers (22), suggested by other professionals, schools or employer (17) and to establish a professional identity (12). Informative items (20) indicated those individuals joined for information and education regarding social work. Material responses included: insurance (12), job listings (2) and licensing (3). Purposive responses included: the right thing to do (8) and the only social work professional organization (1). The Chi Square indicates that member’s motivations are primarily solidary in nature. Results are summarized in Table 4.11.
Satisfaction with exchange relationship with N.A.S.W.

When asked why former members stopped being members, the majority of the fifty-nine responses (53) cited material reasons including: cost (39), didn’t see the benefit (9), agency buys insurance (2), didn’t need it for my job (1), recently retired (1), and errors in billing and renewal (1).

The next highest category, solidary, had four responses including: I feel N.A.S.W. is disconnected from social workers (1), too bureaucratic (1), N.A.S.W. is focused on self-promotion (1), and lack of flexibility (1). One answer was classified as purposive: I disagree with N.A.S.W. stances and practices. There were no responses in the informative category.

The overwhelming majority of individuals who responded with reasons for not renewing N.A.S.W. membership indicate dissatisfaction with the monetary exchange. The Chi Square test summarized in Table 4.12 indicates that former members left primarily for material reasons.

Table 4.10 Chi Square analysis of why current members joined.

<table>
<thead>
<tr>
<th>Category</th>
<th>N</th>
<th>Expected</th>
<th>$X^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material</td>
<td>17</td>
<td>24</td>
<td>2.04</td>
</tr>
<tr>
<td>Solidary</td>
<td>51</td>
<td>24</td>
<td>30.76</td>
</tr>
<tr>
<td>Purposive</td>
<td>8</td>
<td>24</td>
<td>10.67</td>
</tr>
<tr>
<td>Informative</td>
<td>20</td>
<td>24</td>
<td>.67</td>
</tr>
</tbody>
</table>

$d f = 3$
critical value .05 = 7.81
<table>
<thead>
<tr>
<th>Category</th>
<th>N</th>
<th>Expected</th>
<th>$X^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material</td>
<td>53</td>
<td>14.75</td>
<td>99.19</td>
</tr>
<tr>
<td>Solidary</td>
<td>4</td>
<td>14.75</td>
<td>7.83</td>
</tr>
<tr>
<td>Purposive</td>
<td>1</td>
<td>14.75</td>
<td>12.81</td>
</tr>
<tr>
<td>Informative</td>
<td>0</td>
<td>14.75</td>
<td>14.75</td>
</tr>
</tbody>
</table>

$$\text{df} = 3$$
$$\text{Critical value } .05 = 7.81$$

Table 4.11  Satisfaction with the exchange relationship with N.A.S.W.

**N.A.S.W. product/service usage**

A table was constructed to show rank importance of N.A.S.W. products and services. Table 4.14 shows that over 90 percent of respondents rated Professional Credentials, the Code of Ethics, and Professional standards as important or very important. Specialty certifications, N.A.S.W. licensing Educational loans, motel discounts, professional software, and the credit card are rated as important or very important by less than 50% of respondents and are also used by 50% or less of respondents.
<table>
<thead>
<tr>
<th>N.A.S.W. Service/Benefit</th>
<th>Percent of respondents that use product</th>
<th>Percent of Members that use product</th>
<th>Percent of Non-members that use product</th>
<th>Percent that Rate Item Important Or Very Important</th>
<th>Percent that Rate item Not Important</th>
<th>Percent that Rate the Item Useless</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code of ethics</td>
<td>93.0</td>
<td>98.0</td>
<td>87.0</td>
<td>97.4</td>
<td>2.6</td>
<td>0.0</td>
</tr>
<tr>
<td>Professional credentials</td>
<td>80.0</td>
<td>87.0</td>
<td>85.0</td>
<td>95.5</td>
<td>4.5</td>
<td>0.0</td>
</tr>
<tr>
<td>Professional standards</td>
<td>77.8</td>
<td>89.0</td>
<td>75.0</td>
<td>93.6</td>
<td>5.8</td>
<td>0.6</td>
</tr>
<tr>
<td>Professional Review</td>
<td>29.2</td>
<td>32.0</td>
<td>29.0</td>
<td>78.2</td>
<td>20.3</td>
<td>1.5</td>
</tr>
<tr>
<td>Continuing Ed</td>
<td>33.5</td>
<td>46.0</td>
<td>24.0</td>
<td>77.0</td>
<td>22.2</td>
<td>0.7</td>
</tr>
<tr>
<td>Liability Ins.</td>
<td>30.8</td>
<td>49.0</td>
<td>11.0</td>
<td>72.6</td>
<td>24.7</td>
<td>2.7</td>
</tr>
<tr>
<td>Legislative updates</td>
<td>40.5</td>
<td>66.0</td>
<td>14.0</td>
<td>67.4</td>
<td>27.0</td>
<td>5.7</td>
</tr>
<tr>
<td>NASW News</td>
<td>50.3</td>
<td>91.0</td>
<td>7.0</td>
<td>66.9</td>
<td>29.7</td>
<td>3.4</td>
</tr>
<tr>
<td>NASW Journals</td>
<td>44.9</td>
<td>82.0</td>
<td>8.0</td>
<td>65.6</td>
<td>30.4</td>
<td>4.1</td>
</tr>
<tr>
<td>State Membership</td>
<td>47.6</td>
<td>85.0</td>
<td>8.0</td>
<td>60.8</td>
<td>34.5</td>
<td>4.4</td>
</tr>
<tr>
<td>Specialty Certification</td>
<td>8.6</td>
<td>9.0</td>
<td>10.0</td>
<td>50.8</td>
<td>46.9</td>
<td>2.3</td>
</tr>
<tr>
<td>NASW Website</td>
<td>32.4</td>
<td>45.0</td>
<td>22.0</td>
<td>50.0</td>
<td>45.6</td>
<td>4.4</td>
</tr>
<tr>
<td>Job hunt Services</td>
<td>15.1</td>
<td>24.0</td>
<td>6.0</td>
<td>43.8</td>
<td>45.5</td>
<td>10.6</td>
</tr>
<tr>
<td>Licensing workshop</td>
<td>5.4</td>
<td>6.0</td>
<td>5.0</td>
<td>39.9</td>
<td>52.3</td>
<td>7.8</td>
</tr>
<tr>
<td>Volunteer Experiences</td>
<td>4.3</td>
<td>6.0</td>
<td>3.0</td>
<td>33.3</td>
<td>59.1</td>
<td>7.6</td>
</tr>
<tr>
<td>Educational Loans</td>
<td>1.6</td>
<td>3.0</td>
<td>0.0</td>
<td>27.0</td>
<td>56.9</td>
<td>16.2</td>
</tr>
<tr>
<td>Professional software</td>
<td>0.5</td>
<td>0.0</td>
<td>1.0</td>
<td>23.7</td>
<td>62.6</td>
<td>13.7</td>
</tr>
<tr>
<td>Motel Discount</td>
<td>3.2</td>
<td>5.0</td>
<td>1.0</td>
<td>21.5</td>
<td>65.4</td>
<td>13.1</td>
</tr>
<tr>
<td>Credit Card</td>
<td>4.9</td>
<td>7.0</td>
<td>2.0</td>
<td>10.0</td>
<td>64.9</td>
<td>25.2</td>
</tr>
</tbody>
</table>

Table 4.12 N.A.S.W. Services/Product Ratings
Free-riding and N.A.S.W. membership

Chi-Square comparison of member to non-member usage of N.A.S.W. membership benefits that non-members could access and indicates a significant difference between member/non-member usage of: Code of Ethics, Professional standards for practice, N.A.S.W. News, N.A.S.W. journals, the N.A.S.W. website and Legislative updates. We failed to reject the null for just two items, professional credentials, and professional review. This indicates that there is no significant difference between member and non-member usage of the item. Usage of these items by non-members is indication of free-riding of N.A.S.W. services. Results from Table 4.13 also indicate that non-members free-ride on the use the Code of Ethics but there is a significant difference between members and non-members use of it (Table 4.14).

<table>
<thead>
<tr>
<th>Product</th>
<th>( \chi^2 (1, N = \text{number}) )</th>
<th>p-value</th>
<th>( \Phi )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code of Ethics</td>
<td>( 7.650, \text{p.} = .006; \Phi = .212 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Standards for practice</td>
<td>( 5.92, \text{p.} = .015; \Phi = .186 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N.A.S.W. News</td>
<td>( 121.36, \text{p.} = .000; \Phi = .838 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N.A.S.W. Journals</td>
<td>( 93.101, \text{p.} = .000; \Phi = .738 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N.A.S.W. website</td>
<td>( 9.731, \text{p.} = .002; \Phi = .237 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legislative Updates</td>
<td>( .523, \text{p.} = .000; \Phi = .523 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Credentialing</td>
<td>( .888, \text{p.} = .767; \Phi = .023 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Review</td>
<td>( .141, \text{p.} = .707; \Phi = .029 )</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.13  Results testing for free-riding activity

An examination of the usage of N.A.S.W. products and services reveals some interesting findings. (1) Only twelve of the nineteen products/services offered as membership benefits are rated as important or very important by 50.0 percent of
respondents. (2) Only four of the nineteen products/services are actually used by 50.0 percent or more of respondents. (3) There is limited free-riding occurring on N.A.S.W. public products/services which are more open to free-riding than private benefits. (4) There is a significant difference in usage of the code of ethics by N.A.S.W. members and non-members. The code of ethics is a purposive service/benefit for the larger social work profession and it is surprising that it is not used equally by both categories of respondents. (5) There is a significant difference in usage of N.A.S.W. News, N.A.S.W. journals, legislative updates and the N.A.S.W. website by members and non-members. The N.A.S.W. News and N.A.S.W. journals are available at libraries for all social workers to read yet only 7 to 8 percent of non-member respondents read them. Many areas of the N.A.S.W. website are open to non-members yet only 22 percent of non-members use the website.

Research question 6: Does professional association membership moderate job satisfaction?

A regression was run to test the main effects for job satisfaction and membership in N.A.S.W. against the dependent variable anticipated tenure in social work. The main effect for job satisfaction is significant for anticipated tenure in the social work field but membership in N.A.S.W. is not. The interaction of job satisfaction and membership was then tested to see if professional association membership moderates job satisfaction and anticipated tenure. The interaction of job satisfaction and membership is not statistically significant and does not appear to moderate job satisfaction related to anticipated time in the field.
Table 4.14  Does membership in N.A.S.W. moderate job satisfaction?

Summary of research findings:

This research began by asking social workers what work-related needs they have, which are most important to them and is having those needs met associated with increased job satisfaction. This sample of Ohio social workers responded that informative needs (internet access, legislative updates, attending conferences, and written materials) were most important to them. Solidary needs, that include support systems, time with peers and supervision followed a close second. Material needs, office and office supplies, salary, computers, briefcases, and company cars followed a distant third.

Job satisfaction was examined through a series of statistical tests. Chi-square analysis was conducted to compare the factors listed in the literature as contributing to job satisfaction or job burn-out to job satisfaction. None of the factors associated with job satisfaction were found significant. Only feeling taken advantage of on the job emerged as significant as a factor contributing to intention to leave the social work field. Being a member of N.A.S.W. was close to significance for job satisfaction so was further tested in the next stage of this analysis for this question, logistical regression.
A logistic regression was run to examine the relationship between feeling taken advantage of, N.A.S.W. membership and having informative, solidary, and material needs met on job satisfaction. Only being taken advantage of emerged as significantly related to job satisfaction. A final regression was run without the variable feeling taken advantage of and in that regression found having informative and solidary needs met along with being a member of N.A.S.W. significant. Having material needs met was not.

In the first research question we asked if social workers have their work-related needs met and question two examined the relationship between met-need and job satisfaction. Analysis results of question two found being a member of N.A.S.W. was significantly correlated to job satisfaction. Question three examined if those who are members of N.A.S.W. have a higher level of met-need than non-members. Being a member of N.A.S.W. was not found to be correlated with higher solidary or material met-need and was actually found to be associated with lower informative met-need, B= -1.392. Therefore social workers who are current N.A.S.W. members report having their informational needs met less frequently than non-members and do not have solidary or material needs met better than non-members.

To determine if other factors besides for being a member of N.A.S.W. could contribute to a social worker having their work related needs met question three also tested length of time in field, being a supervisor, and level of educational degree. Being a supervisor was significant in a positive direction for having informative needs met but not for having solidary or material needs met. Length of time in field and level of degree were not significant.
Question four examined the factors associated with job satisfaction and burn-out from the literature and any relationship to anticipated tenure in the field. Having the opportunity to take leadership was positively correlated with anticipated tenure in the field. Working excessive hours was found negatively correlated. No other factors emerged from the logistical regression as significant.

