

A Comparative Study on Job Satisfaction of Social Workers in Public and Private Sectors

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Social workers play the most important role in Korea's social welfare system since they are the very workers who take virtually full responsibilities for providing welfare services to target clients in Korea.

Even if Korean social welfare system would not be working without social workers, their contributions do not seem to have been sufficiently appreciated. A phenomenon symbolizing a discrepancy between their perceived contribution and the clients' appreciation has often surfaced in the form of complaints about their jobs, pays, human relations, and working conditions.

Typical problems, with which social workers in general have been confronted, would be summarized as follows(Yoon & Kang 윤혜미 · 강홍구, 2004: 1-2; Ko 고수정, 2006: 474) :

1. Working conditions prevent social workers from sufficiently displaying their expertise, which could worsen service quality and hamper efficiency and responsibility.
2. As standards of license qualifications are less rigorous and social workers' roles are not duly specified, the role ambiguity could pose a serious problem.
3. Social workers do not often receive legally-guaranteed pays and fringe benefits because of employers' financial difficulties. Hence, pay levels of social works would be much lower than those of comparable occupations.
4. The lack of standardized job explanations could force them to do their jobs according to their own judgements. Such ambiguities could lead to serious confusions in terms of their professional identity.

Keywords: Social Worker's Job Satisfaction, Public-Sector Social Workers, Private-Sector Social Workers

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I . Introduction

Social workers play the most important role in Korea's social welfare system since they are the very workers who take virtually full responsibilities for providing welfare services to target clients in Korea.

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4. The lack of standardized job explanations could force them to do their jobs according to their own judgements. Such ambiguities could lead to serious confusions in terms of their professional identity.

As social workers in general are working under such worse situations, we need to further understand how social workers are satisfied with their jobs and find the way how to enhance clients' appreciation and, subsequently, strengthen their job satisfaction.¹⁾

Another issue to be raised in this study is associated with the possible discrepancy of job satisfaction between two types of social workers, that is, public-sector social workers (hereinafter 'public

1) In order to correctly appreciate social workers and their jobs, we would need to understand the characteristics of human services organizations where social workers belong to. With regard to this, Hasenfeld (1992: 2-23) maintains that human service organizations deal with people and institutional environments, and emphasizes the importance of client-worker relations, client compliance, client reactivity, and gendered works. Similar comments have been made by Lewis (2002: 24-26), McNeely(1992:224-256), and Weinbach(1994: 29-37).

workers') and private-sector social workers (hereinafter 'private workers'). The first type comprises social workers in the public sector who are employed exclusively by the government and placed to such administrative apparatus as city halls, district offices, and town offices. They are generally responsible for providing such governmental services as a public assistance to households in absolute poverty. The second type refers to social workers in the private sector who are accountable for all social welfare services but those covered by governmental agencies. Private-sector employees stand for most field workers at local social welfare centers and facilities for juveniles, older adults, harassed women, and handicapped people.

One intriguing question relating to social workers' job satisfaction is that a recent study(Ko 고수정, 2006; Um & Park 엄기옥 & 박인아, 2007) reported that, although public workers are paid more and assured of better job security than private workers, they are less satisfied with their jobs. Taking account of the possibility that private workers' lower pay and worse job security could negatively affect job satisfaction and trigger emotional burnouts, we have to admit that findings of above-mentioned studies(Ko 고수정, 2006; Um & Park 엄기옥 & 박인아) look quite contrary to our expectation and challenge our common sense knowledge. In this context, a necessity arises to probe further what makes public workers less satisfied with their jobs even if they are paid more and assured of better job security.

In consideration of issues and questions about social workers' job satisfaction, this study seek to examine (1) how social workers in general are satisfied with their jobs, (2) whether public workers are really less satisfied with their jobs than private workers, and (3) what makes public workers less satisfied with jobs (if there exists a discrepancy between the two groups of social worker). To serve the purpose of this study, we are to investigate social workers in both public and private sectors in Busan, Daegu, Kyungnam, and Kyungbuk.

II. Theoretical Issues and Reviews of Previous Studies

1. Job Satisfaction and Related Factors

Job satisfaction refers to a job-holder's evaluative responses to his/her job. Since job satisfaction involves a job-holder's evaluation, it tends to reflect a job holder's perception about his/her job and, therefore, reflect his/her emotional and affective responses which can be expressed in the continuum of 'good or bad', 'satisfied or not satisfied,' and 'committed or not committed' (Kang 강영걸, 2007: 22; 이창원 · 최창현, 2006: 152-3; Hellriegel & Slocum, 2003: 51; Lachman & Aranya, 1986: 212; Locke, 1976: 121).

