

Effects of Cooperative Membership and Participation in Decision Making on Job Satisfaction of Home Health Aides

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Agenda

- The study, the home care situation in the U.S., clients and workers
- Prior research
- The research process, methods and data
- Results and conclusions

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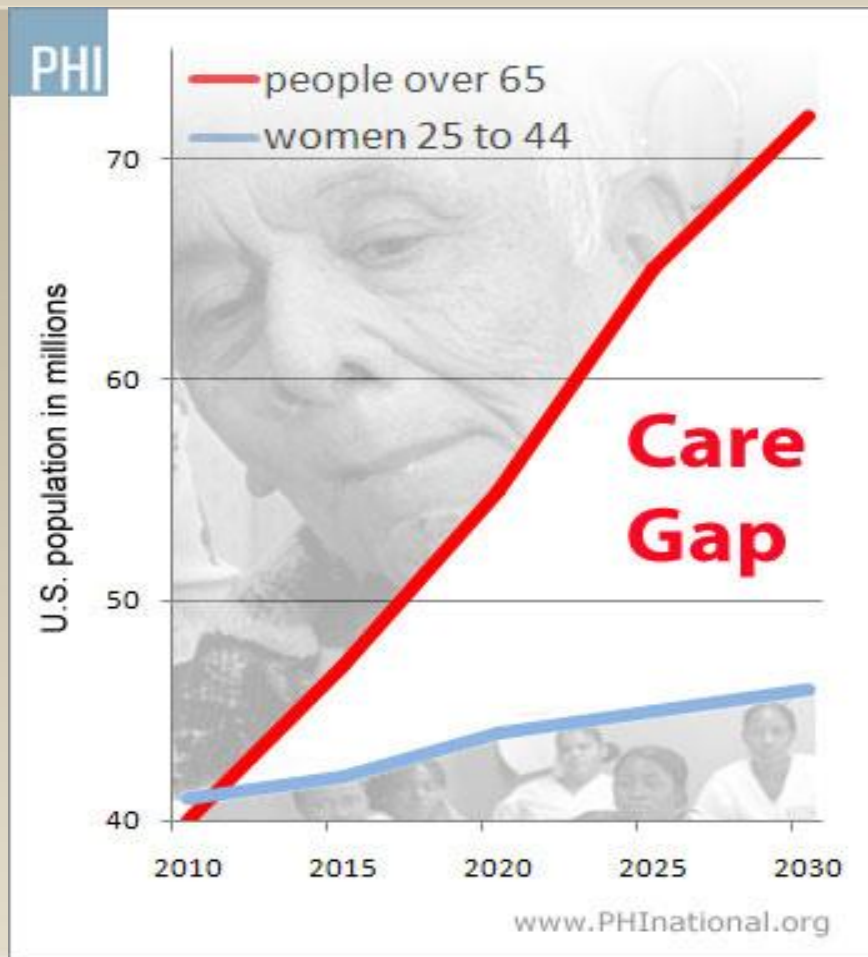
The study

- Study examined intent to turnover, organizational commitment, job satisfaction and explored differences in a quality of care measure in home health aide agencies of different organizational forms.
- Job satisfaction results discussed here.

