

Work-related Well-being of Social Workers in Hong Kong

Final Report

Dr. Henry C. Y. Ho

September 2019

Please cite as:

Ho, H. C. Y. (2019). *Work-related well-being of social workers in Hong Kong: Final Report*. Hong Kong SAR: The Education University of Hong Kong.

©The Education University of Hong Kong, 2019

This project was supported by the Internal Research Grants and Departmental Research Grant of The Education University of Hong Kong.

TABLE OF CONTENTS

Preface.....	1
Executive summary.....	2
Chapter 1 Introduction.....	4
1.1 Background of research.....	4
1.2 Project objectives.....	5
Chapter 2 Method.....	6
2.1 Procedures.....	6
2.2 Online survey.....	6
2.2.1 Participants.....	6
2.2.2 Measures.....	10
2.2.3 Data analysis.....	12
2.3 In-depth interview.....	12
2.3.1 Participants.....	12
2.3.2 Data analysis.....	14
Chapter 3 Results.....	15
3.1 Online survey.....	15
3.1.1 Well-being profile of social workers in Hong Kong.....	15
3.1.2 The relationship between demographic characteristics and well-being...	17
3.1.3 Predictors of social workers' well-being.....	21
3.2 In-depth interview.....	32
Chapter 4 Discussion.....	60
Chapter 5 Conclusion.....	65
Acknowledgements.....	66
References.....	67

PREFACE

Hong Kong social workers are facing more challenges than ever before due to demographic, social, economic and political upheavals. Coupled with a high volume workload with multiple work demands and shifting priorities, they often experience high levels of burden and distress. While social workers provide services and support to tackle various societal problems and help populations in need, their personal welfare has been largely ignored. Without appropriate adjustments and support, the highly demanding job nature can be detrimental to their work-related well-being and health. To devise and implement effective preventive measures for promoting social worker's well-being, we need more in-depth understanding about the organisational and individual antecedents of work-related outcomes. This project aims to examine social workers' perceived organisational environment, personal characteristics, and well-being. I wish to share this report with the social welfare sector, academics, and other community stakeholders so as to increase public awareness about social workers' needs and concerns as well as provide the essential knowledge base needed for policymakers, employers and supervisors to devise and implement effective strategies for promoting well-being and health among social workers in Hong Kong.

We are grateful to the Hong Kong Social Workers' General Union for collaborating with us and providing support to this project. They have been resourceful and were actively involved in the recruitment of social workers from various social service organisations in Hong Kong. Without them it would not have been possible to obtain a comprehensive sample of social workers from a wide range of services, including integrated family services, children and youth services, services for the elderly, rehabilitation services, and others.

As principle investigator, I would like to express my sincerest gratitude to all of the social workers who participated in this project. Their contributions enabled us to obtain a holistic understanding of the work environment, organisational policies and practices, day-to-day work problems and solutions, individual characteristics, and well-being and health of social workers in Hong Kong.



Dr. Henry C. Y. Ho

BA, MSc, PhD

Assistant Professor and Principal Investigator

Department of Psychology, The Education University of Hong Kong

EXECUTIVE SUMMARY

In a bustling modern city, Hong Kong working adults are faced with long working hours, high job demands, stressful urban lifestyles, and poor work-life balance, which can have detrimental effects on their well-being. This is especially the case among social workers, whose job is to handle individual-, family-, group-, and community-level problems. Concerns were expressed to the Panel on Welfare Services in the Legislative Council of Hong Kong about the workload and challenges of social workers. It was recommended that to ease the stress of social workers, efforts must be devoted to the prevention of societal problems so as to achieve a more harmonious and supportive society. However, demographic, social, economic and political upheavals have become much more severe in recent years, making social workers' job even more challenging and difficult than ever before. Therefore, generating an updated comprehensive well-being profile and identifying the risk and resilience factors that impact social workers' ability to flourish and thrive is especially important in Hong Kong.

This project aims to 1) examine social workers' level of work-related well-being, 2) explore their individual strengths, resilience, and strategies that enable them to learn, thrive, and achieve, 3) promote a positive work environment characterized by support and justice, and 4) engage stakeholders from the social welfare sector for a larger scope of beneficiaries. To achieve these objectives, this project adopted a mixed method sequential explanatory design with an online survey followed by in-depth individual interviews to examine the impact of organisational factors and personal factors on social workers' work-related well-being. A total sample of 400 full-time social workers were recruited for the online survey and 20 of those were recruited for the in-depth interview.

