

# EFFECT OF THE LEADERS' LEVEL OF EDUCATION ON STAFF'S JOB SATISFACTION

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## ABSTRACT

The current study aimed to examine the relationship between a leader's level of education and the staff satisfaction of their work environment. This data was conducted utilizing secondary data from the National Institute on Drug Abuse (NIDA) and its Organizational Process Improvement Intervention study (OPII). The OPII study took place from 2010-2013 and used a multisite cluster randomized design. The data was collected through quantitative surveys and qualitative interviews; the sample for this research was 223 participants. This research found no significant relationship between a leader's level of education and the staff satisfaction of their work environment.

## LITERATURE REVIEW

### **Leadership in Local Change Teams**

- One of the initial phases of OPII was the creation of LCTs and the selection of a team leader; the leaders were the point of contact between the change team members and the administrative officials.
- Support from upper management helped decrease staff burnout and increased the feasibility for change; staff that felt supported by upper management formed more cohesive groups and felt less burden related to OPII.
- Research demonstrated that administration support can directly affect their staff, which can then improve the delivery of services.

### **Organizational Structure and EBP**

- Organizations with more efficient leaders and work group supervision at different levels showed a definite positive change in the implementation process
- Research found that direct leadership and increased organizational structures showed a reduced turnover of clinicians during EBP implementation initiatives.

## METHODS

### **Research Design**

- The current study utilized secondary data from The Organizational Process Improvement Intervention study (OPII) a study conducted by the launched the Criminal Justice Drug Abuse Treatment Studies (CJ-DATS2).
- The CJDATS2 used a multisite cluster randomized design.
- Clusters were created from 21 criminal justice agencies and nine community treatment centers.
- The data for CJDATS2, OPII, was collected through the administration of surveys and qualitative interviews

### **Sample**

- Initial recruitment for participants was completed by managers at the agencies or community treatment centers.
- Follow up recruitment was continued with a non-probability snowball recruiting approach.
- Surveys were given to a total of 1,509 participants in the 21 clusters.

### **Measures**

- For the purpose of this research the **dependent variable** is Staff Satisfaction. Staff satisfaction is being measured using three of the survey questions from the Staff Satisfaction Survey given.
- The **independent variable** is the level of education of the leaders. The survey options were nominal: *No high School, High School diploma, Some College, Associates Degree, Bachelor's Degree, Master's Degree, Doctoral Degree, and Other.*

## RESULTS

### **Chi-Square Test**

- Based on a chi-square test there was no statistically significant relationship between an increase in emotional stress and the participant's managers' level of education ( $\chi^2(4) = 3.44, p = 0.49$ ).
- The majority of participants (55.1% whose managers had a BA or less and 45.7% whose managers had a Master's degree or higher) reported that to no extent did OPII intervention increase their emotional stress, regardless of their leader's level of education.

*Requirements increased emotional stress by managers level of education*

Degree	Emotional Stress n (%)				
	No Extent	Limited Extent	Some Extent	Great Extent	Very Great Extent
BA or less	38 (55.1%)	16 (23.2%)	10 (14.5%)	3 (4.3%)	2 (2.9%)
Master's or higher	21 (45.7%)	16 (34.8%)	6 (13%)	3 (6.5%)	0 (0%)

## INTERPRETATION OF FINDINGS

- The aim of this research was to identify if a leader's level of education had an effect on their staff's level of satisfaction. The results generated in this study were inconsistent with prior research; this study did not find a significant relationship between the leader's level of education and the staff's satisfaction at work.
- The results of this research did not align with the hypothesis that a higher level of education had a positive effect on the staff member's satisfaction at work.

## STRENGTHS AND LIMITATIONS

- One of the strengths in this research was that the original data was abundant.
- One of the limitations of this study was that the final sample consisted of only 223 participants. The sample for this particular research became small and not representative of the overall sample.
- Another limitation was that there was no direct question to identify staff satisfaction.

## IMPLICATIONS FOR FUTURE RESEARCH

Future research can include asking managers what their education is in, asking staff directly how satisfied they are, or generating a comparison study to evaluate the difference among a group of managers with higher education and a group with managers with only a high school diploma.

## CONCLUSION

The purpose of this research was to test the hypothesis that a greater level of education of a manager, affected their staff member's level of satisfaction with their employment. The results of this study found that, for this particular sample, there is no statistical significance between the manager's level of education and the satisfaction of their staff.