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Context

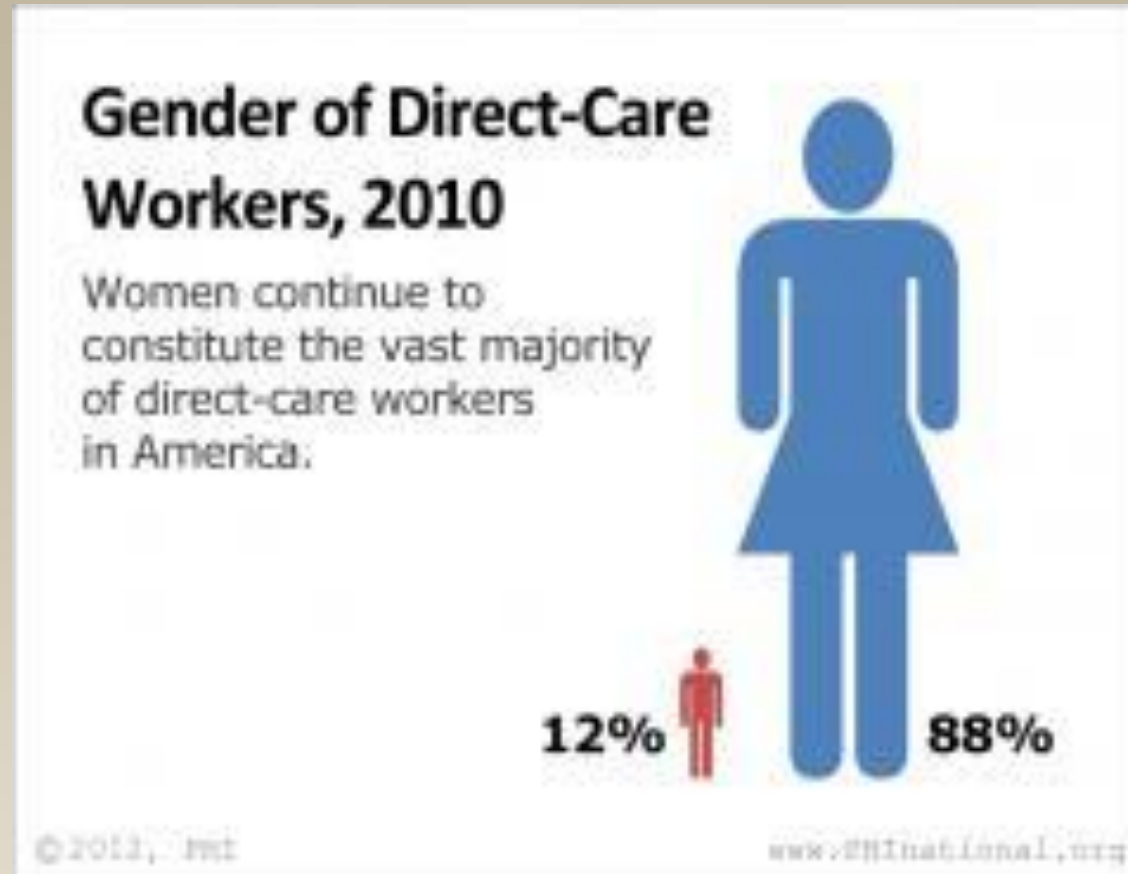


- An aging America
- Shortage of direct care workers
 - ▶ # elders will increase by 104% while women aged 25-44 will only increase by 7%.
 - ▶ Push for deinstitutionalization.
 - ▶ Jobs are “physically demanding, “hazardous”, “often unpleasant”, “often multiple patients on the same day”, “some clients difficult”, their homes “unpleasant.”