Question five asked which factors associated with joining a professional association from the literature were correlated with N.A.S.W. membership in this sample of social workers. A series of Chi Square analysis and t-tests found that there is no relationship between joining N.A.S.W. and those who attend church or those who feel isolate on their jobs. Social workers do not join N.A.S.W. for liability insurance and those who join do not think social work has a better image than those who do not join. However, those who are members rate N.A.S.W. as a better organization than non-members and those planning to stay in social work rate N.A.S.W. better but being a member is not related to planning to stay in social work longer. Current members indicated that they joined for mostly solidary motivational reasons (advocacy, supporting social work, suggested by other professionals) followed by informative then material motivations. Former members indicated that they left for material reasons (cost, unable to see the benefit, didn’t need membership for their jobs).

Chi Square analyses to examine free-riding activity on N.A.S.W. benefits found little free-riding activity and only on items that non-members can freely access. Free-riding was found to be significant on professional credentialing and professional review. All the other membership benefits that are currently being used are used more often by members.
The final question asked if being a member of N.A.S.W. moderated job satisfaction. The logistical regression to examine main and interaction effects indicates that it does not.

Chapter five will discuss these findings in more detail and how they do or do not related to literature cited in Chapter two.
CHAPTER 5

DISCUSSION

There were three goals in conducting this research that were quantified into the six research questions. The first goal of this study was to identify the concrete, work-related needs of a sample of social workers in Ohio and to determine if those work-related needs are being met. Level of met need was examined to determine its relationship to job satisfaction and worker burnout. The second goal of this research was to learn what factors are associated with an Ohio social worker joining and remaining a member of N.A.S.W. The final goal of this research was to investigate if membership in N.A.S.W. is associated with having a higher level of work-related needs met or moderates job satisfaction and/or anticipated tenure in the profession. This chapter will discuss the finding from chapter four.

Work-related needs, met-need and job satisfaction

The highest percentage of survey respondents cited informative work-related needs (internet access, legislative updates, conferences, journals) as most important to them. Those needs were closely followed by solidary needs (outside and inside support systems both formal and informal). Material needs followed a distant third. The four top material needs were closely related to educative needs (in-house CEU’s and paid CEU’s)
and privacy to see clients. It could be argued that these top four material needs are items that serve client needs as well as their own personal needs. Lewandowski (2003) found in her study that many workers, when asked about work frustrations, cited frustration with not being able to meet client’s needs rather than citing frustration regarding meeting their own needs. General wisdom says that professional burn-out stems from work conditions affecting the worker and his/her life personally, but Lewandowski (2003) found that burn-out in social workers is also linked less to personal factors and more to frustrations over not being able to provide services to clients.

In this study all the informative needs and the material needs of privacy to see clients and continuing education could be interpreted as both personal and client directed. They benefit the social worker by adding additional skills and knowledge, while those skills and knowledge also serve the clients needs.

Salary is fourth on the material list and ranked 21st on the overall list of all needs following a myriad of other informative and solidary needs. Concrete material needs (office space, desktop computer, office supplies, cell phones) as well as benefit related material items (flextime, secretarial help, lunch hour, travel reimbursement) all follow salary in importance.

The second research question asked if having work-related needs met was associated with job satisfaction. Analysis indicated that having informative and solidary needs met is significantly associated with job satisfaction while having material needs met is not. Of the additional coefficient factors we checked that might account for job satisfaction, being a member of N.A.S.W. was also positively linked. Feeling taken advantage of on the job was negatively associated with job satisfaction. This survey can’t
determine cause and effect. It would be incorrect to conclude membership in N.A.S.W. causes job satisfaction. Job satisfaction may lead social workers to have the energy reserves and financial wherewithal to join N.A.S.W. whereas unsatisfied social workers might not.

The respondents to this survey indicated they value having informative and solidary needs fulfilled with less concern for material needs. This may be because public sector employees differ from private sector employees in that they self-select to work in jobs that benefit society (Wright, 2004). Public sector employees place less importance on status, esteem needs, job security and financial rewards and more importance on helping others. Public sector employees “perceive a weaker relationship between extrinsic rewards – such as pay and job security – and performance than do private sector employees (Wright, 2001, pg. 567). This seems to validate Herzberg, 1968; Cole, Panchanadeswaran and Daining, 2004; Fruend, 2005; Wright, 2001; Latham & Pinder, 2005 who found that while an adequate salary is important, it is not the most important work-related need for public or non-profit employees. Mission may very well trump money (Barth, 2003, pg. 13) and in social work mission may be a strong motivator for individuals to remain because they place little importance on material needs. Social workers may be motivated instead by altruism and desire to change society (Wright, 2001). The belief that social work is a calling and not just employment may override negative job conditions (Barth, 2003). The majority of respondents to this survey (94.5%, N = 172) indicated that social work is a part of who they are, not just a job.

It is also possible that social workers place less emphasis on salary because they have been told by family, friends and the media that social work does not pay well.
Controlling for education, age, and race social workers earn approximately 11 percent less than their counterparts in non-social work professions (Barth, 2003). Individuals who are currently social workers may not expect a high salary and therefore do not list it as an important work-related need. Why want something they cannot have?

Professional association membership and met-need

Question three asked if being a member of N.A.S.W. was associated with having needs met. The data suggests that N.A.S.W. members do not differ significantly in whether solidary or material needs are met from non-members. Members actually rated themselves as having significantly lower informative met-need than non-members.

Findings from this survey indicate that many current members joined N.A.S.W. for informative motivations. It is possible that those reporting lower met informative need are disappointed with the amount of informative material they receive from N.A.S.W. It is also interesting that the role of professional organizations includes facilitating a profitable exchange ratio (Jonkergouw, 1996, pg. 239), advocating for the larger profession and supporting the psychological and economic needs of their members (Millerson, 1964). In theory, members of N.A.S.W. should have higher met-need in all the motivational categories than non-members.

Burnout factors and intent to stay in field

The next research question asked which factors taken from the literature on job satisfaction and/or burnout in the social work profession are relevant to participants of this study. Factors associated with burnout include emotional exhaustion, feelings of depersonalization (Soderfeldt & Soderfeldt, 1995), excess workload, lack of promotional opportunities (Jayaratne & Chess, 1984; Koeske & Koeski, 1989), low financial rewards,
inadequate supervision, lack of positive feedback, excess caseloads, and lack of job security (Sowers & Thyer, 1987). Intention to remain in the field long-term was used as the dependent variable for this analysis because Mor Barak, Nissly and Levin (2001) found that intention to quit was the single strongest predictor of turnover and work-related factors more predictive of turnover than personal factors.

Only working excess hours was found to have a significant negative correlation with intention to remain in the field. A number of factors were found positively correlated with intention to remain in social work. Those included: having other professions value their role as a social workers, opportunities to take leadership, an adequate salary, feeling safe with clients, social workers treated with same respect as other professionals, supervisor treats all workers fairly and society values social workers.

These positively associated factors are representative of work-related items in multiple theories examined from the literature including: Maslow’s hierarchy of needs as outlined by Latham & Pinder (2005); physiological, security (adequate salary, feeling safe with clients), social (supervisor treats all workers fairly), self-esteem (other professions value their role as a social worker, treated with the same respect as other professionals, society values social workers), and self-actualization (opportunity to take leadership). Recognition and responsibility fit into Herzberg’s (1968) two-factor theory under intrinsic factors while interpersonal relationships, salary, status and security fit into the extrinsic factors. The need for a fair workplace and opportunity to have more say (leadership) in the workplace is consistent with Freeman & Roger’s (1999) findings.

However, when these significant factors were further analyzed through logistic regression onto the dependent variable, projected five year tenure in the social work field,
only opportunities to take leadership emerged from the regression as significantly positively correlated and working excess hours remained significantly negatively correlated.

In this sample of social workers it appears that only two factors from those that we tested have the potential to influence long-term tenure in the field. Other factors are associated with projected tenure but working excess hours may decrease projected tenure while having the opportunity to take a leadership role may increase it. Those may be the factors that make or break a social work job for someone.

The information in this survey is specific enough that agencies employing social workers might be able to use it to help reduce work-related stress and turnover of their workers force. It might also be used to help improve working conditions. Many of the highest rated needs would cost agencies little to incorporate into their management environments and could be as simple as increasing internal support opportunities, both formal and informal. And, having licensed supervisors provide short weekly or monthly trainings that provide no cost on site CEU’s for staff. Or, writing a technology grant that would provide additional computers and internet service so workers could have more access to the internet.

**Testing theory for joining professional membership associations**

Question five explored what factors are associated with the choice to affiliate with a professional association. The literature cited multiple reasons that a person might join or leave a professional association including: anticipated tenure and commitment to the profession (Giffords, 2003; Giffords, 2003), involvement in other organizations (affiliation needs: Baumeister & Leary, 1995; O’Connor & Rosenblood, 1996; Burroughs
& Elby, 1998; and social capital: Putnam, 2000; Brown, 2004; Wuthnow, 2002), the
image of the professional organization (Wiesenfeld, Raghuram, & Garud, 2001; Dutton,
Dukerich & Harquail, 1994; Bhattacharya & Elsbach, 2002), satisfaction with the
particular professional association (Bhattacharya, Rao & Glynn, 1995), motivational
incentives offered for joining (Knoke & Wood, 1988; Chen, 2004), satisfaction with the
membership benefits for dues exchange (Turner, 1989; Gruen, et. al, 2000; Jonkergouw,
1986; Fine, 1990), and the ability to free-ride without payment (Coleman, 1989;
Yamagishi & Cook, 1993).

Involvement with other organizations

This research found that there is no association between those who join N.A.S.W.
and those who attend church. This is inconsistent with Monti, et. al, (2003) and Baer,
Curtis & Grabb (2000) who found those who join other associations including church are
more likely to join additional organizations and with Monti, et. al (2003) who found that
individuals join churches first, followed by professional organizations then sports and
school service organizations.

Social capital and feelings of isolation

There was no difference between respondents who reported feeling isolated and
those who did not in their N.A.S.W. membership rates. It does not appear that social
workers in this sample are trying to combat their feelings of isolation on the job by
joining N.A.S.W. and being a member of N.A.S.W. does not reduce the feeling of
isolation. This is inconsistent with affiliation literature that indicates individuals join
membership organizations to meet their affiliation needs to socialize with other like them
(Hall, 1995). But it is consistent with findings of Putnam (2000) who wrote that 90
percent of social capital currently comes from employment activities and people have less
time to join outside associations.

The majority of this sample was women and Pescosolido & Rubin (2000) found
that participation by women in voluntary organizations is decreasing due to the effects of
unstable work environments, disorderly work history and divorce on society. “People are
drawing back from wider social groups to the immediate family (Edwards & Foley, 1997,
pg. 674) and may seek relief from isolation from their outside-of-work support networks.
The most important and highest rated need by respondents in this survey was outside
(home) support.

Organizational and professional image

Respondents were asked to rate N.A.S.W. as a professional organization. The
majority of those that responded to those questions indicated that N.A.S.W. does a good
job supporting social workers, advocates effectively for social workers, understands
social workers’ needs, and does a good job supporting social workers. Respondents were
asked if social workers should join N.A.S.W. Of the one hundred and sixty responses to
this question, 58.75 percent of respondents (N = 94) said that social workers should join
N.A.S.W. Nearly 90.0 percent (N = 83) who said social workers should join N.A.S.W.
are current members. Twenty-seven percent (N = 30) of respondents who were not
members also responded that social workers should join N.A.S.W. Thus, over twenty-five
percent of non-members indicate they should be members.

The largest percentage of this sample indicated that N.A.S.W. is doing a good job
for social workers. But individuals are more likely to join an organization that is linked
to a profession with a positive image than with a negative image (Bhattacharya, Rao &
Glynn, 1995). Participants were asked several questions about how they feel others view social work and social workers. The majority of respondents felt that colleagues respected their role as a social worker and other professionals value their role as a social worker. A smaller percentage believes that society values social workers and a smaller percent believe that other professionals look down on social work and/or social workers. When these questions were compared through Chi Square analysis, neither positive or negative responses regarding the image of social work were related to whether or not someone was a member of N.A.S.W. Membership does not appear to be significantly linked to perceived image of the profession or of N.A.S.W. However, those who are members rate N.A.S.W. as a better organization than non-members and those planning to stay in social work rate N.A.S.W. better.

Motivations for joining and leaving N.A.S.W.: Satisfaction with exchange

Current members were asked why they joined N.A.S.W. using open-ended responses that were categorized into the four motivational incentive categories. The largest number of responses (51) were in the solidary category. Respondents joined to be part of advocacy and support of social work and social workers (22), because of suggestions by other professionals, schools or employers (17) and to establish a professional identity (12).

When asked why former members let their membership expire, the majority of individuals were no longer members due to material reasons (51). These reasons included the cost of membership (39), they didn’t see the benefit of membership (9) their agency buys their liability insurance so that isn’t a reason to join (2) and one left due to billing
errors (1). Only four individuals cited solidary reasons, one person cited a purposive reason and no individuals cited a informative reason for not renewing membership.

The above findings could be indicative of a lack of satisfaction with exchange of membership fees for N.A.S.W. products/services. The vast majority of those who let their membership expire did so due to cost or benefit dissatisfaction. Unfortunately, we do not know if they individuals who lapsed their membership joined for material products/benefits initially.