With regard to the elements constituting job satisfaction, it is widely agreed that job satisfaction in general is an aggregation of satisfactions with job itself, financial rewards, human relations, promotions, and working conditions (Hellriegel & Slocum, 2003: 51). In other words, job satisfaction in general consists of a job-holder's contentment arising from the following elements : 1) whether the job holder enjoys his/her job, 2) whether he/she perceive that financial rewards are sufficient and fair, 3) whether he/she maintain good relations with subordinates, peers, and bosses, 4) whether he/she works under comfortable working environments.

As for the factors affecting job satisfaction, it is often pointed out that there are too many personal, job-related, and organizational aspects to enumerate since jobs are generally carried out 'by' job holders themselves and 'inside' organizations. Literature in this respect suggests that factors affecting job satisfaction in a specific organization can be classified into three categories symbolizing the dimensions where attitudes and behaviors are formed and changed, that is, personal, job-related, and organizational dimensions (Kang 강영걸, 2007: 22-37; Lee & Choi 이창원 · 최창현, 2006: 152; McNeely, 1992: 224-255).

The personal dimension of job satisfaction is closely related with such person-specific characteristics as gender, marital status, ability, motivation, and self-efficacy, and so on. Job-related dimension refers to the domain where such job characteristics as task identity, task significance, and autonomy can play a vital role to make the job process more efficient. Organizational dimension involves such organization-wide characteristics as pay, human relations, organizational loyalty, climate, and culture

(Kang 강영걸, 2007: 22-37; Ko 고수정, 2006; Lee & Choi 이창원, 최창현, 2006: 152).

In sum, the majority of factors affecting job satisfaction can be classified into three categories which are supposed to play vital roles in personal, job-related, and organizational dimensions.

2. Review of Recent Studies

1) Studies on public workers' job satisfaction

Choi and Cho(최인섭 · 초의수, 2001) reported that public workers' job satisfaction tends to be affected by job stress accounted for by emotional burnouts, intrinsic and extrinsic factors of jobs, factors associated with ability, value, and personal psychology, and human relations in their organizations.

Song(송기숙, 2003) dealt with public workers' job satisfaction and organizational commitment. According to this doctoral dissertation, public workers' job satisfaction tends to be affected by such factors as job expertise, learning climate, coping strategies, perceived health conditions, and job stress. Of these factors, she claims that job expertise and stress are the most important as the former is positively, and the latter is negatively, associated with job satisfaction.

Ko(고수정, 2006) sought to figure out whether a gap exists between public workers and private counterparts in terms of the level of job satisfaction. In the process, she found that public workers' job satisfaction could be affected by job stress, social recognition and pride, role ambiguity and conflict, role overload, human relations in their organization, and promotion-related factors.

After taking all results published after the 2000's into consideration, we would maintain that personal attributes, job-related stress, and organizational factors tend to make an considerable impact on public workers' job satisfaction. Of these three factors, all of the three previous studies claim that job-related stress is the most important factor.

2) Studies on private workers' job satisfaction

Joo et. al.(주상현 외, 2003) investigated private workers in the southwestern area of Korea to figure out what makes them satisfied with their jobs. This study indicates that important factors conducive to furthering job satisfaction are community supports(like positive recognitions and feed-

backs), organizational factors(like more opportunities for pay raise, promotion, and training), value-related factors(like altruistic concerns, ethical sense of duty, and intrinsic responsibilities), and job-related factors(like role conflicts, human relations, and stress).

Chae and Lee(채은영 · 이효영, 2004) examined factors affecting job satisfaction of social workers at long-term mental health care facilities and reported that job satisfaction of medical social workers is affected by working conditions, rewards like pays and fringe benefits, pride associated with their roles and jobs, and peer relations.

Ko's study(고수정, 2006), which we have already mentioned earlier, should be included as an important literature in this respect since her study also dealt with private workers' job satisfaction. In her comparative study, she found that private workers' job satisfaction is influenced by job stress, social recognition and pride, organizational climate, human relations, and promotion-related factors.

In sum, previous studies in the 2000's seem to claim that we need to note such factors as intra-organizational administration, value-related concerns like challenge and stability, stress-related factors like role overload and job expectations(Ko 고수정, 2006: 478).