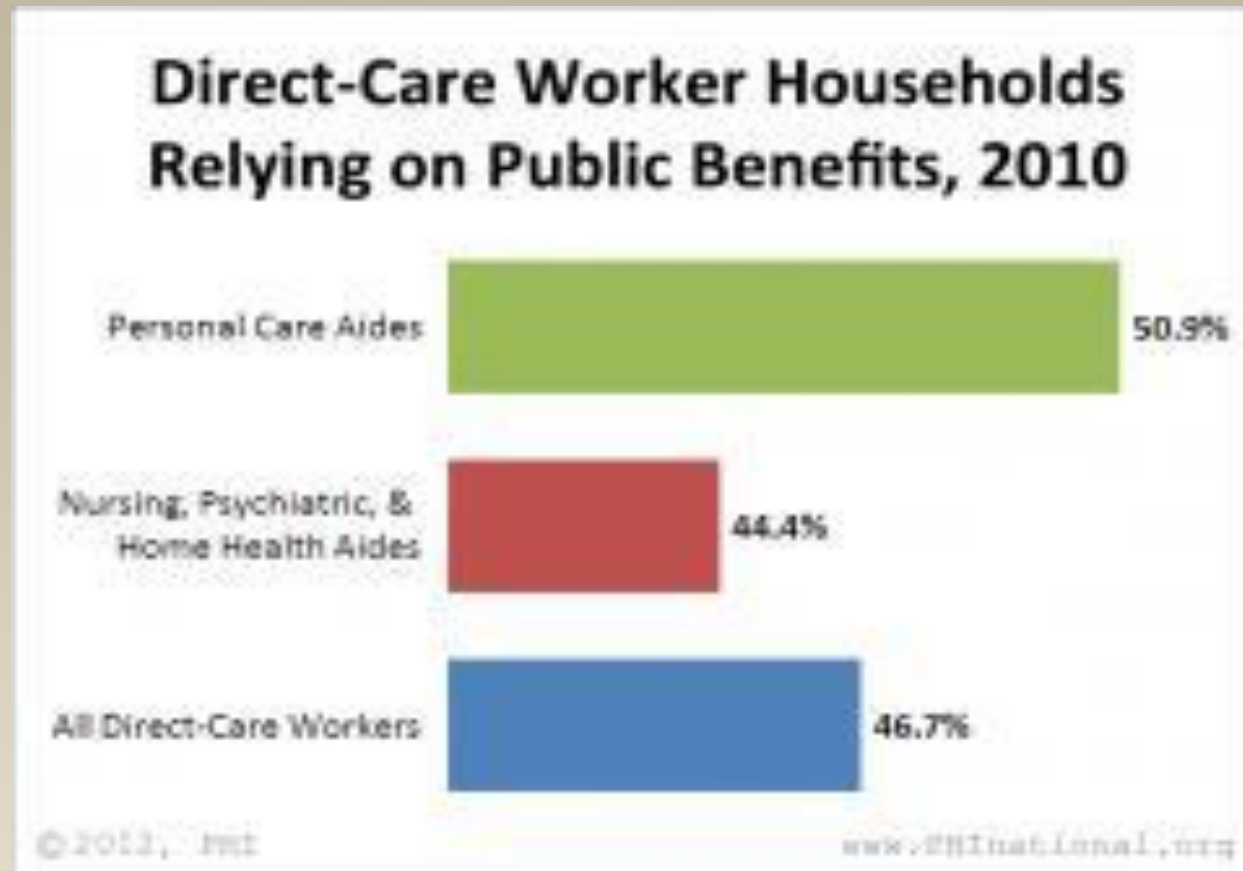
(PHI, 2009; BLS, 2009)



