	<p align="center"><b>Research Brief</b></p> <p align="center"><i>Job Quality and Supervisory Quality: Empirical Support for the Importance of Both Elements in Ontario Hospitals</i></p>
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**Data Used:** Pilot Ontario Hospital Association, © OHA Healthy Hospital Employee Survey, Pilot Study

**Job Quality was composed of employees' responses to 5 items** (having resources and supplies, job not stressful on personal life, amount of work not stressful, control over job activities, and satisfaction with physical work environment). Job Quality ratings were split into 3 ranges: Low, Medium, and High.

**Supervisory Quality was composed of employees' responses to 5 items** (satisfaction with 1. supervisor, 2. training opportunities, 3. career development, 4. personal recognition and reward, and 5. team recognition and reward. Supervisor Quality was split into 3 ranges: Low, Medium, and High.

**Research Brief Questions:** Does having a high quality job and having high quality supervision relate to:

a. job satisfaction?	d. stress levels at work?
b. intentions to remain?	e. health status?
c. sick absence?	f. self reported job performance?

**NOTE:** 1. We did not test for interactions, though the graphs indicate clearer "main effects" than interactions.  
 2. For practical purposes we will only discuss main effects in this brief, we are also deliberately not using statistical significance to drive our discussion.  
 3. Some of the graphs do not have a zero origin, this was done deliberately to highlight the difference, which are not so obvious when zero origins are used.

**Discussion of Results** (see next page for the graphs)

Note, the results pattern is similar for Job Satisfaction, Intentions to Remain and Sick Days (which is inverted due to being a "negative" outcome). The lines for high, medium and low job quality are apart and for the positive outcomes low Job Quality is lowest, medium is intermediate, and high Job Quality is highest in scores. The effect is more marked for Job Satisfaction than Intentions to Remain. The inverse is found for Sick Days, with a particularly marked effect from low Job Quality to medium Job Quality.

Now, that's Job Quality! But there is also an effect for Supervisory Quality because the slopes on the graphs go up for the positive outcomes and down for the sick days. In other words there is an additional effect for having high quality supervisors beyond that of the Job Quality, though this isn't quite as clear for Sick Days as it is for the positive outcomes.

The results are not as clear for stress level at work, but you can see one clear trend for Job Quality that is the same, but it isn't quite an obvious effect for the Supervisory Quality. It does descend for low Job Quality, i.e., the supervisor effect shows in the continuous decrease in "stress at work" measurement, but it isn't so clear for the other two conditions, i.e., medium and high quality jobs (pity, as it is always nice to have clarity, but such is the life of empiricists working with data that don't always conform!!). This result could be interpreted to indicate that for "stress at work" that high quality supervision only is meaningful under conditions of low job quality.

For Job Performance, there is a fairly clear, but not marked difference based on Job Quality -- that's nice to see, but unfortunately, there is no really clear slope and, if anything, the slope looks almost down for a positive outcome, i.e., high Supervisory Quality appears detrimental to job performance!

The message for health promoters is not too positive, at least as it is represented by health status (the item is similar to the widely reported Health Canada single item measure of current health status). Notice that the lines are very close together meaning that Job Quality is not a major contributor to health status and to a large degree the lines are not sloped so Supervisory Quality is not a factor. However, the high Job Quality is generally higher than the medium Job Quality, which in turn is higher than the low job quality -- so there is a very small Job Quality effect. That is probably reasonable, after all work factors are a but one determinant of health and, probably, at any one point in time perceived overall by people to be a

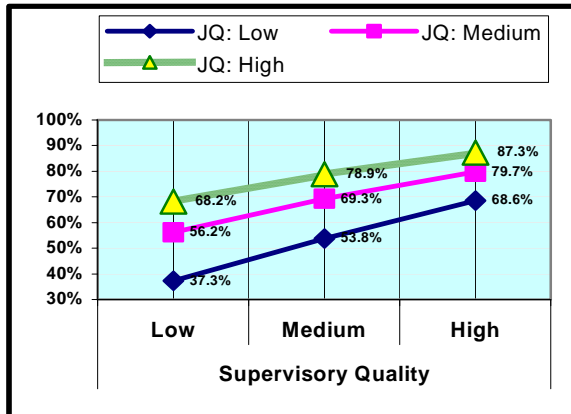
## Appendix E

### The Importance of Job and Supervisory Quality

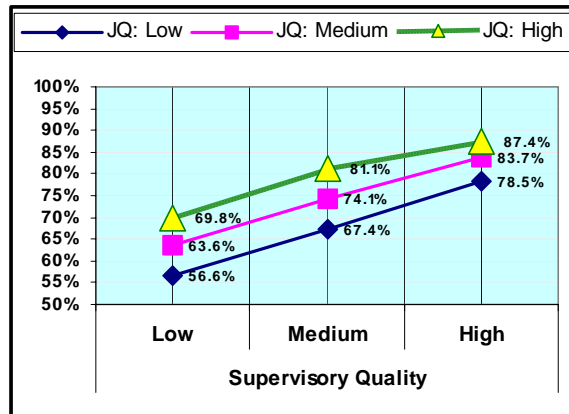
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small determinant of health. The Whitehall studies were based on long term work consequences, which requires a different type of study to the one time comparison we carried out with the OHA HHES.