But, social workers in this sample did not join N.A.S.W. just for liability insurance, a material reason. Only about half of the current members of N.A.S.W. in this sample have liability insurance. This runs counter to conversations with N.A.S.W. OH in which the current director has stated that most members only join for the insurance (E. Stepp, personal communication, 2005).

Free-riding:

An initial examination of N.A.S.W. products and services indicated that while eleven items were rated important or very important by fifty percent or more of respondents, usage rates for the products and services were not equally as high. Therefore, when the data was examined for free-riding activity, only products/services used by over 30 percent of all respondents were analyzed. Items used under 30 percent were not examined for free-riding activity because of their limited usage.

Only two items showed indications of free-riding: professional credentialing and professional review. These items are purposive items that benefit all social workers whether they are members of N.A.S.W. or not. Results showed no evidence of free-
riding on N.A.S.W. benefits/services for products that are designed to set ethical
standards and educate and update social workers.

Commitment to the profession and anticipated tenure

The decision to join N.A.S.W. seems to be independent of anticipated tenure in
the social work field. But, those who plan to stay in social work long-term rate N.A.S.W.
better as a professional organization than those who do not plan to stay in social work
long-term.

Professional association membership and job satisfaction

The final question in this research asked if professional association membership
moderated job satisfaction. For this sample of social workers, a regression testing the
main effects of being a member and job satisfaction and the interaction on anticipated
tenure found that membership did not moderate job satisfaction.

Study summary:

Social work is a difficult profession and one in which there is a high
degree of burnout. While a great deal has been written about the factors of burnout in
social work relatively little has been know about specific work-related needs of social
workers. This dissertation project had three goals that were quantified into the six
research questions. The first goal of this study was to identify the concrete, work-related
needs of a sample of social workers in Ohio and if those work-related needs are being
met. Level of met-need was examined to determine its relationship to job satisfaction
and worker burnout. The second goal of this research was to learn what factors are
associated with a social worker joining and remaining a member of N.A.S.W. The final
goal of this research was to investigate if membership in N.A.S.W. is associated with
having a higher level of work-related needs met or moderates job satisfaction and/or anticipated tenure in the profession.

Findings indicate that social workers value informative and solidary work-related items and having those needs met increases job satisfaction. Having material needs met does not increase job satisfaction. Having an adequate salary is important but not as important as these other items.

Factors positively associated with projected long-term tenure in the social work field revolve around the issues of being valued, feeling safe and being treated fairly. Working more hours than being paid for was negatively associated with projected long-term tenure. Feeling taken advantage of is correlated with a lower level of job satisfaction but is not correlated with intention to leave the social work field. Having opportunities for leadership was associated with longer projected tenure in the field.

Being a member of N.A.S.W. was not correlated with having higher met-need. In fact, being a member of N.A.S.W. was associated with having a lower level of informative met-need. Membership in N.A.S.W. does not moderate anticipated tenure in the field but is associated with higher level with job satisfaction.

The majority of respondents report that N.A.S.W. is a good organization although members rate it higher than non-members. Seventy percent (N = 120) of all respondents say that all social workers should be members of N.A.S.W. This includes twenty-five percent (N = 30) current non-members. Individuals who feel isolated are not more likely than those who do not feel isolated to join N.A.S.W. Those who attend church are not more likely to join N.A.S.W. than those who do not attend church.
Current members joined N.A.S.W. more often for solidary reasons than informative, purposive or material reasons. Individuals who are no longer members left for dissatisfaction with the exchange of dues for products/services. There is little free-riding occurring on N.A.S.W. benefits/services. Non-members largely free-ride on professional standards and professional review which are purposive items.

This survey quantified the work-related needs of Ohio social workers into the motivational categories classified Knoke (1988) and most recently tested by Chen (2004) and then rated the specific needs by importance to the worker. The highest category of work-related needs cited were in the informative category followed by solidary needs.

The purpose of professional associations is two fold, to serve the needs of the individual members and serve the larger profession (Greenwood, Suddaby & Hinings, 2002). A comparison of news releases over fifty years in N.A.S.W. News to the C.P.S. statistics indicates that the percentage of eligible social workers who are joining N.A.S.W. is dropping. This replicates the pattern that Putnam (2000) found in his research. Recent conversations with the executive staff and the report issued by the board of N.A.S.W. Ohio indicates that aggregated numbers in Ohio are also dropping (E. Stepp, Personal conversation, 2006). Respondents to this survey indicate that they believe N.A.S.W. is a good organization that supports social work and social workers. Even non-members of N.A.S.W. rated the organization in a positive light. But even though some non-members rated N.A.S.W. as a good organizations, the fact remains they are not paying members.

This study indicates that current members join for solidary reasons see Table 4.10). Only two of the current products/services offered by N.A.S.W. fit into this
category and only if you stretch the definition of solidary. Volunteer activities can include solidary activities if volunteers have the opportunity to work with others on projects. State membership can include solidary if members have the time to attend local meetings and network with colleagues. More products/services that support social workers’ needs for emotional connectiveness to other social workers and the social work profession need to be developed. These could include luncheons, recreational activities that include family, activities that promote social justice AND connectiveness between social workers, mentoring relationships and peer support systems.

Former members indicate they let their memberships expire due to dissatisfaction with the cost and exchange of membership fees for benefits received. Membership associations are more successful when they offer clients products/services that match their personal motivational incentive needs (Chen, 2004). Knoke & Adams (1987), Moe (1980), Knoke & Wood (1981) Cafferata (1979) and Cigler & Hansen (1983) wrote that membership associations are more successful when the goals of the organization matches the motivational categories of membership incentives offered. Goals of an association and membership incentives co-vary and should be similar in nature (Knoke & Adams, 1987). Knoke (1988) found that politically based association’s incentives that were linked with the association’s lobbying efforts increased membership more than material incentives did. Chen (2004) found that material incentives were least important to all members except to those younger members still seeking to improve their economic situations. In her study, like this study, informative items were most important followed by solidary items. Solidary items were found to retain current members (Chen, 2004) while members attracted by material items tended to be non-participatory, apathetic, and
uninvolved with the organization. Members attracted by material benefits only stay as long as they are satisfied with the exchange. They do however serve the purpose of providing additional funds that the association can use to develop incentives that will attract longer-term members (Halpin, 2004).

There appears to be a disconnect between the goals of N.A.S.W. and the membership incentives offered and what social workers actually desire. An analysis and breakdown of the N.A.S.W. goals included in chapter two puts many goals in the purposive motivational category followed by material, solidary and none in the informative category. Current incentives offered can be classified into material categories, followed by some informative, purposive and then solidary categories. Current work-related needs of social workers from this survey indicate they have informative and solidary needs. Current members joined to meet solidary needs. It appears that both additional goals that meet social workers needs should be developed by N.A.S.W. and/or membership incentives need to be more closely aligned with current N.A.S.W. association goals for the social work profession (see appendix for goals).

Current membership structure for N.A.S.W. is more similar to group generalized exchange where resources are polled and drawn on for public good but there is no one-to-one accountability. This type of structure often leads to large scale free-riding activity (Yamagishi & Cook, 1993) where network-generalized exchanges have more accountability and expectations for membership and participation (Turner, 1998; Yamagishi & Cook, 1993). But this study found limited free-riding. This may be explained because many of the membership incentives are material based incentives and it is easy for an association to limit access to members only (Kilbane & Beck, 1990). It
might also be explained by the low use of N.A.S.W. products/services by current members. The current products/services may be so off track they aren’t interesting enough for paying members to use much less draw non-paying customers to free-ride.

It appears that in the exchange relationship outlined by Emerson, social workers hold more power and have more choices for obtaining products/services and goods (Turner, 1998) than N.A.S.W. Instead of N.A.S.W. being in the power positions of A-1 (see chart in chapter 2) social workers are in that position and N.A.S.W. is in the position of an A-5, 6 or 7. Currently N.A.S.W. has only one source of revenue and customers, social workers. Therefore social workers are in the driver’s seat and have the power to defer membership in N.A.S.W. and get their needs met elsewhere. This could be a new phenomena for all professional associations with the advent of the internet and abundance of free information available to anyone with a computer. Professional organizations no longer have a lock on the knowledge base of their association.

If N.A.S.W. wants to increase its exchanges with social workers it needs to increase services and products that social workers want and need. If membership in N.A.S.W. falls too low, N.A.S.W. will not have the funding or support to fulfill its role as a professional association. Social workers can obtain good and services at a wide variety of resources but N.A.S.W. needs social workers to be members for it to continue to exist. It would be easy to speculate on what goods/services social workers might value but the best approach would be for N.A.S.W. to run marketing research to determine what types of incentives would meet social workers’ needs (Andreasen, 1995).

Marketing theory dictates that an organization must determine customer need and design and market products to fit those needs. Marketing involves striving for customer
satisfaction and creating exchanges (Andreasen, 1995). Professional associations are non-profit organizations (Boone & Kurtz, 2002) and non-profit often consider marketing something for profit businesses only. But to stay in business, non-profit entities need to learn marketing strategies and market their products/services to the end user (Andreasen, 1995). Professional membership associations may count on loyalty to a profession as a motivator for professionals to join his/her association. But there is no such thing as loyalty to a company, corporation or product (Asacker & Orloff, 2002). People are loyal to their own feelings and their own needs and will only purchase products or services if they meet those needs. Social workers may think N.A.S.W. is a good association but may not feel the products or services worth maintaining membership to gain the right to purchase. For N.A.S.W. to better fulfill its mandate to support the social work profession and individual social workers it might consider designing new membership incentives that match worker needs and N.A.S.W.’s own short and long-term goals. An organization that is arrogant and does not ask members what they need or meet member’s need will not maintain membership numbers and will not continue to prosper (Wilson, 1977).

Limitations of research

Having only two of the four focus groups limited my ability to explore work-related needs as completely as desired. The research would have been more complete if we were able to conduct enough groups that each additional group confirmed findings of the previous groups until no new information was being obtained.

The response rate was lower than desired for survey research. Self-funding limited the number of surveys that were mailed and limited the number of follow-ups.
With better funding this study could have included additional mailings that might have raised the response rate.

Findings can only be generalized to social workers in Ohio because that is the population that was sampled. It might have been more appropriate to expand the sampling base to a national survey so findings could be generalized to all social workers in the U.S.

It was a mistake not to include age and marital status in the demographic questions. With that additional information we could have further explored questions regarding whether marital status affects job satisfaction, salary, feelings of isolation, educational levels, etc. Some items that the literature indicated were important were not included in this survey; goal setting or how self-efficacy affected work satisfaction. This was partly due to the need to limit the length of the survey.

This research covered a wide variety of topics in an exploratory manner. We did this to obtain initial information in the different areas which might affect social worker retention with the hopes of this research being a starting point for more specific research in the future.

Suggestions for future research

The social work profession is a broad profession and social workers are employed in many fields and areas of specialization. This makes the needs of social workers very broad and it would be difficult to determine general incentives that would meet the diverse needs. While general needs of social workers in general need to be considered, it would be important to investigate the specific needs of those working in the different fields (hospital, mental health, children, hospice, mental retardation, drug and alcohol,
etc.). It has been suggested that one possible incentive might be a webpage modeled after Web MD where members could access specific and detailed information that could help them work with a specific client. This webpage would need to be divided into specializations and have some way of monitoring advise givers for accuracy of information given.

In future research should conduct a random sampling that included larger populations of minorities and men. Findings for those groups might differ considerably from these finds that are representative of mostly women and Caucasians. It would be interesting to explore sending the same survey to a sample from the National Association of Black Social Workers and compare those findings to the findings of this study.

BSW social workers need to be specifically surveyed with the intent of finding out what that population needs. One BSW respondent wrote at the end of her survey that she felt N.A.S.W. didn’t care about their needs. Many of these generalist workers are probably doing face-to-face interactions with clients on the front lines of social work and are in high stress positions. Finding out their needs might help find ways to reduce any factors relating to burnout with which they are maybe dealing.
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Encarta: http://encarta.msn.com/encyclopedia


IBIS World (www)


N.A.S.W. Press Release, March 8, 2006 www.socialworkers.org/pressroom


APPENDIX A

Focus Group Invitation Letter
Dear Name,

You are signed up to attend a full-day workshop at The Ohio State University on _______________. As you know, lunch is on your own. We would like to invite you to participate in focus group research being conducted by Vicki Fitts, Ph.D. Candidate on the professional needs of social workers. This research would be conducted during one hour of your lunch break and would be in the same room as your workshop. This is not a required activity. We are seeking voluntary participants. To thank you for your participation we will provide you with a free box lunch and soft drink.

If you would like to participate, please contact Vicki Fitts at fitts.6@osu.edu or 614-353-7212 at least the day before your workshop so your lunch can be ordered. To honor your privacy, these letters are being mailed by Dianna Barrett, Director of Continuing Education and I do not have a list of participants attending the workshops. To confirm your participation in a focus group I will need to know your name, the workshop title, the day you will be attending and a contact number. The primary researcher on this dissertation project is Dr. Keith Warren. He may be contacted for any questions or information by using the contact information supplied below.