3) Other Studies to be noted

In order to investigate the factors affecting social workers' turnover intentions, Um and Park(엄기욱 & 박인아, 2007) analyzed two separate data sets, one of which was collected and arranged in 2000 by Korean Association of Social Workers and another one of which was processed in 2005 by Jeonbuk Association of Social Workers. According to their study, public social worker turned out to be less satisfied with their jobs even if they were paid more in the case of the 2000 data. Even if they did not specify why public workers are less satisfied with their jobs than private workers (probably because the purpose of their study is to examine the factors affecting social workers' turnover intentions), this study seems to provide us with one insight that public workers tend to be paid more and be less satisfied with their jobs, but express their turnover intentions less frequently than private workers.

Although we have already discussed Ko's study(고수정, 2006), her research seems to deserve more attention since she sought to investigate the factors affecting social workers' job satisfaction from a comparative perspective. Her point is that different factors affect job satisfaction of private

and public sectors in a different manner and public workers are less satisfied with their jobs than private workers. In other words, public workers are less satisfied than private workers, even if the latter is paid less, is not assured of job security, and works under worse working conditions than the former. As for the reason of public workers' lower job satisfaction, she claims, without presenting any empirical grounds, that as private sector workers tend to keep carrying out similar projects for relatively longer periods, their accumulated knowledge and expertise enable them to get familiar with the project and make them more satisfied with their jobs eventually.

With regard to the reason why public sector workers are less satisfied with their jobs, Shin(신현자 2003: 51) seems to provide a more reasonable and empirical argument that work overload is the primary source of job dissatisfaction voiced by public workers. This doctoral dissertation comes to such a conclusion because half of her research subjects agree that their dissatisfaction is mainly due to work overload. From this claim we can derive an inference that, suppose public sector workers are less satisfied with their job because of work overload, the gap of job satisfaction between two groups of social workers should disappear (when we control variables relating to work overload),

Our literature reviews so far allow us to make the following inferences : (1) it is widely accepted that social workers are less satisfied, less paid, and carry out their jobs under worse working conditions than other comparable job holders, and (2) public workers are less satisfied than private workers even if the former is paid more and assured of the better job security, works under better conditions than the latter.

In this context, this study seeks to pursue the following research questions : (1) how social workers are satisfied with their jobs, (2) whether public workers are less satisfied with their jobs, (3) why public workers are less satisfied with their jobs than private workers.

III. Methods

1. Subject and Procedure

The present study deals with job satisfaction of social workers in public and private sectors from a comparative perspective. In order to serve this purpose, we mailed 200 survey questionnaires to public workers and 300 to private workers in Busan, Daegu, Kyungnam, and Kyungbuk in February, 2009 and received 135 questionnaires from the public sector(response rate : 71.67%) and 208 from the private sector(response rate : 69.33%). We excluded 10 of 135 and 2 out of 208 questionnaires from our data set since too many data are either missing or unreliable(i.e. some of them circled equal numbers for all items). Hence, our data consists of 331 social workers(206 from the public sector and 125 from the private sector).

2. Questionnaires

As an instrument to measure job satisfaction and related variables, we used a questionnaire which contains various items accounting for job satisfaction, personal attributes, job-related factors, and organization-wide dimensions.

1) Dependent Variable : Job Satisfaction

As for job satisfaction, we made a 7-item questionnaire which we picked up from the scale developed by Shin(신유근 1979). This questionnaire asks respondents to answer their perception about job itself, financial rewards, promotion, human relations, and working conditions. Sample items are "Are you satisfied with your job itself" and "Are you satisfied with your pays." Social workers were asked to respond each item on 5 point scales with anchors of strongly disagree (1) and strongly agree (5). Our statistical tests indicate that this questionnaire is statistically valid and reliable for Cronbach Alpha value reaches 0.72.

2) Independent Variables

In order to correctly assess how social workers are satisfied with their jobs, we need to investigate the variables which are presumed to affect job satisfaction. To this end, we categorized the related variables into three categories : personal, job-related, and organizational dimensions(Kang 강영걸, 2007: 22-37; Lee & Choi 이창원 · 최창현, 2006: 152).

(1) Personal Dimension

We include gender, marital status, and college degrees as variables representing social workers' personal attributes. To control such personal dimensions, we made three dummy variables, each of which stands for male or female, married or non-married, or 4-year or 2-year college degrees.

Another important personal attribute affecting job satisfaction is self-efficacy that accounts for a person's belief whether he/she can accomplish what he/she aim at by making full use of his/her competence. In order to figure out self-efficacy, we use a scale developed by Oh(오인수, 2002) and Chen et al.(2001). Sample items are "I can take good care of my job with my ability" and "I feel confident when handling my job."