Predominantly women workers



Many need public assistance supports



Home health care agency organizational forms

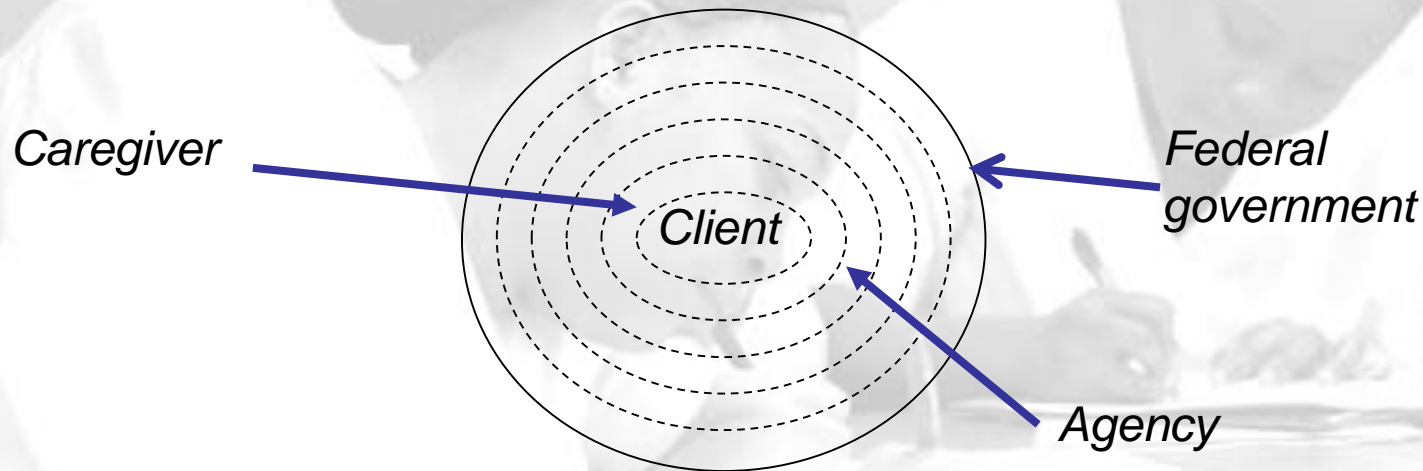
	<u>U.S.</u>	<u>N.Y.</u>
Conventional – for-profit	~70%	20%
Nonprofit –	~21%	56%
Government-owned –	~ 9%	24%
Worker cooperative –	<1%*	<1%

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Home health agency system

External environment the same for home health
aide agencies



So will organization type matter?

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“Direct care” outcomes related to organization type

- Research *on nursing homes* shows that in most cases, nonprofit organizations provide better quality of care and aides also have higher levels of organizational commitment and job satisfaction.
- Related to
 - Higher nurse staffing ratios
 - Human resource practices
 - Unions

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Research on worker cooperatives

- Worker cooperative organization turnover lower than at other home health agencies
- Worker cooperative human resource processes – high on communication, feedback, participation, worker well-being

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Examining job satisfaction differences across 3 home care agencies

Research question: Home care workers from the worker cooperative organization (with an ownership stake in the business and more involved in organizational decision-making) will have greater job satisfaction than workers affiliated with the non-profit and the conventional for-profit organization.

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Research process

Multiple methods of collecting data to learn about organizational environment

- Interviews
- Observations
- Documents
- Survey (in English and Spanish)

*Survey instrument based on one from Kruse, Freeman and Blasi research (2010)



Quantitative measures

- Job satisfaction
 - Satisfied with the job, like the type of work, see the current job as part of career, supervisor is helpful, etc.
- 2-part participation
 - Influence that home health aides had related to their work
 - Aides kept informed about the organization, including strategic plans

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Qualitative data

From caregivers at the cooperative:

- “The cooperative is a great place to work.”
- “Providing quality care is having the right training, caring about patients.”
- “Taking care of patients is a hard job. I believe we should make \$10 an hour for the work we have to do in a patient’s home. We aides go through a lot...”

From the conventional for-profit:

- “Hell no I don't get paid fairly for what I do.”
- “We need more pay... we work like slaves for little pay.”
- “HHAs are not treated with any respect by the coordinator and others in the office. They speak in a condescending manner, very impatient and don't listen very well to HHAs but they expect to be given respect... (Company) needs to be investigated for abuse of labor and poor wages.”



Qualitative data (continued)

From the non-profit:

- “I enjoy caring for people. People in the administration have always been kind but we should get paid more.”
- “Some of the HHAs receive bad treatment from the clients or the client's family members -disrespect, cruel words, etc. We can request to be removed but sometimes there might not be a vacancy for a while. And even though the salary is small, some of us stay because we are not sure if we will get a worse case or an immediate vacancy...”
- An administrator: “When a caregiver goes into a client’s home, she has to negotiate with the neighbor, the client, the granddaughter, and the dog.”

