Job satisfaction and social capital of staff in educational institutions: a case study of the English school Spring 2005

This study examines the effect social capital has on an individual's job satisfaction and begins with the basic assumption that social capital increases satisfaction with one’s job. Job satisfaction is treated as a multi-faceted phenomenon with intrinsic and extrinsic dimensions. Social capital—the resources that exist in the social relations between actors—is examined first using Coleman’s (1988) theory and second using social network analysis. Social network analysis allows for a more detailed look at the different effects network structure and content have on an individual’s job satisfaction, and this part of the study draws on the findings of Flap and Völker (2001) that social capital is goal specific.

The empirical data was collected in 2005 using a written questionnaire. Respondents were the 51 staff members at The English School in Helsinki, a semi-private bilingual school that was founded in 1945 to teach English and Anglo-Saxon culture to Finnish children. The methods employed are quantitative, including factor analysis, linear regression analysis, and social network analysis. Information on four types of social networks was collected: friendship, communication, influence, and advice.

An outstanding result of the study is that social capital does increase job satisfaction in general. All aspects of social capital, especially trust, are positively related to the global measure of job satisfaction. When job satisfaction is divided into extrinsic and intrinsic facets, social capital continues to show a positive relationship with job satisfaction. The trust aspect of social capital increases instrumental job satisfaction, while the information aspect increases the social facet of job satisfaction. The norms aspect is also positively related to the job satisfaction facets. Only in the case of reciprocity is a negative relationship found between reciprocity and the social facet of job satisfaction.

Furthermore, an examination of staff members’ social networks revealed that content is as important as structure, and that the relationship between social capital and job satisfaction is not always positive. Of the four networks, a staff member’s prominence in the school’s friendship network has an overwhelmingly positive effect on all facets of job satisfaction and on the global measure of job satisfaction. The results for the other three networks are not as clear-cut, but a prominent position in the influence network is mostly positively related to job satisfaction, while prominence in the communication and advice networks is mostly negatively related to job satisfaction. In addition, the direction of the relationship matters. For the friendship network, having many others to turn to for emotional support increases job satisfaction, while the opposite—being someone others turn to—is the direction that affects satisfaction in the communication, advice, and influence networks. The results show that social network analysis proves to be a useful tool for refining our understanding of the effect of social capital on job satisfaction.

Keywords: job satisfaction, social capital, social networks, human capital, schools

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