Social workers were asked to indicate their agreement with these statements on 5 · point scales with anchors of strongly disagree (1) and strongly agree (5). This questionnaire also turns out to be valid and reliable since Cronbach Alpha value is 0.77

(2) Job-Related Dimensions

As the majority of job-design theorists(i.e. Hackman & Oldham, 1980) admit that job contents and characteristics can influence job satisfaction, we need to control those dimensions. For this purpose, we included such job-related variables as task identity, task significance, and job autonomy, taking note of Hackman and Oldham's job characteristics theory(Hackman & Oldham, 1980; Hellriegel & Slocum, 2003: 335; Robbins & Judge, 2007; 129).

To grasp the picture of social workers' job characteristics, we used a self-administered questionnaires consisting of 15 items(6 for task identity, 3 for task significance, and 6 for job autonomy), all of which were developed and revised, on the basis of JDI(job description index), by Park(2005). Sample items are "I understand my task from the first to the end and can take care of it very effec-

tively” (task identity), “My task is meaningful to me” (task significance), and “I have considerable amount of autonomy in the process of determining how to get my job done” (job autonomy).

As is the case with other variables mentioned above, social workers were asked to indicate their agreement with these statements on 5 · point scales with anchors of strongly disagree (1) and strongly agree (5). All of three sub-dimensions turn out to be statistically valid and reliable in terms of the values of Cronbach Alpha (0.82 for task identity, 0.77 for task significance, and 0.71 for job autonomy).

Another important variable on the job-related dimension is ‘work overload’ which is reflective of the extent to which social workers perceive that their jobs requires too much physical and mental efforts. As noted earlier, a study by Shin(신현자, 2003) presents a very interesting empirical finding that public social workers tend to view work overload as the major source of job dissatisfaction. Fifty percent of her research subjects responded to her inquiry that their job dissatisfaction is primarily due to work overload²⁾.

To measure the degree of work overload, we used a 7-item questionnaire which is designed to figure out work overload and physical burnout. In order to develop this questionnaire, we selected 3 items from Maslach and Jackson’s burnout scale(1981). Sample items are “I feel I am totally exhausted because of my work,” “My work makes me feel totally burnout.” In addition, we included 4 more items which are designed to measure how job-holders perceive what their jobs actually require. Sample items are “My job requires too much beyond my ability” and “My organization is too performance-oriented to encourage employees.” Social workers were asked to indicate their agreement with these statements on 5 · point scales with anchors of strongly disagree (1) and strongly agree (5). In order to test its statistical validity and reliability, we conducted exploratory factor analyses and Cronbach Alpha test, the result of which enables us to confirm this questionnaire is valid and reliable for Cronbach Alpha value reaches 0.72.

(3) Organization-wide Dimensions

We considered financial rewards, human relations, and organizational loyalty as important orga-

2) Other sources of job dissatisfaction are the lack of job autonomy (31.2%) and the simplified works (15.6%).

nization-wide dimensions affecting job satisfaction(Ko 교수정, 2006: 480-482; Hellriegel & Slocum, 2003: 335; Robbins & Judge, 2007; 129).

As for pays, we asked social workers to directly put down their annual pays on the questionnaire.

With regard to human relations, we used the 5-item questionnaire which is contained in Park's study(박노을 2005) to reveal how workers feel about subordinate, peers, and bosses. We asked social workers to indicate their agreement with these statements on 5 point scales with anchors of strongly disagree (1) and strongly agree (5). Sample items are "I feel I maintain good relations with my boss" and "I feel my subordinates respect me." This questionnaire also turns out to be statistically valid and reliable as Cronbach Alpha value is 0.69.

As organizational loyalty is an important variable, we need to control its effect on the dependent variable. To duly examine organizational loyalty, we used a 8-item questionnaire which is developed by Park(박노을, 2005) who made this questionnaire by revising the scale by Allen and Meyer(1990). Sample item are "I am very happy to work for this company" and "I feel that I am a member of a family when working for my company." This questionnaire also turns out to be statistically valid and reliable for Cronbach Alpha value reaches 0.83.

3) Statistical Methods

To adequately portray how social workers are satisfied with their jobs and to efficiently compare the levels of job satisfaction in public and private sectors, we have made full use of Chi-square tests, T-tests, correlation analyses, and multiples regression analyses.

IV. Results

Simple statistics in <Table 1> show us that the mean of job satisfaction is 3.25 which implies that the average social workers feel that their satisfaction with job is located somewhere in between 'so and so' (3 point) and 'satisfied' (4 point). This score enables us to infer that social workers are either not highly satisfied or not terribly dissatisfied with their job, even though we are not sure whether the level of satisfaction is considerably higher or not from a comparative perspective. For

the average of other comparable jobs or industries are not available.