Thank you,

Vicki Fitts, L.I.S.W., Ph.D. Candidate
200 C.
Stillman Hall
The Ohio State University
1900 College Ave.
Columbus, Ohio 43210

Dr. Keith Warren
Assistant Professor
300 Stillman Hall,
The Ohio State University
1900 College Ave.
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614-292-9187
APPENDIX B

Focus Group Consent for Participation
CONSENT FOR PARTICIPATION IN SOCIAL AND BEHAVIORAL RESEARCH

Protocol title: Professional needs of Social Workers – Focus Groups

Protocol number: _____

Principal Investigator: Dr. Keith Warren

I consent to my participation in research being conducted by Dr. Keith Warren and Vicki Fitts of The Ohio State University and his/her assistants and associates.

The investigator(s) has explained the purpose of the study, the procedures that will be followed, and the amount of time it will take. I understand the possible benefits, if any, of my participation.

I know that I can choose not to participate without penalty to me. If I agree to participate, I can withdraw from the study at any time, and there will be no penalty.

[Insert one or more of these bulleted sentences as required. Remove the bullets when you format the final version of the form. Omit sentences that do not apply to this study.]

- I consent to the use of audiotapes and/or videotapes. I understand how the tapes will be used for this study. Tapes will be used to ensure accuracy of the data collection and will be destroyed upon completion of the project or by Jan. 1, 2006.
- I understand my name will NOT be kept with the data and I will NOT be identified in any way.
- I understand that my participation in the focus group is voluntary and I may withdrawal at any point without penalty and retain the lunch provided to me.

I have had a chance to ask questions and to obtain answers to my questions. I can contact the investigators at 292-9187. If I have questions about my rights as a research participant, I can call the Office of Responsible Research Practices at (614) 688-4792.

I have read this form or I have had it read to me. I sign it freely and voluntarily. A copy has been given to me.
Print the name of the participant:

______________________________________________________
Date:  

______________________________________________________  Signed:

(Participant)

Signed:  

(Principal Investigator or his/her authorized representative)

Signed:  

(Person authorized to consent for participant, if required)

Witness:  

(When required)

HS-027 (Rev. 05/01)  
(To be used only in connection with social and behavioral research.)
APPENDIX C

Focus Group Script
Focus Group:

Introduction: We thank you for agreeing to voluntarily participate in this focus group research investigating the needs of professional social workers. We believe that social workers have economic and psychological work related needs that when met help them to function more effectively. We are going to take an hour and look at four categories of needs and ask what needs you believe that you and other social workers have that pertain to each category. Your answers will be tape recorded for accuracy and your answers used to develop a survey that will be mailed to 400 licensed social workers in the state of Ohio.

The four categories of work related need according to Chen (2004) are material/utilitarian, solidary, purposive, and informative. I will describe each type of need and then ask the group what specific needs they believe that social workers have in each category.

Question #1. Examples of utilitarian/material needs can range from t-shirts to travel discounts to subscriptions to magazines. These are anything concrete/material that social workers need or want related to social work. What material needs related to social work or social work practice do you have and/or think social workers have?

Question #2. Examples of solidary needs are social interaction activities; activities that might involve bonding and/or companionship such as conferences, luncheons, recreational activities. What solidary needs related to social work or social work practice do you have and/or think social workers have?

Question #3. Examples of purposive needs include the need to conform to social norms and standards of the occupation. This can include the need for recognition and involvement within the profession. What professional norms related to social work or social work practice do you have and/or think social workers have?

Question #4. Examples of informative needs are knowledge, research, current issues, and education. What informative needs related to social work or social work practice do you have and/or think social workers have?

Question #5. Do you feel that we have missed anything? Are there needs that we did not include in any of the categories? If so, what are they and which category would you place them in?

Thank you for your participation. If you have any questions regarding this focus group, please feel free to contact myself or Dr. Warren.

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APPENDIX D

Focus Group Transcript #1
Focus Group #1 transcript
Facilitator:
Four areas of needs talked about in the literature that professionals have are utilitarian/material...things like tote bags, licenses, that identify who we are. Solidarity which is emotional support and getting together with like professionals. Purposive needs are getting involved, getting awards, leadership opportunities. And the fourth is knowledge, current events. But this may not identify all the needs professionals have especially helping professionals.

How many people are social workers? All but two raised their hands.....(one doing administrative work for public transportation. One is the dean of distance learning/continuing ed at a community college but both are licensed social workers. The Dean is on the Children’s Services Board).

Facilitator: What sort of material needs do helping professionals/social workers need to do their job? Do you need t-shirts, travel discounts, etc.?

Participant: To use to go to conferences in other areas of the country instead of just Ohio.

Facilitator: You can’t fly to California for a conference on your own?

Participant: Don’t make enough money to pay for own.

Participant: A chance to meet and hear about programs from all over the United States. Lots of different things are happening in different areas.

Participant: Higher salaries

Facilitator: Oh...is that a material need? (laugher in room)

Participant: Then we wouldn’t need travel discounts (laughter).

Facilitator: How do you think how helping professions/social workers can go about getting better salaries?

Participant: This may not be related but I have an on-going frustration dealing with my board. Calling them. They are rude. Yet they represent the profession. One of my struggles is taking a workshop that according to them doesn’t look like every other workshop I have taken so they might turn it down and I literally have to go through the manual and prove to them it is appropriate. There is not even a vision that the board has a clear idea what social work is and doesn’t approve everything that social work is. As long as we are limited in that capacity in terms of all the other disciplines that we can interact with we are limited from making top dollar.

Participant: I would like to follow up on that. I’ve done a lot of work with workforce development, economic and community development, program planning and there is
almost nothing you can take for CEUs to support that. There are competing conferences that deal with what I feel are very topical professions that I think we should be involved with also. You are right. I don’t think they {board} has the vision of what social work encompasses today in the 21st Century.

Participant: Social work could be, should be in every area but it is limited by the board.

Facilitator.: So the boards are behind the times. Are your own agencies putting up roadblocks?

Participant: Yes. Including NASW who doesn’t do anything to advocate. And they could be doing a lot. They just want to take our money for I don’t know what.

Facilitator: What do you think NASW gives you in exchange for your money?

Participant: ???

Facilitator: So the boards are mostly community people not social workers…

Participants: Yes

Facilitator: So salary, continuing ed, travel discounts…..what other material needs do social workers have?

Participant: What comes to mind and I am not sure if it is material is that social workers need outcome measurement. We still don’t seem to have a lot of well controlled studies that measure the value of the work we do. We still just want to believe our work is good. But where is the evidence? Research adds to the base of the work.

Facilitator: Is that material or some other category of need?

Participant: That might be more number 4…informational.

Facilitator: Do you like to have NASW bags that say social work or other material/clothing items that say social work? Is that something important to you?

No answer. Not an important thing? It isn’t something that supports you in the field?

Participant: Bags are good. (laughter) you can put your work in them.

Facilitator: If you think of any other material items…we can go back. Lets go on to solidarity…the idea of bonding with others doing the same type of work. Sitting with them at conferences, lunches, other activities. How important is that to you? What are social workers needs in that area?
Participant: I think that can be very important. It sort of gives you an opportunity to hear other ideas, get feedback.
Facilitator: So you use it as a time to tell war stories, listen to war stories?

Participant: Validate stories. In my case I am one of a few social workers who do exactly what I do in the whole country and I am the only social worker in this organization of 100 people…so when I find someone who speaks the same language…it kind of recharges the batteries.

Participant: To me to have some connections to those in the field of social work for those of us not working in the field anymore ….I really kind of latch on because they do speak our language and that is part of my foundation…my social work degree and my background.

Facilitator: So it is part of your being…who you are?

Participant: Because it would have been really easy for me when I went to a job in transportation to let it {social work} go, let my license go because no one has the expectation that I will maintain a social work license. But I chose to do that because it is important to me and a part of who I am. So having that connection and even coming into groups like this {continuing ed class} is socializing as much as a learning time for me. I do think that all these things are connected. To be able to go outside Ohio to get CEUs, to talk to other people who are doing innovative things in other parts of the country, the world would really be nice but the financial limitations for going places …..should be sponsored through NASW or whoever.

Facilitator: I guess once you leave school….

Participants: Agencies don’t have money to provide for that type of thing.

Facilitator: I came up here from Florida on my own vacation time to maintain my Ohio license. I talked to my agency about doing this and they told me there was no reason to do it. I told them it was my choice and I would pay for it myself and take my vacation time.

Participants: Another material need is reciprocity between states. And then if you go to another NASW conference than half of the time Ohio will not give CEU credit for it. That boggles my mind. So why do anything with NASW if it won’t count for anything?

Facilitator: They don’t automatically accept other states NASW conferences or nationals?

Participants: No. Part of the deal we are talking about so far is that Ohio’s NASW do nothing really to support social workers. Sort of like they are working against us.
Participants: I love social work conferences but I would like to see groups of social workers have a bigger presence at other conferences...American Medical Assoc. So many social workers are in medical social work but we are invisible at those conferences and we are a huge part of the disciplinary team. I would like to see those opportunities to see each other there but the doctors and nurses and administration ...really working together.

Facilitator: So...being more involved in other professional conferences.....

Participants: I went to an international EAP conference last fall and one of the messages at that conference was that we needed to set the goal of getting invited to every table inside of the organizations that we serve so that we can have input, consultation, really...that is the way to get the return on our investment and show how valuable social work is.

Participants: And I think that goes along with being a part of other conferences. In a way this is again a way we are very selective in our thinking. We are our own worst enemies. I think maybe it has to do with self-esteem. That we (as a profession) don’t have enough self-esteem to get out there with people in power...whether it is in an organization or governmentally involved.....

Facilitator: So some of this going to conferences is networking you have to do across the board......

Participants: And it can mean learning other professional languages rather than coming across as a social worker and being minimalized.

Facilitator: That doesn’t sound good.

Participants: It feels terrible. No wonder people leave social work. We aren’t paid well and treated like dirt under other people’s feet. I say that after 40 years in the field.

Facilitator: So you stuck it out where others have left.

Participants: I’ve had a lot of great opportunities, a lot of diversity, that keeps you grounded and alive and vibrant.

Seminar Instructor: This is an usual group where most work in social work. Usually there is 1/3 of the people who work other jobs...secretaries, bakers, librarians.....who work in all kinds of professions but come to class here to keep their license up but not sure they will ever get back into social work.

Facilitator: It is interesting that it is that important to people to keep their license up even though they have chosen not to be in the field. It shows dedication to the field but a frustration. Do any of you do any recreational activities with other social workers from work? Do you have time for something like that?
Participant: Gold league

Participant: I think if you want to do something like that you will and I don’t necessarily see that I need to spend my free time with other social workers. Whoever is fun to hang out with. So I wouldn’t join a social work tennis league. In fact it might almost turn me off! (laughter).

Participant: You want a break from what you are doing day in and day out and I don’t necessarily want to hang out with social workers. I think it is individual.

Facilitator: If you think of anything else we can come back. What about things like purposeful needs….code of ethics, professional structure. Is this something as a social worker you need?

Participants: I for one love our code of ethics. I mean it does encourage. It is one of the things that I am most proud of is our code of confidentiality and not having dual relationships. I look at so many other professions who don’t have clear guidelines and…so…I am in support of it. A lot of it comes down to interpretation and making sure there is one interpretation.

Participant: Back to the licensing board (nervous laughter)…it is like you are guilty before being proven innocent. There needs to be a different process and structure for dealing with people when there may be an ethical issue or violation.

Participant: In no other profession I know that publishes your name in a newsletter. In one hand that peer pressure would keep me in line. But we don’t know all the circumstances that it happened in and we are at the mercy of our board. And by the way any time I have ever called and given feedback I have been audited a short time later. Is that by accident or strange coincidence? So I make sure I have my hours. It is like you are being punished for calling.

Participant: Plus they have an attorney who does the investigation. Why an attorney? Why not a social worker. Why an attorney with an accusative and negative attitude? He basically lets you know you are guilty………..

Participant: And the charge could have been brought by an angry client that is pathological and it is really had to prove you are innocent. Out of the 26,000 social workers in the State of Ohio…on that board are three social workers.

Participant: And it is a political appointment to the board. (the group commented everyone was rolling their eyes at this circumstance).

Facilitator: It is interesting that we have had several comments about the board and NASW working again social workers…the two groups that are supposed to help. Is there anybody working for social workers?
Participants: I don’t know of anyone.

Facilitator: What about the last area? Informative needs. What types of things do you need?

Participants: Outcomes studies

Participants: OSU does a phenomenal job offering more a spectrum. Diana Barrett actually set up an interviewing seminar that counts. It isn’t the average CEU class. Diana helps us.

Facilitator: Are all of you OSU graduates? About a little over ½ the people.
Facilitator: Does anyone use on-line continuing ed?

Participant: I like hands on and I benefit from being with other people but I might if it was from the right company.

Participant: If you could be sure it would actually count (refers to comment about NASW/board not accepting all programs). A lot of fliers come in that say applied for Ohio CEUs and they are totally something that should count but there is no assurance if you take them that they will count. And who has the time or money for that?