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Results of quantitative analysis

Regression analysis reveals

- Participation higher at worker cooperative.
- Job satisfaction higher at worker cooperative.
- Job satisfaction higher even when participation is controlled for.

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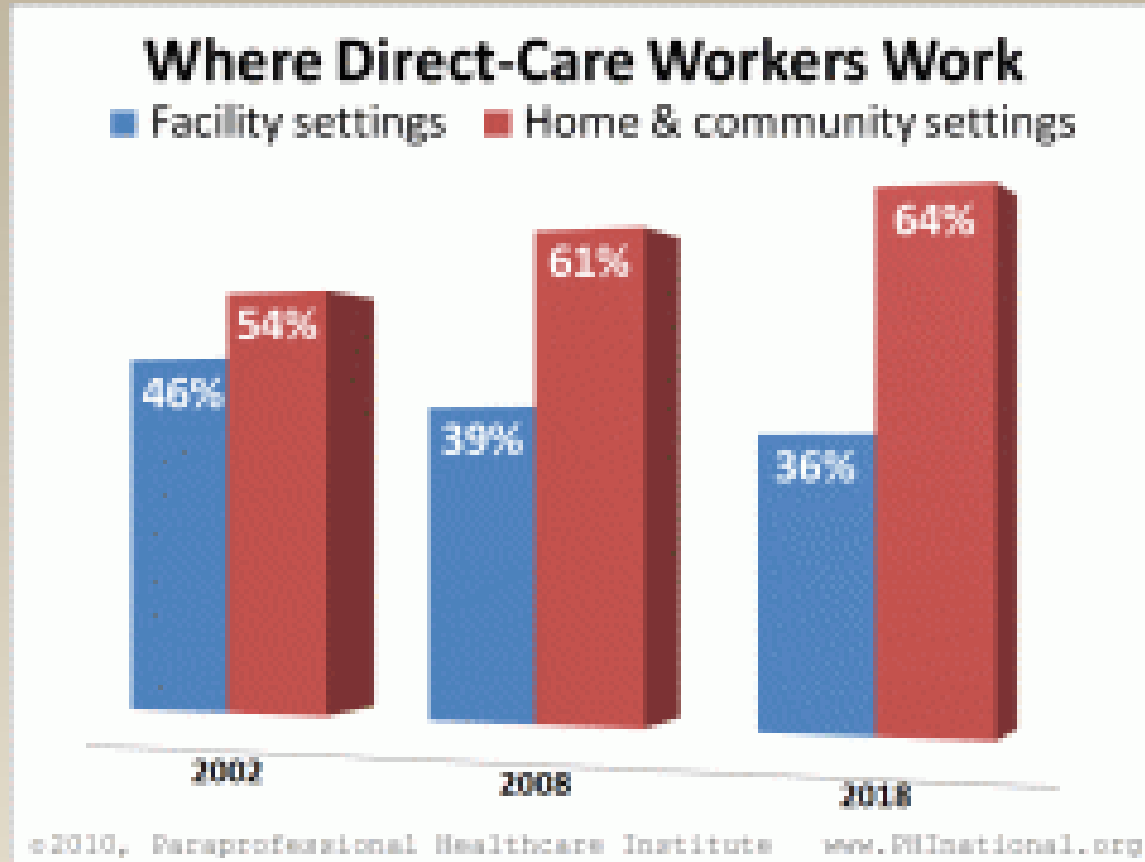
Key Findings

- Even in an industry with challenging staffing, pay and other problems as home care, the worker cooperative produces more satisfied workers than the other two organizations → Worker cooperative is different, even when participation is controlled for.
- Nonprofit and conventional for-profit not significantly different regarding job satisfaction (or other outcomes studied).