To further understand relationships among pertinent variables, we conducted correlation analyses. Correlations coefficients of <Table 2> reveal that job satisfaction is fairly correlated with the majority of independent variables. It is highly correlated with task significance($r=0.5367$), organizational loyalty($r=0.6767$), and work overload($r=0.5913$), and is considerably correlated with self-efficacy(0.3559), job autonomy(0.4774), and human relations(0.3566).

<Table 1> and <Table 3> suggest to us that there are some demographic differences between two groups of social workers. The percentage of social workers who are married is much higher in public sector than in private sector(47.6 % vs. 22.0 %). Public workers are older(31.58 years vs. 27.66 years), are paid more(₩24,656,000 vs. ₩18,669,800), and have more working experience (72.38 months vs 39.44 months) than private workers. This finding indicates that public workers tend to be married, relatively older, more experienced, paid more than private workers. In a sense, such a result looks quite natural as experienced workers tend to be more aged, qualified, and receive more rewards than unexperienced workers.³⁾

In order to statistically test if there exist significant differences in the level of job satisfaction between two groups of social workers, we conducted T-tests which are designed to compare two groups' mean scores. Results of T-tests in <Table 3> reveal that the mean satisfaction of private workers is significantly bigger than that of public workers, that is, 3.1689(public) vs. 3.3073(private)($p < .05$), which implies that public workers are less satisfied with their jobs than private workers.

In addition, between the two groups of social workers, there seems to exist substantial differences in such variables as self-efficacy, task significance, work overload, and pay. Specifically, means of self-efficacy are 3.3448(public) vs. 3.4824(private)($p < .05$), means of task significance are 3.5238(public) vs. 3.7577(private)($p < .01$), and means of work overload are 3.1754(public) vs. 2.7049(private)($p < .001$). But public workers are paid more than private workers since means of pay are 2.4656(public) vs. 1.8670(private)($p < .001$).

3) With respect to working regions and organization types for this study, <Table 1> reveals that most of public social worker are doing their job in rural areas (67.46%) and nearly half of private social workers are employed by local social welfare centers.

Such findings altogether suggest that public workers are paid more but less satisfied with their jobs. And their perception is that they are less competent, their job is less significant, consider themselves more overloaded. In other words, even if public workers are paid more, they are less satisfied with their jobs, feel less competent in the course of getting their jobs done, perceive their jobs less important, and consider themselves overworked.

This finding coincides with Ko's(2006) and Um and Park's findings(엄기욱·박인아, 2007) that public workers are less satisfied with their jobs than private workers. As mentioned in the introductory part of this study, such findings seems to pose a quite intriguing question in the sense that even if public workers are paid much more than private workers, the former voices disgruntlement more frequently than the latter.

We have already mentioned that Ko(고수정, 2006) inferred that private worker's knowledge and expertise familiarize themselves with their project to make them satisfied with their jobs. While discussing Shin's study(신현자, 2003), we emphasized her claim that work overload is the primary source of public workers' dissatisfaction. Based on her claim, we can make an inference that if public workers are more dissatisfied with their jobs mainly because of work overload, the discrepancy of job satisfaction between two groups should go away if we include the very variable 'work overload' in the pertinent regression equations.

Even if T-test is a good statistical method to compare the means of two samples, it poses an inherent problem that exogenous variables affecting the means are not adequately controlled. In order to precisely investigate whether there exists a significant difference between two groups, we would need to reexamine relevant variables while properly controlling exogenous variables potentially affecting job satisfaction.

With a view to detecting the 'public vs. private' effect that we have just discussed above, we integrated the data from both public and private sectors into one set. That is, we transformed two groups(public and private sectors) into a group and then created a dummy variable indicating the very group which each worker belongs to(1=public ; 0=private). If the 'public vs. private' effect exists, the dummy variable should turn out significant while controlling the exogenous variables.

Regression equations in <Table 4> suggest that the dummy variable 'public vs. private', indicating the 'public vs. private' group effect, turns out significant and negative in the first three regres-

sion equations where personal, job-related, and organizational variables are hierarchically added to the equations by turns. This result does mean that the difference in job satisfaction between two groups still exists while controlling the majority of personal, job-related, and organizational variables.⁴⁾

However, the story changes dramatically when we take note of 'work overload.' The dummy variable, indicative of the group effect, turns insignificant when 'work overload' is included in the 4th regression equation. This result implies that, while controlling the variable of work overload, there is very few gaps in job satisfaction between public and private workers. This result suggests that Shin's claim(신현자, 2003) turns out fairly plausible in the respect that work overload is the primary source of job dissatisfaction for public workers of our study.