Facilitator: What about magazines? Do you subscribe or go to the library?

Participant: That is an area…Intervention from OSU is my only ½ way decent source that I get. I was a member of NASW…I’m not now….I was for years and years and years but Social Work wasn’t that important. If we had some sort of real magazine that addressed some of the issues like Medicaid reimbursement or the licensing in different states….other professionals have journals but regular magazines with day to day information that they need. We don’t have that.

Facilitator: If you are not getting magazines……how do you get information that pertains to your area of specialty.

Participants: Pubmed or on the web. Articles that come out from a lot of different sources. Or trainings. Other fields….nursing….medical association journals.

Participant: Like if you are a child welfare worker you get a lot of your stuff from child welfare journals not particular social work journals.

Participants: In house journals. Research on the web.

Facilitator: Is anyone here a member of NASW? Just a couple of people…..(One young participant said yes…). Why did you join?
Participant: When I first graduated I thought why wouldn’t I join the national organization but I didn’t get anything out of it.

Participant: It is a lot of money for what we get paid. The salary we make in social work…

Participant: I rejoined for a short time when I became a supervisor, management type person….I joined for a year but realized it wasn’t the money…it wasn’t doing anything for me. I didn’t feel like I was getting anything for my money.

Participant: Life insurance (laughter).

Participant: A credit card (laughter). I still get…its funny…I still get the credit card application although its been years and years since I’ve been a member.

Participant: They won’t ever lose your number (laughter).

Facilitator: What have we missed? What needs do you have that you wish someone would fulfill?

Participant: I have a generic statement. In terms of workshops we still tend to teach old style…meaning we teach theory but not the kind of work we do…..and lots of lecture but we need hands on training. We don’t get a chance to dig into it and the odds of successfully being able to take it out into an area that is all social work is …we are really going struggle with it. Better training. Really know how to teach hands on to adult learners. No straight lecture. I can’t battle a whole system based on notes.

Facilitator: Anything else? (no answer) Loan forgiveness?

Participants: Loan forgiveness would be great. Grant research base. But if we had decent pay that wouldn’t matter.

Facilitator: Anything else? Thank you.
Focus Group #2  April 26

Facilitator: The first category of needs professional workers have are ulitarian/material. Those are the concrete items and an example would be t-shirts, travel discounts, t-shirts...things like that. It is the concrete items that we might need/desire in our work. What do you think that you need to do your job or make your job easier?

Participant: I can give you a list of the things I think of. Aside from just basic office supplies I need a computer, a DSM4. I need a nurses PDR it is more user friendly.....a Tabor....a Caplin book on Adult Psy. Disorders.

Facilitator: Are these things provided for you?

Participant: Some of them are some of them are not. Those are what comes to my mind.

Participant: Where I work I need to use my own car but I think a company car...also a company cell phone because they expect us to furnish that. I feel where I work at that is a lot of where and tear on my car.

Facilitator: Do you have to pay the cell phone bill.

Participant: No. But I just feel they should furniture the cell phone and company car.

Participant: Some agencies do. Our agency provides cell phones and locked briefcases for the new HIPPA requirements. We do have one agency car that is shared amongst case manager so sometimes you do end up using your car.

Participant: Transportation is a very bad situation.

Participant: There is no vehicle but ours.

Participant: If you transport you have to carry high risk insurance that can add up out of our pocket as a personal liability.

Participant: I think it is a big problem.

Participant: A mini tape recorder....is useful. I had one and there were times I was leaving one home and going to the next and I would dictate my case notes into it. I thought that was great. It saved me time and I gave it to the secretary who would type it up for the file.

Participant: I feel we should have laptops that we can carry because with a lot of traveling......there are computers to use in the office but everyone is using them. It would be nice if we had our own laptops......it would be easier and more convenient and social workers could function better. We don’t have that either where I work.
Facilitator: You mentioned the computers at work are shared. Sometimes you have to sit around and wait to get onto one?

Participant: Yes… and they sometimes shutdown and you can’t do your case notes but if you had your own laptop…..

Facilitator: Can you do your notes at home and transfer?

Participant: Only on their computer due to HIPPA rules.

Facilitator: So HIPPA caused a lot of stress

Participant: That caused a lot of stress.

Participant: We can take them home but we have to take them in the locked briefcase and of course not share them with anyone.

Participant: We can only handwrite at home.

Participant: Another thing. We used to have secretaries and they cut that out. I find in the job that I am doing now that I do a lot of secretarial. Four or five years ago we had an office manager who did all that. So that takes up a lot of our actual treatment planning, counseling and things. We are not only social workers now we are secretaries, office managers and clerical.

Participant: I would strongly agree with that. In the last four or five years I would get paid professional salary to fax things, copy charts, file things, mailing. We do clerical and you can’t bill for that ….it ends up on your own time.

Participant: That is very frustrating.

Participant: One of the things where I used to work…I used to do community mental health too…. Material needs. They had discounted to the primary office for those employees these wonder YMCA membership but the outlying offices weren’t given the same consideration. Like just for exercising for emotional health for yourself. The outlying offices were treated differently in receiving these benefits. And that affected little things like that. It is very materialistic. A perk to the job. And we weren’t getting…locations weren’t. They had very very small things for us but not like the discount for the central folks.

Participant: If we are down on productivity and we get a sudden jump in productivity we will get a lunch. We are having one next week. We were $800,000 below budget now we are only $500,000 below budget so we get a lunch.

Facilitator: How do people react to that? Do people enjoy those lunches?
Participant: Some see it as a slap in the face. We would rather have a raise or a bonus.

Participant: Sometimes we have pharmaceutical reps come in on our lunch hour or have a staff meeting and I think that is a little much. You are getting educated but it is on your time. That is my time that I am not getting paid for. I would rather be out getting fresh air.

Facilitator: Do you get CEUs

Participant: You may. You may. But they are generally more geared for the MDs so if you get CEUs you have to jump through a lot of hoops to get them and do extra paperwork.

Participant: I don’t know how they get around this because we are entitled to an hour a day for lunch…free time…you get cheated out of lunch.

Facilitator: Are they mandatory meetings?

Participant: I’m not sure but they are implied mandatory.

Facilitator: So there is a lot of taking away of personal time and additional duties than there used to be.

Participant: Yes, yes. Another thing…there is a cutback on case managers so where I work it is salary so with the cutback of case managers we are really doing two or three peoples jobs and case loads are tripled and you are doing twice or much. I found out sometimes I am working 10-12 hours a day and since I am a salary person I have to work 60-70 hours a week and I am also on call during the middle of the night with a paper so I feel that causes me extreme burnout. The shortage of case managers. That is the same everywhere.

Facilitator: Did the salaries increase at all?

Participant: No. It is doing 2-3 peoples jobs. They are cutting out clerical and they are cutting out case managers and it is putting a lot of strain on social workers and doing more hours more types of people and less pay.

Participant: There are times I do not mind doing a little more. I do mind them taking my lunch hour…not my own time…and there is a fine line to keep it very very clean that affects my attitude and moral……there is willingness there to always go more than the mile. And I think that is what we strive for but then management takes advantage.

Participant: The agency that I work for…I have worked for non-profits where you kept track of extra hours….but at this agency there is no flex time…so you can’t make up for the extra 20 hours you might work that week.
Participant: We have flex time where I am at but there is a limit to it and it is very difficult to use your comp time because then you are not there to get your productivity. It is a double edge sword. You end up with a lot of comp time or vacation time that is part of your benefit package but you really can’t use it because then you are not able to get your productivity and then when you have your yearly review you will be on a write up system.

Participant: And you won’t get a raise.

Participant: We are on a write up system and you have so many months to get it up or…..

Participant: There is where some of the burnout comes from.

Facilitator: Anything else anyone wants to add about material needs?

Participant: When I enjoy my job and like the company that I am working for…being able to advertise it in a sweatshirt……it is good for business……and it helps promote our name and I am proud….I’m ok with wearing it. Lots of places, fire departments, police departments do that….it broadcasts……and some of the things you do……if you take a pride in it…..that would be ok with me.

Facilitator: Tote bags, sweatshirts…?

Participant: Yes…..

Facilitator: Lets move on to the next area. Solidary is social interaction. Being able to bond with others, companionship, attend conferences, luncheons. What sort of things do you need in this area?

Participant: We talked about this last week. Where I am as a therapist you are like independent..and your clients come in and you sometimes feel like you are on your own. There is nobody …if something is going on…..you can’t grab your co-worker because they are in session….to bounce something off of her….to say “uhhhh…I’ve had a bad day.” If it is just interaction or someone to veg with for 10 minutes….to bounce something off of. That feeling of connectiveness. That is what is missing in this job right now. But everyone is so busy. You don’t even have time to say “bad day”. Almost like a mandatory staff meeting to touch base or catch up……more than every other month. That is what we have right now. Sometimes I just want to talk to somebody.

Facilitator: No supervisor you can walk in and chat with.

Participant: If you are independent you don’t need supervision. You are just off and running.
Participant: Peer supervision………

Participant: Ya, ya….

Participant: Because that is how you stay in line and ethical and……

Participant: And get new ideas or techniques or you are stuck. Someone to bounce things off of.

Participant: Do you have a weekly meeting?

Participant: No.

Participant. See we do at our agency.

Participant: Talking about solidarity………here is a real big problem at our agency. Again we are case managers…I am a licensed social worker….four of us share an office. There are four desks and we share and we are supposed to do private assessments with clients so we have to take them to any room we can find… We have a big problem with privacy…a lot of agencies are over crowded ……a lot of us are out in the field but when we come in with new clients we have to assess and screen them…..we don’t have the private available…it is a big problem to get alone time with the client. I don’t know if it is a problem at a lot of places but it is a big problem at the mental health agency where I work. I think it is a big problem.

Facilitator: I drew an arrow back up to material because it is a space problem…a material environmental issue.

Participant: Right

Participant: That is the case at a lot of agencies because they have so expanded that people are sharing and one day you are in one office and another day you are in another office.

Participant: And if you are doing regular therapy but you are bounced from office to office…I’m not…but it does happen in one of our bigger offices…and I know it is very chaotic for a therapist to grab their resources or not have them and then go “I can’t use that room” It just causes chaos and excessive unsettleness in you……

Participant: Which transfers to the client.

Participant: Yes. Scattered.

Participant: What we ended up doing is putting together a schedule and pick and chose room for certain days.
Participant: It is a big problem in many agencies.

Participant: It is almost like you have to be very, very creative or live with what you are dealt with……

Participant: As far as socialization our agency…you know we have an annual Christmas party that most everyone comes to and there are some people who do lunch together..the same two or three people. Outside of that I wouldn’t say there is a lot of socialization outside the office.

Facilitator: Would you like more?

Participant: I prefer to keep my support system outside the office. There are too many political systems inside the office.

Participant: I am a contract person. I go in, see clients, do my job, get my paperwork done and I am out.

Facilitator: Would you like more contact? Or is that ok.

Participant: Sometimes it is ok. I can always contact my supervisor. Because I am on contract for evenings a lot of times staff meetings interfere with my job so I read the notes from the staff meetings. If it is a mandatory staff meeting I have to take off work from my other job to attend.

Participant: One of the things that I see that is a real concern is supervisors not maintaining there role…interfering with co-workers beneath them because they had moved up in the ranks and had an established group of friends prior to that but that dynamic didn’t change. So you had this new old case manager going supervisor socializing with two or three case managers and those case managers get different treatment…and the other 12 case managers going…”that’s nice.” And it created animosity across the board. So I think for social interaction…even though there are friendships in that higher role it has to be monitored with discretion because it caused hurt feelings in many employees because it was like favoritism.

Participant: That brings up another issue. I found that in my agency there was a regular case manager like the rest of us and she moved up and now she is like right under the director and there is a lot of nepotism where she is hiring all her friends and family members. There is a lot of power struggles going on creating negative feelings due to this nepotism and I legally an agency was allowed to do it. Her friends, husbands friends…she is running a Gestapo and if you disagree with her or don’t do everything she wants your out of there. And that is a big problem.

Participant: Unethical hiring practices.
Participant: Ya. But we don’t know what to do about it because if you say anything you are out of there. She has all the power and control. We can’t speak what we feel or say and it puts a lot of bondage and stress on us. There is no system to complain. It goes right back to politics.

Participant: I would like to piggyback onto that. In terms of isolation. My job is fairly isolated in terms of seeing people back to back all day long. It is very difficult to find time for supervision. Supervision is crisis oriented. There is not really time for normal supervision and if there is it turns into administrative issues…we need to get our activity up or we need to do this new form. It really is hit or miss getting one on one or as a group to discuss cases or commiserate with your co-workers or discuss problems with cases. It might be…I think it is a real issue. We have so many tasks to complete in terms of paperwork and direct service it is almost intolerable and unrealistic in terms of keeping up with it.