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More direct care workers working in clients' homes



More research needed

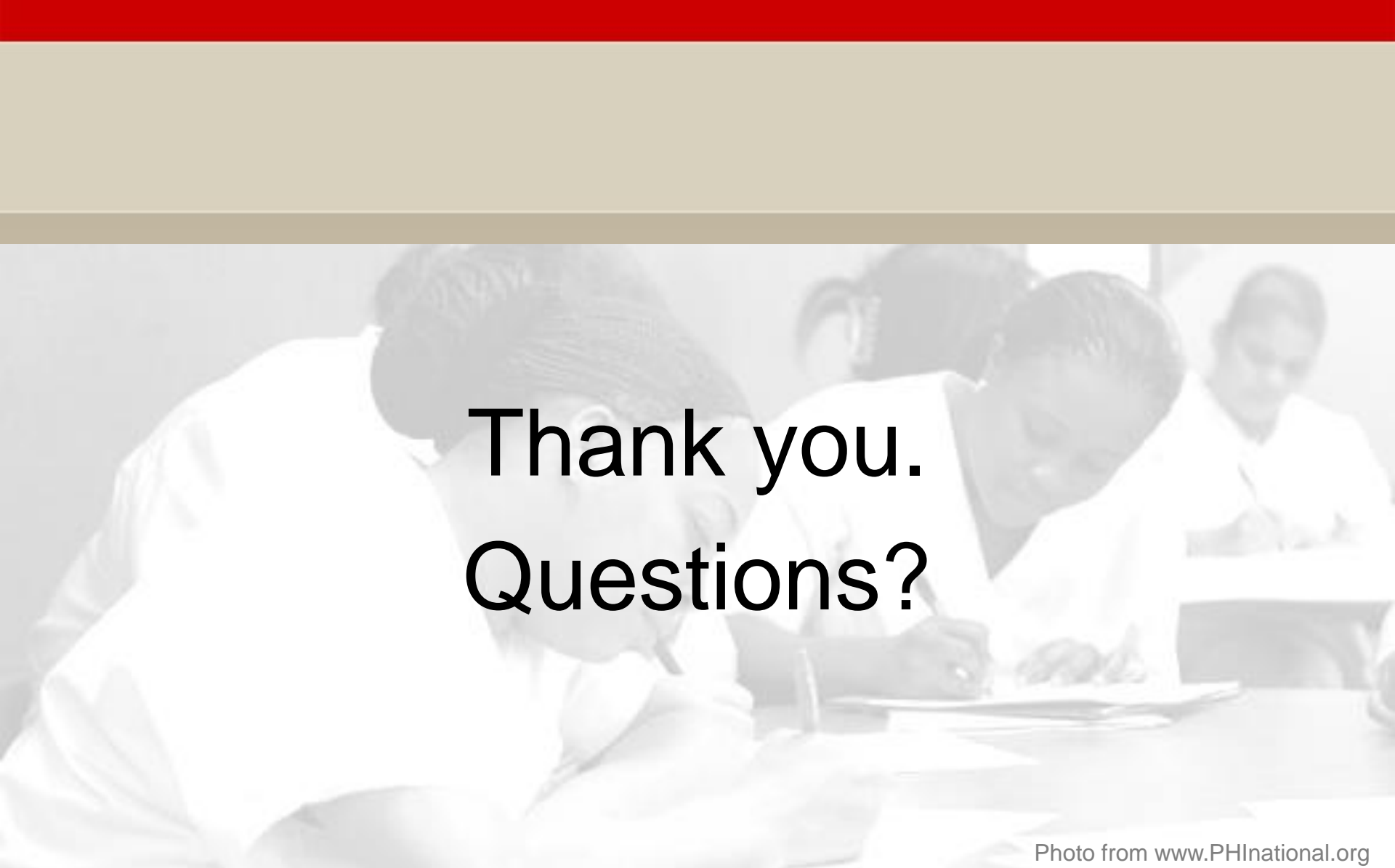
On

- democratic workplaces in the form of worker-owned organizations, associated participatory decision making.
- this under-researched industry: home care and the work environment of a critically-needed segment of workers.

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**Thank you.
Questions?**

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References

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