Together with T-test outcomes that public workers are less satisfied with their jobs than private workers, this regression result⁵⁾ would indicate that the gap between two groups may not be attributable to those variables inherent in social workers in general. As work overload is not an inherent problem but a problem acquired in the process of carrying out their jobs, it is amenable to compromise and change. For the intriguing puzzle of public workers' lower job satisfaction can be reasonably resolved in case such factors as personal endeavors, organizational efforts, and community supports can alleviate work overload,

V. Discussion and Conclusion

This study has been undertaken to examine how social workers are satisfied with their jobs, whether public workers are really less satisfied with their jobs, and what make them less satisfied with their jobs than private workers. To serve this purpose, we investigated 331 social workers in Busan, Daegu, Kyungnam, and Kyungbuk.

This study shows us that social workers' job satisfaction is located somewhere between 'so and

4) If the regression coefficient is statistically significant, the result that the sign of regression coefficient is negative means that job satisfaction is negatively associated with the dummy variable (public=1 and private=0). That is, the level of public workers' job satisfaction is lower than private workers'.

5) In order to test 'multicollinearity,' we conducted VIF and Tolerance tests. It turns out that there is no multicollinearity in all regressions as VIF and tolerance values for all coefficients are either less than 10 (in case of VIF) or less than 0.1 (in case of tolerance).

so' and 'satisfied' and public workers are actually less satisfied with their jobs than private workers. Furthermore, we found that there exist substantial differences of means in self-efficacy, task significance, work overload, and pay between public and private social workers. Based on empirical findings we have discussed so far, we could conclude that even if public workers are paid more, they are less satisfied with their jobs. And they perceive them less competent and overloaded and consider, their job less significant.

This study also reveals that the difference in job satisfaction between two groups of social workers do still exist while we control the majority of personal, job-related, and organizational variables in a hierarchical manner. However, it turns insignificant when the variable 'work overload' is included in the regression equation as an additional control variable. This result enables us to maintain that Shin's claim(신현자, 2003) is quite reasonable on grounds that job dissatisfaction in the public sector is mainly due to work overload.

Predicated on empirical findings and discussions about them, we can say that the discrepancy between two groups of social workers springs from public workers' work overload. In this regard, we would maintain that such a difference can disappear if due attempts are made to alleviate social workers' work overload. Hence, we conclude that the most important factor to enhance social workers' job satisfaction is not to provide (to them) pay raise or better job security, but to take measures to alleviate their work overload.

With regard to the possible implication of this study, we would like to make a suggestion that the prospective researchers consider "the voice hypothesis"(이시현, 2006; Freeman & Medoff, 1979, 1984) as an alternative explanation to account for the 'puzzle' that the public workers are paid more and less satisfied with their jobs, but do not voice their intention to quit less often than private workers(Ko 고수정, 2006; Um & Park 엄기욱 · 박인아, 2007).

The voice hypothesis, proposed by Freeman and Medoff(1979, 1984), posits that the voice mechanism(like labor union) is conducive to alleviating workers' dissatisfaction and, accordingly, decreasing their turnover intention as well as the actual quit rate. For the voice mechanism tends to provide workers with an alternative instrument helping them express their disgruntlement, which consequently comes to prevent them from leaving their organizations. Labor economists like Freeman and Medoff(1979, 1984) have long been tried to solve the paradox that union workers are more dissat-

ified but leave their organization less often than non-union workers. To settle this paradox(which is quite similar to our 'puzzle'), they proposed an argument that this problem can be explained by the 'presence' of labor unions. For labor unions tend to provide organized workers with a mechanism to effectively voice their dissatisfaction by having workers resort to such official procedures as appealing, grievance-filing, and so on.

It seems to us that our 'puzzle' can be reasonably solved if the future researches consider the voice mechanism as an important variables in the social work settings. The voice mechanism stands for any forms of institutional or administrative apparatus and systems that can effectively absorb social workers' dissatisfaction and enable workers to publicly express job-related or organization-wide opinions and suggestions. In this regard, we propose that one of the likely candidates of 'voices' should be the 'empowerment' which seeks to provide social workers with opportunities to participate in organizational decision-making processes. In other words, if the future researchers consider the empowerment mechanism as an important variable in related studies, they are likely to benefit from ensuing studies.