Participant: If the opportunity is given that chance to comizorate with everyone then the manage will interpret that as you having a bad attitude…”we are concerned with your mental health…but don’t have a bad day”….”we are going to pull you into the office and ask why you aren’t smiling.” And the message is almost be perfect and put a smile on your face no matter what you plow through….bad days, down days, you aren’t allowed to have a bad day because if you did the supervisor would call you in and ask what is wrong with you today. “I had a bad day. Can’t you have stress with your husband or kids”. But you can’t and that is really hard……at all….and I still have friends from that job who tell me that they didn’t smile in a meeting and were pulled in (to the office) because they didn’t like my attitude.

Facilitator: So it sounds like funding only covers face-to-face with clients and nothing else.

Participant: There are no support systems whatsoever for social workers.

Participant: There is no time to do paperwork. You better do it on your own time.

Participant: Without the time for the one to one or supervision either your ….not that you need a little pat on the back but sometimes it is nice to have that…your supervisor isn’t aware of what your strengths are, how you interact with your clients, nothing. It is productivity, productivity……

Participant: I have a very good supervisor who is available if I need him but I don’t blame him, it is a system problem…bigger than him. Just way to many pieces to the pie to keep on top paperwork demands, productivity to have time for regular supervision. It is a lot of putting out fires.

Facilitator: We better move on to the third need: Purposeful needs. Leadership, recognition, social work code of ethics. What are your needs in these areas?
Participant: Increased compensation when you are put into leadership roles instead of just a pat on the back. Not just a title.

Participant: There are a lot of social workers who go above and beyond their call of duty and in my agency…myself and others have done a lot….and we are treated like sometimes it is unappreciated, thankless profession. You do extra things and you don’t even get a pat on the back. It is almost like they expect it and just move on. Sometimes I think social workers are highly taken advantage of and we have thankless positions.

Participant: Your supervisor doesn’t get to know you or know your work so it is hard to recognize people. Everyone there at different times. People need to be recognized for things they do day in and day out.

Participant: Because what you do day in and day out is something really big.

Facilitator: There doesn’t seem to be as much conversation about this area. Lets go on to the last area and we can come back if you think of anything. Informative…knowledge…research..current issues. Do people/agencies get magazines?

Participant: I myself get journals, stay in touch with what happens legally. On the computer I follow house bills that affect my job and I like that.

Participant: I think it is really hard to find CEUs specific so you can get more specialized training…say on self-mutilization….trying to find CEUs specific to that is very difficult. I have found that a really big frustration……trying to hone in on a couple of different things…where can I get this at. So I don’t know. Maybe a website that you could access those kinds of issues or all the companies in Ohio that provide training…easier access. That is a really big thing for me….wanting to get specific training…but I go..I get a couple of things in the mail and I guess I can go to that one…not really want I want but I need CEUs.

Facilitator: A website with a search engine would be a good idea?

Participant: That would be awesome.

Part: And it seems like a lot of workshop doing basics for ½ of the day going over stuff you know so you don’t feel like you get enough. More specialized techniques and interventions.

Facilitator: Where do you get most of your CEUs from?

Participant: Variety. Private companies, OSU, Mt. Carmel trauma related areas, in-house/in-service.....
Participant: St. Rita’s offers 4 or 5 trainings in my area so I don’t have to travel much. For me it is very important to be a member of NASW because they send magazines with up to date issues.

Facilitator: How many people are members?

Participant: The fees stopped me from doing it.

Participant: I used to be.

Participant: They even have good liability insurance. I have my own on top of the agency.

Facilitator: A physical/solid need is for liability insurance and car insurance.

Facilitator: Does anyone do CEUs on line?

Participant: A couple of my co-workers have.

Participant: I need the interaction.

Facilitator: We were talking about the problem with isolation.

Participant: There again it goes back to social work rapport and you are so busy….

Participant: I go on to medlines to find information…pubmed…..articles less than 3 years old. I do that for fun. I have to keep up. What is the current treatment with outcomes that is working.

Facilitator: How much time do social workers really put in on the job including all of this.

Participant: Overworked and underpaid. If you want to make the money this isn’t the area. But it is certainly worthwhile.

Participant: I wish the Department of Mental Health or someone would look at caseloads. We carry way to many clients. The work they are asking us to do in terms of treatment strategizing, protocols, risk management, treatment planning, outcome studies….my case load is 120. Outpatient mental health. I am not unlike my co-workers. This is pretty typical.

Facilitator: How often do you see people.

Participant: Some people every week….some every month. It varies greatly.
Participant: I was at 91 and it was still building.

Participant: There are people who have a larger case load than I do. You see people for ½ hour…and hour. You see them for an hour for productivity and then you grab your next client.

Participant: You go back to back.

Facilitator: How many hours a day do you have to do productivity?

Participant: I work 8 hours a day and sometimes I have to do 7 hours of productivity.

Participant: They used to say 5…..but if you could in no-shows, vacation, you have to see 6-7 to get your productivity. That gives you an hour for all the paperwork, phone calls, treatment plans, meetings. It is impossible. You are never catching up.

Facilitator: We are at the end of our time. Thank you all for participating.
APPENDIX F

Survey Letter # 1
June 27, 2005

Dear

In a few days you will be receiving in the mail a request to fill out a brief survey for an important research project being conducted by the College of Social Work at The Ohio State University. It will ask you what you believe your work-related needs as a social worker are and how well they are being met. Your participation in this survey research is completely voluntary and your answers will be confidential. To ensure confidentiality please do not put your name on the survey. Surveys will be kept in a locked cabinet through data analysis and will be destroyed on or before January 1, 2006.

I am writing in advance because we have found that many people like to know ahead of time that they will be contacted. This study is an important one that will help us understand what work-related needs social workers have and how these needs are or are not being met. We hope to gain an understanding of how social workers can be better supported and in the long-term help reduce occupational stress and burn-out. We are selecting only a very small number of social workers in Ohio to participate in this study, so each response is extremely important.

Thank you for your time and consideration. It’s only with the generous help of professionals like you that our research can be successful. Dr. Keith Warren is the principal investigator in this research and can be reached for questions or comments at 614-292-9187.

Sincerely,

Dr. Keith Warren
Vicki L. Fitts, L.I.S.W., PhD. Candidate
Assistant Professor
APPENDIX G

Reminder Postcard
Postcard:
June _____ 2005

Last week a survey was mailed to you asking you what you felt were your work-related needs as a licensed social worker. Your name was drawn randomly from licensed social workers in the State of Ohio.

If you have already completed and returned the survey to us, please accept our sincere thanks. If not, please take a minute to do so today. We realize that social work professionals are under tremendous pressure in our economy to do more for more clients with less funding, so we realize how precious your time is. We are especially grateful for your help in this research project that we hope will benefit the social work profession.

If you did not receive a survey, or if it was misplaced, please call Dr. Warren, primary investigator, at 614-292-9187 or email Vicki Fitts fitts.6@osu.edu and we will get another one in the mail to you today.

Thank you.

Dr. Keith Warren               Vicki Fitts, M.S.S.A., L.I.S.W., C.C.D.C. I
Assistant Professor           PhD student
300 Stillman Hall             1900 College Rd.
Columbus, Ohio 43210
APPENDIX H

N.A.S.W. Current Goals
Current Goals of NASW

**SHORT-TERM**
**PROFESSIONAL & ORGANIZATIONAL GOALS**
**JULY 1, 2003 – JUNE 30, 2006**

♦ Develop a campaign to enhance the social work labor force including advocating for higher salaries, better working conditions and assuring workers safety.
♦ Develop a national campaign to increase membership recruitment and retention.
♦ Increase the number of professional social workers in areas of policy making and implementation at all levels of government, including appointed and elected positions.

**SHORT-TERM**
**SOCIAL POLICY GOALS**
**JULY 1, 2003 – JUNE 30, 2006**

♦ Advocate for human and civil rights, civil liberties, and affirmative action, with emphasis on the prevention of violence and nonviolent approaches to conflict resolution both nationally and internationally.
♦ Advocate for ethical, inclusive, and comprehensive behavioral health care policies and practices in both private and public systems, including mental health parity.
♦ Advocate for the preservation and expansion of the nation’s social and health insurance program, with a focus on children and families, people of color, people with disabilities, elderly people immigrants and any other group identified as a vulnerable population.

**DELEGATE ASSEMBLY**
**LONG-TERM GOALS**
**JULY 1, 2000 - JUNE 30, 2009**

- Advocate for social work jobs, equitable professional compensation, vendorship and reimbursement levels, working conditions, and career advancement for social workers, with attention to gender, racial/ethnic, religious, and sexual orientation inequities.
- Recruit and retain BSW, MSW, DSW/PhD and student members through programming and outreach to diverse populations.
- Advance social work practice through the identification of critical skills, adherence to professional values and ethics, cultural competence and promotion of NASW practice standards in public and private practice settings.
- Promote the content and value of professional social work to employers, policy makers, and the general public.
• Enhance the effective functioning and well being of individuals, families and communities through the promotion of social justice; advocacy at all levels of government. (For example, (1) advocating for accessible, affordable quality health and mental health care for all (2) promotion of a system of universal social welfare); and in our work in partnership with and on behalf of our clients.

• Ensure an organization that is fiscally responsible and structured to achieve our mission and goals.

(August, 2002 N.A.S.W. Delegate Assembly, N.A.S.W. website, 2006)
APPENDIX I

Qualitative Comments from Surveys
Dear Ms. Fitts,

Forgive me for sending you the information you requested in this form. Not thinking I would be of any help as I left my career in 1996, I must have discarded the questionnaire before our communication.

To answer the question you posed in your email as best I can...I graduated with my B.A. in 1982, M.S.S.A. in 1987. I have worked in the field of Social Work for a total of about 11 years. All of my work has been in hospitals. I have worked, I believe, every unit a hospital has to offer including ER, MICU, SICU, CCU, step-downs, oncology, neurology, OB, ER, Kidney Dialysis, and the list goes on and on. I chose to focus on Psychiatry.

My last job was at a 200 bed (approx.) local hospital working a 12 bed psychiatric unit. I was hired to obtain psychosocial histories conduct individual, marital, family, and group therapy, and handle all aspects of discharge planning. In addition I was a member or chairperson of many committees both hospital and community. I loved my job.

Approximately three years after I began the hospital learned that it was in violation of State Mental Health Laws in that it did not have an L.I.S.W. supervising its Emergency Services staff. The E.S. staff handled all crisis calls and crisis cases evenings, nights, and weekends in our county. They stayed very busy. It was composed of five professionals, all Masters or PhD level individuals. A great staff.

The hospital, after a time, reported that it could not find an L.I.S.W. Thinking I would enjoy the position and seeing it as a great learning experience, I agreed to supervise the staff if the hospital would agree to give me “comp time” for my efforts. My work hours as psychiatric social work were 7 AM to 3:30 PM. The E.S. supervisor position would require that I be available after 4:30 PM a couple of days per week plus increase my daily workload significantly. I would also be on call 24/7 without pay. The hospital agreed. I loved my job.
Soon after my manager and her Vice President left the hospital. The new VP and manager told me that the hospital did not allow for comp time and that I would no longer receive comp time. I was angry with myself, as I had not gotten anything in writing. Still, I loved my job and continued.

As my boss was handling most of the Employee Assistance Program, along with the HR director, I was also told I would now need to take on all of the EAP work. The HR director would no longer be handling cases, which, quite honestly, I was never comfortable with employees having to go to HR with personal issues. The workload with EAP was enormous and often interrupted my work with clients. It seemed I was always trying to put out two fires (or more) at the same time. Still, I loved my job.

I was then told that, as there was no L.I.S.W. on staff except myself, I would need to begin supervising the L.S.W.s on staff. Like all of the above, it was way more then I could conceivably handle but it was challenging and rewarding at the same time. I still loved my job.

In the middle of all this, O.U. requested that they be able to send two S.W. interns instead of there one they had been sending. The plan was to have one with me on the Psychiatric Unit and the other on one of the Medical units with one of the several medical social workers. O.U. always sent us, I felt, their very best. I loved my students so instead of being upset when they both requested to stay with psychiatry and not work the medical floor, I readily agreed. I found the students to be a whole new level of challenge, fun, and reward. I loved my job.

I should also add that the two psychiatrists on the unit were wonderful, the best I had ever worked with and they felt the same about me. Both told me that I was the best social worker they had known. The chairperson of the unit, a child psychiatrist, was also super and remains my good friend today. My colleagues on psychiatry, again, I really enjoyed them and, many of them, I continue to see and count as some of my best friends.

My QA, I believe for the entire five years period I was employed at the hospital was 100% and I received attendance awards for nearly every 6-month or quarter I worked as I rarely missed work. My pay raises were good, often 7% a year due to my performance. So, between the challenge of the work, the fun, the joy, good people, good friends, good pay, I really did love my work.
Finally the straw that left me feeling I had no choice but to leave. I was told two things. First, I would have to take on all insurance work r/t the unit. Having worked closely with the Q.A. nurse for years I knew that this would add hours to my day. Also, I was told that I would need to start working a swing shift r/t my E.S. work. That was it.