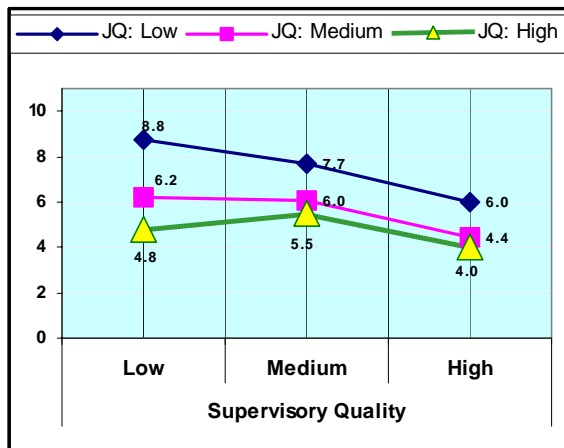
a. Job Satisfaction



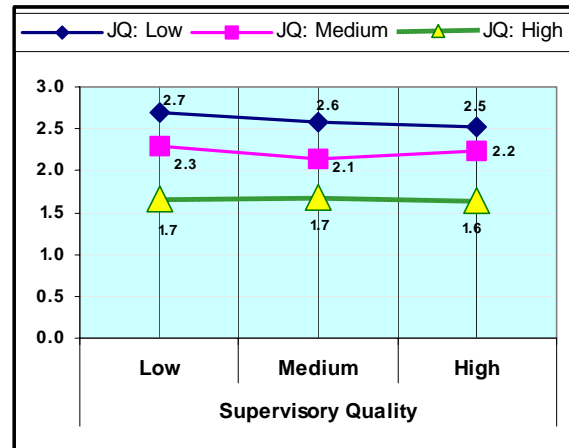
b. Intentions to Remain



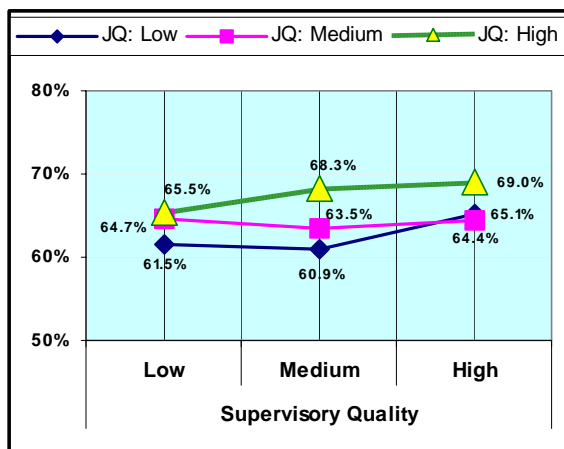
c. Sick Absence



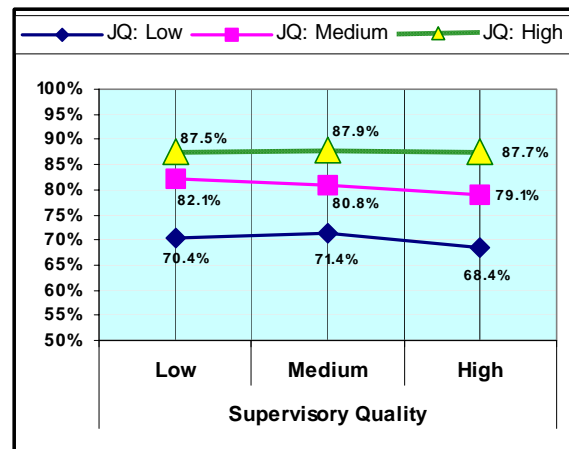
d. Stress Levels at Work



e. Health Status



f. Self Reported Job Performance



### Conclusions

The results show that Quality of Job and Quality of Supervision are important for several work outcomes. However, the results are less conclusive for the other outcomes, particularly for health status. In particular, for those outcomes Supervisory Quality doesn't appear to be as clearly related as Job Quality. These results do support the need for work organizations to intervene to improve Job Quality and Supervisory Quality, though the caution must be made that these results are based on correlational evidence.