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Table 1. Simple Statistic

Variables	N	Mean	Std. Dev.
Job Satisfaction	331	3.2546+	0.5464
Self-Efficacy	331	3.4300+	0.5474
Task identity	331	3.1879+	0.4939
Task significance	331	3.6686+	0.6880
Job autonomy	331	3.2492+	0.6464
Pay	327	2.0958++	0.6107
Organizational Loyalty	331	3.2435+	0.5663
Human Relations	331	2.2048+	0.6052
Work Overload	331	2.8839+	0.7397
Variables	N	Percent	
Type of Workers			
public-sector workers	126	38.07	
private-sector workers	205	61.93	
Gender			
male	132	39.88	
female	199	60.12	
Marital status			
married	105	31.72	
unmarried	226	68.28	
Educational Qualifications			
2-year college graduates	44	13.29	
4-year college graduates	287	86.71	
Working Regions (in case of public social workers)			
metropolitan city	13	10.32	
medium or small city	28	22.22	
rural area	85	67.46	
Type of Organization (in case of private social workers)			
local social welfare center*	100	48.78	
social welfare organization**	37	18.05	
social welfare facility***	68	33.17	

+ 1=strongly disagree; 5=strongly agree

++ unit: 10,000,000 won

* 사회복지관

** 사회복지관련 단체 (예 : 공동모금회, 사회복지협의회, 사회복지재단 등)

*** 사회복지시설

Table 2. Correlations Among Variables

	2	3	4	5	6	7	8	9	10	11	12	13
1	-0.1231*	0.2079***	0.1323*	-0.0083	0.3559***	0.2600***	0.5367***	0.4774***	0.1616***	0.6767***	-0.3566***	-0.5913***
2		-0.0158	0.2677***	0.1053	-0.1222*	-0.0287	-0.1653**	0.0394	0.4769***	-0.0983	-0.0289	0.3093***
3			0.0812	0.0099	0.3187***	0.2426***	0.2041***	0.2909***	0.3183***	0.1947***	-0.0351	-0.2563***
4				-0.0390	0.0378	0.0877	0.0295	0.1156*	0.4730***	0.1325*	-0.0033	0.0367
5					0.0005	0.0517	-0.0204	0.0822	0.0869	-0.0182	-0.1264*	-0.0109
6						0.6553***	0.4724***	0.5574***	0.1775***	0.4283***	-0.1652***	-0.3286***
7							0.3139***	0.5194***	0.1957***	0.3590***	-0.1660**	-0.2571***
8								0.4341***	0.0808	0.6088***	-0.3367***	-0.4155***
9									0.2830***	0.4078***	-0.1419**	-0.2466***
10										0.1356*	0.0091	0.0520
11											-0.4556***	-0.5288***
12												0.4910***
13												

Variables

- 1 : job satisfaction (1=very dissatisfied; 5=very satisfied)
- 2 : public-sector workers vs. private-sector workers (public=1; private=0)
- 3 : gender (male=1; female=0)
- 4 : marital status (married=1; unmarried=0)
- 5 : educational qualifications (4-year college graduate=1; 2-year college graduate=0)
- 6 : self-efficacy (1=strongly disagree; 5=strongly agree)
- 7 : task identity (1=strongly disagree; 5=strongly agree)
- 8 : task significance (1=strongly disagree; 5=strongly agree)
- 9 : job autonomy (1=strongly disagree; 5=strongly agree)
- 10 : pay (self-reported amount of pay)
- 11 : organizational loyalty (1=strongly disagree; 5=strongly agree)
- 12 : human relations (1=strongly disagree; 5=strongly agree)
- 13 : work overload (1=strongly disagree; 5=strongly agree)

Table 3. Results of T Test and Chi-Square Test

Variables	Type of Workers	Mean	Std. Dev.	T Value
Job Satisfaction+	Public	3.1689	0.6295	2.25*
	Private	3.3073	0.4826	
Self-Efficacy+	Public	3.3448	0.6163	2.23*
	Private	3.4824	0.4947	
Task Identity+	Public	3.1698	0.5259	0.52
	Private	3.199	0.4742	
Task Significance+	Public	3.5238	0.778	3.04**
	Private	3.7577	0.6116	
Job Autonomy+	Public	3.2817	0.6917	-0.72
	Private	3.2293	0.6179	
Pay++	Public	2.4656	0.7006	-9.78***
	Private	1.8670	0.4057	
Organizational Loyalty+	Public	3.1726	0.6201	1.79
	Private	3.2872	0.5275	0.5275
Human Relations+	Public	2.1825	0.5373	0.52
	Private	2.2185	0.6443	
Work Overload+	Public	3.1754	0.7672	-5.90***
	Private	2.7049	0.6632	
Age	Public	31.58	4.3340	6.68***
	Private	27.66	6.3174	
Tenure+++	Public	72.38	65.3840	6.06***
	Private	39.44	32.8750	
Variables		Public Workers	Private Workers	Chi-Square Value
Gender	male	49 (38.9)	83 (40.5)	0.0832
	female	77 (61.1)	122 (59.5)	
Marital	married	66 (52.4)	160 (78.2)	23.7374***
Status	unmarried	60 (47.6)	45 (22.0)	
Educational	4-year college	115 (91.3)	172 (83.9)	3.6749
Qualifications	2-year college	11 (8.7)	33 (16.1)	