My husband has always worked long hours, often 12-16 hour days. I was working the same. We had no home, only a house. I couldn’t take on any more work. I certainly couldn’t work a swing shift. I decided to leave and I did. It was a terribly hard decision, as I had never had a job I enjoyed more. I didn’t see that it was going to get better as, after my boss left, the new manager was not involved nor did he advocate on his staff’s behalf.

Social work is a profession that when I hear that a young person has decided on it as their career path, I want to run to them and beg them to change their mind. Sorry. That must sound horrible and harsh. It is a degree that I have spent my professional life defending. The pay is the lowest of any professional that I know. There is no respect from the public and little from other professionals in general. Still, as I have written, it brought me great job for many years.

Though I thoroughly loved my work I have also thoroughly loved my life since 1996. Would I return? It would be tough. I would return to the job I had with the coworkers I had, but that isn’t likely to happen. I have no desire to do home visits, I do not want to drive a great distance to my workplace, I do not want to be on call 24/7, I would no longer want to work fulltime, and I’m not sure I would enjoy working with clients again. I do like assessment and diagnostic work. I like acute care clients, as I never thought I would have the patience for long-term work. I do think I would love to teach though I am quite shy by nature. But, I don’t see those things happening.

Last, re: your question of gender and race; female and Caucasian.

#358 I based these answers on my current job which I held for 11 months. This job is quite a reduction in stress and more consistent hours which is a primary reason for taking the job. Had I completed based on the majority of my jobs in the last 16 years, my answers would have been very different. If it would be helpful for me to complete a form based on my past job which would be very different, I’d be happy to complete another form.
My initial affiliation with NASW stemmed from an excitement to identify with my professional organization. However, over the course of practice and increasing education in the field, I have become ever more disheartened with NASW’s increasing separation from the profession’s original values and mission. It is increasingly difficult and frustrating to be proud to be a social worker and ashamed of the profession’s leadership at the same time. The populations who need us the most and are the most helpless in our society do not only fail in obtaining advocacy but must work against us to have their voices be heard.

I am sorry I went into social work in 1975. It is such a devalued profession. Salaries are pathetic. My kids make more at their summer jobs than I do after 30 years. Why do I stay? I’m not sure other than I always hope for a change.

Survey was quite thought provoking and a good reflection on the social work profession needs, concerns, professional organization (NASW) linkage and whether a respected discipline compared to others. Hopefully will be useful in affecting any changes that may benefit social workers.

The most recent position was with Hospice in a rural county – and exceptional agency. Prior to that I worked for a large agency in Columbus and in that cases I would have answered the survey differently – not as good support, supervision, extra hours, salary for all peer s.w.’s was less than grant allowed. However the other benefits were good. The stress level for s.w.’s and counselors was always extremely high. Had I stayed in larger metro area, I would probably have rejoined NASW. If I had been in clinical and/or private practice, I would probably rejoin.

I believe s.w. is part of those who decided on this profession no matter if a person technically leaves the profession.

The organization {NASW} appears too focused on self-promotion. They seem fairly effective in advocacy for clients but do next to nothing for social workers themselves. Social workers need a union desperately.

While licensure has served to promote social work as a competency based profession with a clear code of ethics, the function of social workers remains undervalued. The profession needs to promote a working wage – we are the most overworked and underpaid of any helping profession. Master’s level social workers make less and work more hours than teachers or nurses – and we work often in at-risk situations. I want to see my professional organization work to rectify these issues. I may not have stayed in the field were I not in a managerial level position.

I love social workers and the profession. I would like the populace to understand the good we do. Most TV programming hurts us. Media uses an inaccurate scope of practice calling them social workers.
#217 I feel the LISW test is set up for failure and the cost is not affordable in comparison to our salaries. I know too many s.w. that failed more than once, and we all graduated from advanced standing master’s programs {OSU}. Other fields make more than s.w. and require less credentialing and education (psych majors, nurses) we also are not included in any forgiveness of student loans as are nurses, teachers and law enforcement. We make less than all of them and we also “serve the public.” I emailed the Ohio President of NASW and asked what they are doing to advocate for better pay, benefits, etc and never got a response. I have to work 2-3 jobs to support myself and my children. I’ve had student loans in hardship deferments for 10 years. What’s wrong with this picture??? What’s more, I put myself through college while I raised 2 children alone. I have no retirement in my future. I love my work and cannot afford to change careers. It hurts those of use in the chemical dep. Field when they continue to hire non-degreed employees for lower wages. I had hoped when they licensed chemical dependency this practice would stop, but it is still going on. The lack of professionalism and boundaries is also harmful to clients. These employees have no license to lose if they don’t do their jobs professionally.

#400 I spent 3 years at a Youth Crisis Shelter as direct care staff with no degree, 3 years at a children’s service board and now 6 months at a Board of MRDD. I feel that knowledge and experience in the Child Welfare field is invaluable to future work experiences. I found CSB to be the most emotionally difficult, but also provided the most support and education.

#400 The cost of NASW is extremely high in my opinion. I feel that the legislative/political component is most important part of NASW. I am unsure regarding renewal due to the cost. Thanks for asking these questions.

#334 I think this will be my last year as a member of NASW due to the expense. With the licensing that is now mandatory, it is quite expensive to maintain a license as well as the professional membership. I feel that when I was a young social worker NASW provided more opportunities for socialization and networking than presently. Perhaps I will try to take advantage of some of the CEU’s though they are not offered frequently in my area. I also feel that the high tech emphases these days takes away from the relationships needed to do counseling. There’s so much paperwork these days that ther’s little time left to do “social work”.

#269 I would highly recommend doing a survey on how the current MSW program affects current social workers. Many licensed social workers who are receiving or working on MSW find that the MSW program is mostly review and the field practicum are useless and repetitive for those who are currently working as a social worker.

#348 I have worked 12 years in current agency which serves seniors but my program deals with consumers 18 and up. My agency program is ultra conservative; whereas other programs have more options such as internet and meetings during office hours – we have to take vacation time. Our main office program is now making case mgers. Share 4 in a small room so other programs can have own office. I am at a branch and fortunate to
have my own office. There is a lack of respect for our roles as social workers. But I love my job.

#286 I would like to see OSU do a better job of assisting students finance their education.

#038 I feel my job as a social worker has provided me with the flexibility of maintaining a part time career while also allowing me to make my family my primary priority. For this I am thankful and happy that I chose social work as my career. My office is made of 99% female workers, the majority who have children. Working for an agency who respects family time and participates in celebrating special moments (births, successes, etc.) makes my job more satisfying and life less stressful.

#070 As I have aged, social work has become more of a job and less of an identity. Professional concerns have taken a back seat to personal concerns such as family, children and the community where I live.

#075 Social work is underpaid and undervalued. I made more money 12 years ago before I became a social worker.

#187 I am the only s.w. at my agency. I, with an administrative director, developed a community multigenerational center out of an abandoned school building. From ground up under a federal dept of education grant, we had to do everything from renovations, distance learning computer lab, even write the laws, and our own personnel policy!

#147 It would be nice if there was a mentoring program with undergrads and graduates of a MSW program (LISW).

#098 It feels bureaucratic to the point of being stagnant. NASW journals are embarrassing – written for a community college graduate.

#254 I don’t believe the education I received at OSU in social work prepared me for work in the field of social work. Thankfully I also hold an associates degree from Columbus State in Mental Health/Mental Retardation/Drug and Alcohol which did prepare me. I have many co-workers that are recent graduates of OSU and have poor documentation skills and do not know how to do a mental status exam. I personally do not recommend students wanting to enter into social work to the College of Social Work through OSU. I would also add that the classes I took outside of the social work department were worth my time, effort and dollars spent.

#248 I don’t believe the job I function in is well represented by this survey. Yes, I am a licensed s.w. – I function as a health care facilities surveyor – I inspect nursing homes for quality of care for the federal gov’t. I work strictly with RN’s and am expected to complete my duties the same as they are. Our office only really cares about meeting deadlines which creates large amounts of stress. Thank you!
Would like to find, in the future, some good part-time social work job opportunities so I can still be home a lot with my kids.

This questionnaire fails to address the issue that engenders far and above more stress and demoralization than any other for me and other social workers, and that is the oppressive, nitpicky, intrusive (to clients) mass of paperwork that each service generates; the hoops we must jump through to satisfy each and every accrediting and payor source – all of which detracts from the very work we are trying to do with clients. All of the other factors included in this questionnaire are issues that pale in comparison with the paperwork monster that is publicly funded service. It is inhumane to social workers and clients alike.

{I am not a member due to} cost, conflict with political ideology in some areas that NASW promotes.

Though I do not technically work in a social work related field, I do feel that I often use the administrative skills I have learned over the years working in social work to effectively do my job. I do maintain my independent licensure because I believe it lends to my credibility as a professional. I do not know if I will maintain it after my current licensure period, though as my agency many not support training during work hours. Additionally I may have to pay for my own CEU’s. My licensure is not required in my position and I may decide to drop it if I make a long term commitment to this field that I currently work in.

Thank you for doing this important work. Will recipients of survey receive results?

I you ever want to survey why s.w. are not in traditional s.w. roles…counts me in. I would love to share.

I have worked diligently to create a career ladder for s.w.’s in a large state department. NASW-OH was of little help/support. I still advocate for my profession, however, I do not seek support from NASW… I am not sure NASW knows it’s own purpose. Social Workers can be their own worst enemy…new students seem confused, have difficulties running groups, diagnosing, etc. I must work w/new MSW’s to teach counseling techniques, diagnosing, etc. Many don’t know the legislative system, state depts., non-prof., AOD issues, MRDD issues, etc. I would like to hold colleges more responsible (find social workers in the field to teach). Professors have lost touch w/reality. If they are educated in adm/management they still seem to have similar problems. Social workers have little knowledge of alcohol/drug issues, gangs, etc – critical for securing jobs in Ohio. Shame on OSU.

Cost {of membership} didn’t equate with benefits of membership

I wish the cost of NASW, insurance and education (CEU’s) would reflect the lower income of social workers. Most are BA’s or BS’s, case managers and can barely
pay their rent and keep a car. Most agencies also don’t cover the insurance or a company car required for client transportation – why does transporting a client relate to case magmt and having a degree anyway?
{NASW} is too expensive and no benefits to it.

#228. For me – Social Work is a “calling” not just a job. Social work is part of who I am. I am willing to take low pay, long hours and the “difficulties” of the profession because doing s.w. is fulfilling in a way that nothing else can be. If I can help one child to see himself as a precious gift to the world, and choose to walk a positive path, the it has all been worth it. The relationships that I have developed because of social work are priceless.

#086 Kindly encourage faculty to do some courses related to technology and finances as well as focus on some of the new tx modalities such as Rapid eye movement for trauma. Tx’s will have to be short-term, effective and wellness focused due to the health care costs which will become more expensive. Hope this is helpful.

#116 {I quit} because when I sent in my membership dues I never received anything – no newsletters, no magazine, nothing.

#357 I use few NASW services – I just enjoy the “credibility” of belonging.

#157 Was it funded by NASW? Why so many related questions? I think that everyone would like to join, but in addition to expensive fees, CEU fees – cost is a problem. More free CEU’s are needed.

#026 My local social work council has difficulty get{ting} people to there {their} meetings. I wish it would get better.

#151 {NASW membership} is not relevant to my position and too costly out of pocket.

#393 {Not a member because} started in alternative practice not on NASW radar.

#276 I don’t feel BSW are respected within the organization

#279 My last position in “social work” was with the local juvenile court. I started this position as a counselor and ended up being the director (and still continued counseling) my last year and one-half there.

I left this position due to burn out. Our counseling staff consisted of three counselors, one full time secretary and a contract psychologist who came in once a week to administer testing and evaluations. Our office was in a separate building from the court and probation officers.

Unfortunately, our office was not supported or valued by most of the probation and diversion officers, nor were we supported by our magistrate, who heard most of the juvenile court cases. It was a frustrating situation and one where cooperation and
communication was really very important. Also, it was often difficult to get parents to participate and many times they were the people who needed the counseling the most.
APPENDIX J

Survey
Survey Research
The Work-Related Needs of Social Workers

Thank you for taking the time to fill out this survey. We know as a social worker you are very busy. Your answers are very important to help determine the work-related needs that social workers have and how well these needs are being met. Your responses will be treated as confidential and no one will be personally identified. Your completion of this survey constitutes your permission for us to use your answers in this important research project.
START HERE

1. Social workers have different types of job related needs: material/concrete, social, personal, & educational. This survey will ask you about your needs in each area, how important that item is to you, if the need is being met, and by whom. We will start with material/concrete needs. If we have forgotten something that is important to you, please add it in at the end of this section.