The results showed that 91.2% of the participants experienced work overload, 73.7% experienced organisational constraints, 58% experienced interpersonal conflict at work, 15.2% showed psychological distress, 21.5% showed physical distress, 21.3% were dissatisfied about their job, 71.5% did not experience positive emotions at work, 38.5% experienced negative emotions at work, and 47.2% intended to quit the job. Those who provided other services (i.e., community development, refugee services, and ethnic minority services) were more likely to quit the job. Furthermore, social workers at assistant level were more likely to experience high psychological distress and turnover intention than social workers at officer level. Both organisational environment (job stressors, organisational support, and organisational justice) and personal characteristics (psychological capital and problem-solving) are important predictors of work-related well-being. In-depth interviews corroborated and enriched the quantitative findings. Social workers experienced a number of

problems at work, including (1) task-related problems pertaining to unreasonable client complaints and having to standby for urgent cases, (2) interpersonal problems pertaining to workplace conflict and coworkers' reluctance to improve, and (3) organisational problems pertaining to conflicting instructions from management team and a shortage of manpower. Work-life balance, effective management of negative emotions, and improved self-care in personal life are important issues that need to be addressed.

It is recommended that organisational actions and policies should not only serve to facilitate efficient operations and productivity, but also take social workers' well-being into consideration. This can be achieved by advocating and implementing organisational policies and practices that enable a supportive and fair environment. Moreover, training programs should not only target job-specific skills and abilities but also positive thinking and problem-solving. Micro-interventions are suggested to promote psychological capital and positive problem-solving capabilities, which aim at expanding and developing hope, efficacy, resilience, optimism, and positive problem orientation for social workers. Both organisational environment and personal characteristics are essential ingredients to positive well-being which deserve collective efforts from policymakers, employers and supervisors, and other stakeholders towards building a better place to work for social workers in Hong Kong.

CHAPTER 1 INTRODUCTION

1.1 Background of Research

In a bustling modern city, Hong Kong working adults are often faced with long working hours, high work demands, stressful urban lifestyles, and poor work-life balance, which can have detrimental effects on well-being. This is especially the case among social workers, whose job is to handle individual-, family-, group-, and community-level problems.

Since 1998, the Hong Kong Government implemented the Enhanced Productivity Programme (EPP) across the public sector to maximize service efficiency, cost-effectiveness and quality, while controlling for Government expenditure during the time of financial pressure (Government of the Hong Kong SAR, 1999). In addition, with the Lump Sum Grant Subvention System (LSGSS), non-governmental organisations (NGOs) were provided with higher autonomy and flexibility for resource allocation such as staffing standards and payment (Social Welfare Department, 2008). However, these parallel initiatives posed a major challenge to NGOs operating subvented services because they experienced substantial reductions in subvention while expected to meet the output-oriented Service Quality Standards (SQS). Many concerned that it would have a cumulative impact on social workers' well-being and health. Concerns were expressed to the Panel on Welfare Services in the Legislative Council of Hong Kong regarding the workload and challenges of social workers. Suggestions were made to the Government to ease the stress of social workers: (1) efforts at the prevention level so as to reduce societal problems and achieve a more harmonious and supportive society; (2) additional allocation of resources to improve the work environment and reduce stress in the social welfare sector; and (3) considerations for the impact of social and economic policies on the social welfare of the populations concerned (Legislative Council, 2006).

A decade ago, a local survey showed that social workers worked an average of 49 hours/week (5 hours more than average full-time workers), 15% showed depressive symptoms, 8.1% showed anxiety symptoms, and 44% felt fatigue, 22% had low sleep quality, 15% didn't want to go to work, and 15% had turnover intentions due to work-related stress (Chiu & Ho, 2009). Many social workers still suffer from physical and psychological fatigue which were attributed to high job demands and poor salary conditions (Su, 2018, October 7). To make matters worse, demographic, social, economic and political upheavals have become much more severe in recent years, making social workers' job more challenging and difficult than ever before. In particular, Hong Kong has been facing population growth and aging, housing shortage and cramped living conditions, intensifying political and societal rupture, to name a few (Census and Statistics Department, 2018; The Chinese University of Hong Kong, 2017).