+ 1=strongly disagree; 5=strongly agree

++ unit : 10,000,000 won

+++ unit : months

* P < 0.05

** P < 0.01

*** P < 0.001

Table 4. Results of Regression Analyses

Independent Variables	Dependent Variable : Job Satisfaction							
	Regression (1)		Regression (2)		Regression (3)		Regression (4)	
	$\beta+$	B++	$\beta+$	B++	$\beta+$	B++	$\beta+$	B++
public vs. private ¹	-0.14012*	-0.1247	-0.1140*	-0.1015	-0.1344**	-0.1199	-0.0322	-0.0287
personal dimension								
gender ²	0.10803	0.0969	0.0425	0.0382	0.0143	0.0128	-0.0483	-0.0434
marital status ³	0.17197**	0.1466	0.1316*	0.1123	0.0534	0.0457	0.0560	0.0479
educational qualifications ⁴	0.01515	0.0094	-0.0148	-0.0092	-0.0346	-0.0217	-0.0328	-0.0205
self-efficacy	0.30374***	0.3042	-0.0010	-0.0010	-0.0359	-0.0362	-0.0510	-0.0513
job dimension								
task identity			-0.0505	-0.0456	-0.1119	-0.1017	-0.1187	-0.1079
task significance			0.3073***	0.3869	0.0892*	0.1116	0.0816	0.1020
job autonomy			0.2657***	0.3144	0.2360***	0.2806	0.2317***	0.2755
organizational dimension								
pay					0.0626	0.0701	0.0702	0.0786
organizational loyalty					0.4534***	0.4693	0.3655***	0.3783
human relations					-0.0845*	-0.0943	0.0235	0.0262
work overload							-0.2522***	-0.3425
Intercept	2.1554		1.4256		1.2797		2.1380	
R Square	0.1632		0.3810		0.5404		0.5873	
Model F Value	12.57***		24.77***		33.67***		39.65***	

+ : unstandardized regression coefficient

++ : standardized regression coefficient

* P < 0.05

** P < 0.01

*** P < 0.001

1 : public=1 ; private=0

2 : male=1 ; female=0

3 : married=1 ; unmarried=0

4 : 4-year college graduate=1 ; 2-year college graduate=0

공공·민간 부문 사회복지사의 직무만족 비교 연구

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연구자는 공공부문 사회복지사(사회복지전담공무원)와 민간부문 사회복지사의 직무만족 수준을 분석·비교할 목적으로 이 연구를 진행하였다.

연구의 목적을 달성하기 위해 경상도 지방(부산, 대구, 경남, 경북)에서 근무하고 있는 공공·민간 사회복지사 331명을 대상으로 우편설문조사를 실시한 결과, 다음과 같은 사실을 알 수 있었다.

1. 연구의 표본을 구성하고 있는 331명 전체의 직무만족 수준은 5점 만점 척도에서 3.2546이다. 비교대상이 없기 때문에 객관적으로 평가하기는 어렵지만, 대부분의 사회복지사들이 '만족한다' (4점)와 '그저 그렇다' (3점) 사이에 동그라미를 친 것을 감안한다면 직무만족 수준이 그다지 높은 편도 그리고 형편없이 낮은 편도 아니라고 할 수 있다.
2. 엄기욱, 박인아(2007)와 고수정(2006)의 연구결과와 같이 사회복지전담공무원이 민간사회복지사보다 자신의 직무에 만족하지 않은 것으로 나타났다.
3. 사회복지전담공무원이 자신의 직무에 만족하지 않는 이유는, 신현자(2003)의 주장과 같이, 업무과중 때문이라고 할 수 있다. 위계적 회귀분석결과 '업무과중' 변수를 방정식에 포함했을 때 민간·공공을 나타내는 더미변수가 통계적으로 유의하지 않게 변한 사실에서 업무과중의 역할을 알 수 있다.

주요용어 : 사회복지사, 직무만족, 공공부문 사회복지사, 민간부문 사회복지사