For the following set of items indicate how important the item is to your job as a social worker, whether or not you have the item, and who supplies the item. (Circle)

<table>
<thead>
<tr>
<th>Item</th>
<th>How Important is it to you?</th>
<th>Do you have it?</th>
<th>Who supplies it?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Critical</td>
<td>Important</td>
<td>Not Important</td>
</tr>
<tr>
<td>Office supplies</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Desktop computer</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Laptop</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Office space</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Tape recorder</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Cell phone</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Locked briefcase</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Liability insurance</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>High risk auto insurance</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Secretary/office help</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Flextime</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Privacy to see clients</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>DSM-IV-TR</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Lunch hour</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Company car</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Travel reimbursement</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Exercise membership</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Adequate salary</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Items we missed:</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

2. Do you have professional liability insurance? (Circle)

Yes (Continue with question 2A-2E)
No (Go to question 3 on next page)

2A. If yes, does your agency pay for it? (Circle)

Yes
No
2B. Where do you or your agency purchase it?
   NASW and the American Professional Agency ______
   NACSW and the American Professional Agency ______
   Lockton/MACD __________
   Rockport Insurance ______
   HPSO (Healthcare Providers Service Organization) ______
   ACA (American Counseling Association) ______
   Other (Name) ___________________________

2C. Circle the **most important** reason you use this provider. (circle)
   Quality
   Cost
   Ease of purchase
   Agency chose it
   Only provider I know
   Other ________________________________

2D. What is your level of satisfaction with your liability insurance provider? (Circle number).
   (Not satisfied) 0 1 2 3 4 5 (Very Satisfied)

2E. Do you feel a sense of loyalty to this provider? (Circle number)
   ( None) 0 1 2 3 4 5 (Very Loyal)

3. We are going to ask about support systems - professional and personal – and ways you feel connected. Please indicate how important each of the following are to you. Are these available to you on your current job? Please circle the applicable answer. At the end please add any we missed.

<table>
<thead>
<tr>
<th>Item</th>
<th>How important is it to you?</th>
<th>Is this available to you?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Critical</td>
<td>Important</td>
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<tr>
<td>Individual supervision</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Group supervision</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Peer supervision</td>
<td>4</td>
<td>3</td>
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Continue question 3 on next page
### Question 3 continued

<table>
<thead>
<tr>
<th>Item</th>
<th>How important is it to you?</th>
<th>Is this available to you?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Critical 4</td>
<td>Important 3</td>
</tr>
<tr>
<td>Time to “relax” and chat with fellow staff</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Paid time to get CEU’s</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Networking at social work conferences</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>The ability to attend other conferences of interest (like medical or correctional, etc.)</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Agency holiday parties</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Informal support systems at work</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Formal support systems at work</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Outside support systems (friends and family)</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Socialization with co-workers during off hours</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Items with agency name on them – t-shirts, bags</td>
<td>4 3 2 1</td>
<td></td>
</tr>
<tr>
<td>Items we missed:</td>
<td>4 3 2 1</td>
<td></td>
</tr>
</tbody>
</table>

4. Do you feel isolated in your job because you have no one with whom to discuss cases/work?

   Yes (If yes answer question 4A)  
   No (go to question 5)

4A. How isolated in your job do you feel: (circle number)

   (A little Isolated) 1 2 3 4 5 (Very isolated)
5. Personal Affiliations: Time is very tight for most social workers, but most people try to spend some time socializing. Which of these activities did you do within the last 30 days?

<table>
<thead>
<tr>
<th>Item</th>
<th>Yes</th>
<th>No</th>
<th>Number of times this month?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attend religious service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreational activities with friends (cards, bowling, golf, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attend my children’s activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community/school/activities meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-work related classes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other: _________________________</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. Most people need some form of recognition for a job well done and desire fair treatment at work. Does your current agency have/give: (Circle)

<table>
<thead>
<tr>
<th>Item</th>
<th>Agency provides</th>
<th>If yes, how good a job does your agency do at providing this?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Occasional group congratulatory celebration for a job well done</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Bonuses for good work</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Policies to guard against nepotism in hiring</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Supervisors who treat all supervisees the same</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Listen to social worker’s suggestions for improving service delivery</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Opportunities to take leadership roles</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Social workers treated with equal respect as other professional</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does your agency encourage employees to follow the Social Work Code</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>of Ethics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual recognition for a job well done</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Items we missed:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y</td>
<td>N</td>
</tr>
</tbody>
</table>

Continue on next page
7. It is very important for social workers to stay up with the knowledge of the field and obtain their CEU’s. Which of the following products/services do you use to stay educated and informed? How important to you are these items? Does your agency provide them? (Please circle)

<table>
<thead>
<tr>
<th>Products/services</th>
<th>Do you need this?</th>
<th>How important is it to you?</th>
<th>Does your agency provide?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Very</td>
</tr>
<tr>
<td>Internet access</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Agency newsletter</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Newspapers</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Social Work Journals</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Other Journals</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>In-house CEUs</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Agency paid CEUs</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>NASW News</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Legislation updates</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Items we missed:</td>
<td>Y</td>
<td>N</td>
<td></td>
</tr>
</tbody>
</table>

8. All licensed social workers must get Continuing Education Credits (CEUs). We will be asking where you obtain CEU’s during your last renewal cycle and why you chose that provider. From the list of CEU providers below, choose the three you use most often and number/rank order the CEU providers according to how often you use them where:  
   1 = where you obtained most of your CEUs  
   2 = where you obtained the second most  
   3 = where you obtained the third most  
For your 1st, 2nd, and 3rd choices please circle ONE most important reason you chose that provider.

<table>
<thead>
<tr>
<th>Provider</th>
<th>Important reason for choosing provider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local college/university (not Alma mater)</td>
<td>Cost C</td>
</tr>
<tr>
<td>Alma mater</td>
<td>C</td>
</tr>
<tr>
<td>Local agency</td>
<td>C</td>
</tr>
<tr>
<td>Private provider</td>
<td>C</td>
</tr>
<tr>
<td>NASW</td>
<td>C</td>
</tr>
<tr>
<td>Self-Study</td>
<td>C</td>
</tr>
<tr>
<td>Workplace</td>
<td>C</td>
</tr>
<tr>
<td>Video/Written</td>
<td>C</td>
</tr>
</tbody>
</table>
8a. Did you do any CEUs on-line during your last renewal cycle? (Circle one)
   Yes
   No

9. Please Circle your response to the following statements

<table>
<thead>
<tr>
<th>强劲不同意（SD）</th>
<th>不同意（D）</th>
<th>同意（A）</th>
<th>极度同意（SA）</th>
</tr>
</thead>
<tbody>
<tr>
<td>我有一个良好的专业支持系统。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我工作的时间比我所支付的时间更多。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我有一个良好的个人支持系统。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我感到同事尊重我的工作作为社会工作者。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我有支持工作人员帮助我的办公室工作。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>NASW理解社会工作者的需求。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>做一个社会工作者是我身份的一部分。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我受到的压力比如果我从事另一个领域更多。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我感到其他专业认为我的角色作为社会工作者有价值。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我的工作是正常和公平的。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>成为NASW的成员不是重要的。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我感到我的工作机会被剥夺。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我计划在社会工作长期工作。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>社会工作是我工作的身份。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我计划在接下来的5年离开社会工作。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>NASW很好的支持社会工作者。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我感到社会认为社会工作者是有价值的。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我的上司对待所有被监督的人同样。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>对于社会工作者来说很重要被授予许可。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我感到安全时我正在与我的客户工作。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>我感到其他行业看不起社会工作。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>NASW有效的为我们的客户倡导。</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>Statement</td>
<td>SD</td>
<td>D</td>
<td>A</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>I feel that social workers should join NASW.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel a loyalty to the college where I got my social work disagree</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Continue Question 9 on next page
<table>
<thead>
<tr>
<th>Question 9 continued</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel the state licensing board for social work does a good job.</td>
</tr>
<tr>
<td>NASW is a good professional organization.</td>
</tr>
<tr>
<td>All social workers, members or not, benefit from the work NASW does.</td>
</tr>
</tbody>
</table>

10. Professionals have many good reasons for joining or not joining their professional organization. Are you currently a member of NASW? (Circle one)
   Yes (If yes, please answer questions 10A and 10B)
   No (If no, please go to question 11)

   10A. Approximately how many years have you been a member?
   _____ Years

   10B. Why did you join?

   ____________________________________________

11. Whether you are a member or not, NASW provides many products and services to social workers. Please **CIRCLE** all the services you have used within the last year (since June 2004).

<table>
<thead>
<tr>
<th>Do you use this Service?</th>
<th>How important is this service to you?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Very Important (VI)</td>
</tr>
<tr>
<td>Professional liability insurance</td>
<td>Y</td>
</tr>
<tr>
<td>Professional credentials-LSW/LISW</td>
<td>Y</td>
</tr>
<tr>
<td>Specialty certifications-(Alcohol, etc)</td>
<td>Y</td>
</tr>
<tr>
<td>NASW Continuing education</td>
<td>Y</td>
</tr>
<tr>
<td>Follow the NASW Code of Ethics</td>
<td>Y</td>
</tr>
<tr>
<td>Professional review procedures</td>
<td>Y</td>
</tr>
<tr>
<td>Follow the NASW Standards for practice</td>
<td>Y</td>
</tr>
<tr>
<td>Membership in the state NASW</td>
<td>Y</td>
</tr>
<tr>
<td>NASW News</td>
<td>Y</td>
</tr>
<tr>
<td>NASW Journals</td>
<td>Y</td>
</tr>
<tr>
<td>Read articles and info on the NASW website</td>
<td>Y</td>
</tr>
<tr>
<td></td>
<td>Y</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---</td>
</tr>
<tr>
<td>Credit cards affiliated with</td>
<td></td>
</tr>
<tr>
<td>NASW</td>
<td></td>
</tr>
<tr>
<td>Private educational loan</td>
<td></td>
</tr>
<tr>
<td>programs</td>
<td></td>
</tr>
<tr>
<td>Job hunt through NASW News</td>
<td></td>
</tr>
<tr>
<td>Discounts at motels</td>
<td></td>
</tr>
</tbody>
</table>

**Question 11 continued on next page**
Continue question 11

<table>
<thead>
<tr>
<th>Service</th>
<th>Do you use this Service?</th>
<th>How important is this service to you?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discount software for practice management</td>
<td>Y  N</td>
<td>VI  I  NI  U</td>
</tr>
<tr>
<td>Do volunteer activities for NASW</td>
<td>Y  N</td>
<td>VI  I  NI  U</td>
</tr>
<tr>
<td>NASW Legislative updates</td>
<td>Y  N</td>
<td>VI  I  NI  U</td>
</tr>
<tr>
<td>License Exam workshops</td>
<td>Y  N</td>
<td>VI  I  NI  U</td>
</tr>
<tr>
<td>Other?</td>
<td>Y  N</td>
<td>VI  I  NI  U</td>
</tr>
</tbody>
</table>

12. If you are NOT a member, have you ever been a member? (Circle)
   Yes (If yes, please answer questions 12A) ____________
   No (If no, please go to question 13) ____________

12A. Why are you no longer a member?

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

13. If you have never been a member, may we ask the primary reasons why not?
   1. ______________________________________________________________________________________
   2. ______________________________________________________________________________________
   3. ______________________________________________________________________________________

14. What products, services or benefits would you like NASW to offer to Social Workers? (Continue on back page if necessary.)
   1. ______________________________________________________________________________________
   2. ______________________________________________________________________________________
   3. ______________________________________________________________________________________

15. Is your supervisor a member of NASW? (Circle)
   Yes
   No

Demographics: (Circle the correct answer)
16. Gender:  Female  Male

17. Race:  African American  Caucasian  Asian  Hispanic
           American Indian  Other ______________________________

18. Highest License:  LSW  LISW  Other ______________________________

19. Highest Degree  BSW  MSW  PhD

20. Number of years as a social worker:  _______ Years

21. Work setting:  RURAL  URBAN  SUBURBAN

22. School from which you received your last social work degree:  _________________

23. I am currently working in the social work field.  Yes  No

24. Are you currently in a supervisory position?  (Circle one)  Yes  No

25. Field in which you primarily work:  (Circle one)
   Children & families  Medical social work  School social work
   Domestic violence  Aging  Policy
   Substance Abuse  Mental Health  Corrections
   Mental Retardation  Other ___________________________

26. Current salary range:  (Circle)
   $10,000 – 19,999  $20,000 – 29,999  $30,000 - $40,999  $40,000 – 49,999  $50,000+

27. Number of children under age 18 living in your household:  _______

Thank you for completing this survey. Please put it in the stamped self-addressed envelope and return as soon as possible.
Would you like to add anything?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Thank you

<table>
<thead>
<tr>
<th>Dr. Keith Warren</th>
<th>Vicki L. Fitts, LISW, PhD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Ohio State University</td>
<td>Candidate</td>
</tr>
<tr>
<td>300 Stillman Hall</td>
<td>The Ohio State University</td>
</tr>
<tr>
<td>1947 College Ave</td>
<td>200 C. Stillman Hall</td>
</tr>
<tr>
<td>Columbus, Ohio 43210</td>
<td>1947 College Ave</td>
</tr>
<tr>
<td><a href="mailto:Fitts.6@osu.edu">Fitts.6@osu.edu</a></td>
<td>Columbus, Ohio 43210</td>
</tr>
<tr>
<td>614-292-9187</td>
<td><a href="mailto:Fitts.6@osu.edu">Fitts.6@osu.edu</a></td>
</tr>
</tbody>
</table>