These ongoing societal problems coupled with a high volume workload with multiple work demands and shifting priorities place a huge burden on the front-line social workers. Therefore, there is an urgent need to generate an updated comprehensive well-being profile of social workers in Hong Kong and identify the risk and resilience factors that impact their ability to flourish and thrive. The present project aims to address this pressing topic by investigating the social workers' work-related well-being and their determinants.

1.2 Project Objectives

The aims and objectives of this project were as follows:

1. To increase the awareness of social workers' needs by examining their level of work-related well-being, including psychological distress, physical distress, job satisfaction, affective well-being, and turnover intention.
2. To provide practical and evidence-based suggestions to the social welfare sector by exploring social workers' individual strengths, resilience, and strategies that enable them to learn, thrive, and achieve.
3. To promote a positive working environment for social workers by providing empirical evidence to social service leaders, managers and supervisors on the importance of organisational support and justice for social workers' work-related well-being.
4. To engage stakeholders from the social welfare sector, including the labor union and social workers from various organisations in a wide range of social services, so that a larger scope of beneficiaries can be covered.

CHAPTER 2 METHOD

2.1 Procedures

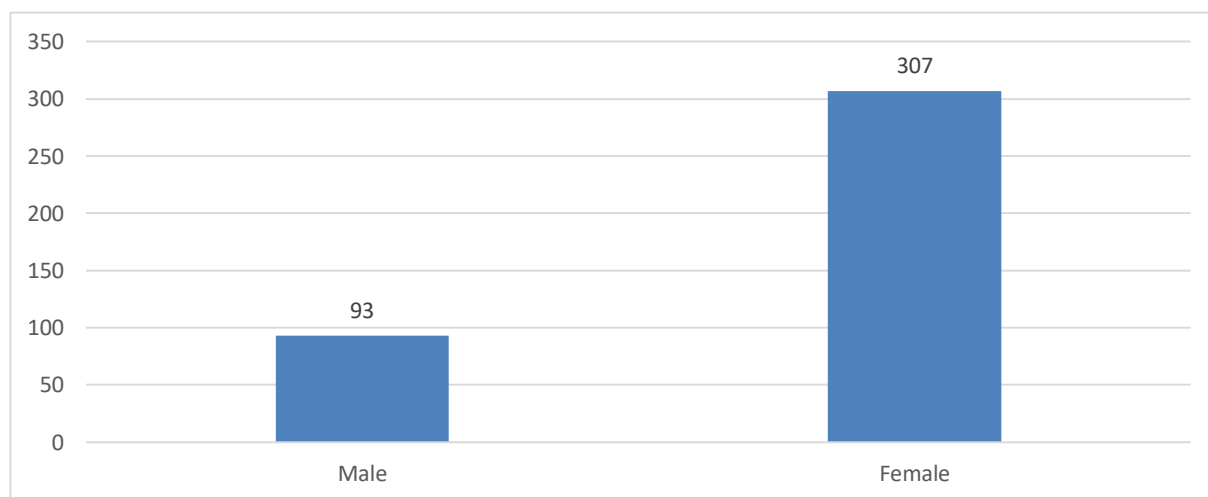
This project adopted a mixed method sequential explanatory design with an online survey followed by in-depth interviews to examine the impact of organisational factors and personal factors on social workers' work-related well-being. In the quantitative study, social workers participated in a 30-minute online survey about their organisational environment, personal characteristics, work-related well-being, and demographic characteristics. In the qualitative study, 60-minute in-depth interviews were conducted to examine the social workers' perspectives of their organisational environment, work problems at the task-, interpersonal-, and organisational-levels, and work-related well-being. As an incentive for participation, each participant was given a total of HK\$100 gift voucher for completing the online survey and another HK\$100 gift voucher for taking part in the in-depth interview. Participants gave written consent to take part in this project on a voluntary basis and had the right to withdraw at any time without any consequences. This project was approved by the Human Research Ethics Committee of The Education University of Hong Kong.

2.2 Online Survey

2.2.1 Participants

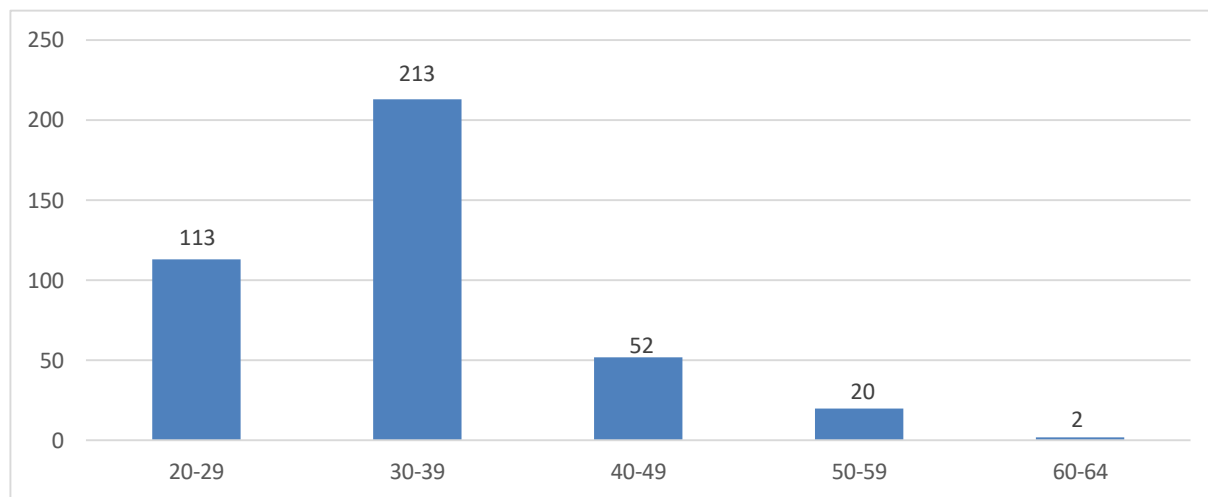
A total sample of 400 full-time social workers were recruited using convenience sampling through the Hong Kong Social Workers' General Union. There were 93 (23.3%) males and 307 (76.7%) females.

Figure 1. Participants' sex



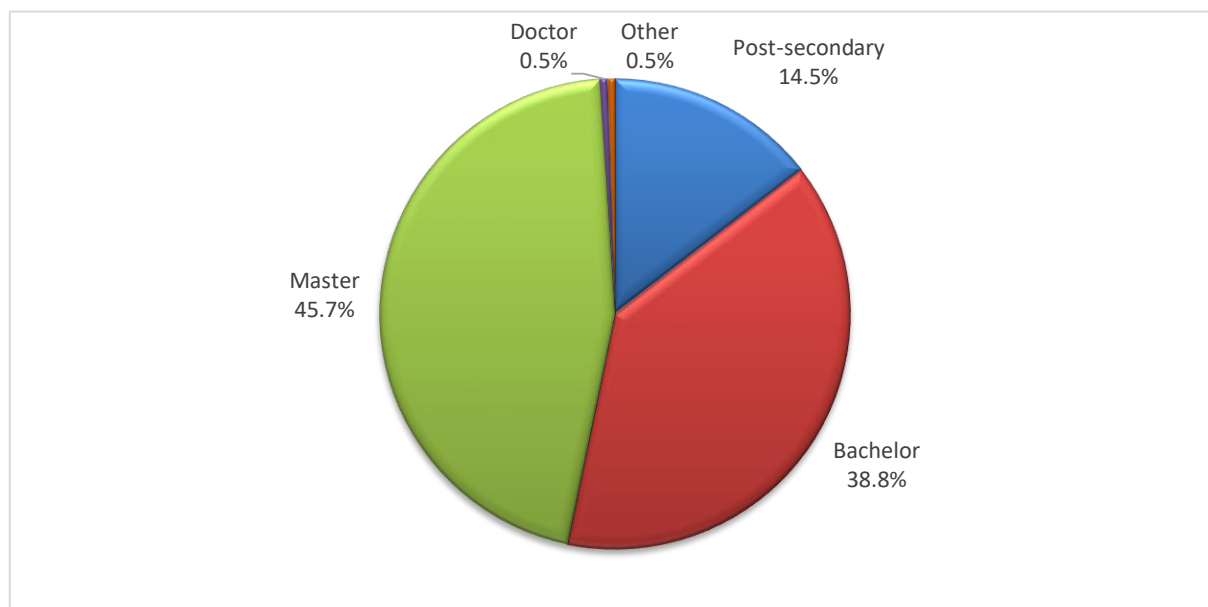
Participants' age ranged from 20 to 64 with a majority of them aged between 30 and 39 (53.2%).

Figure 2. Age distribution of the participants



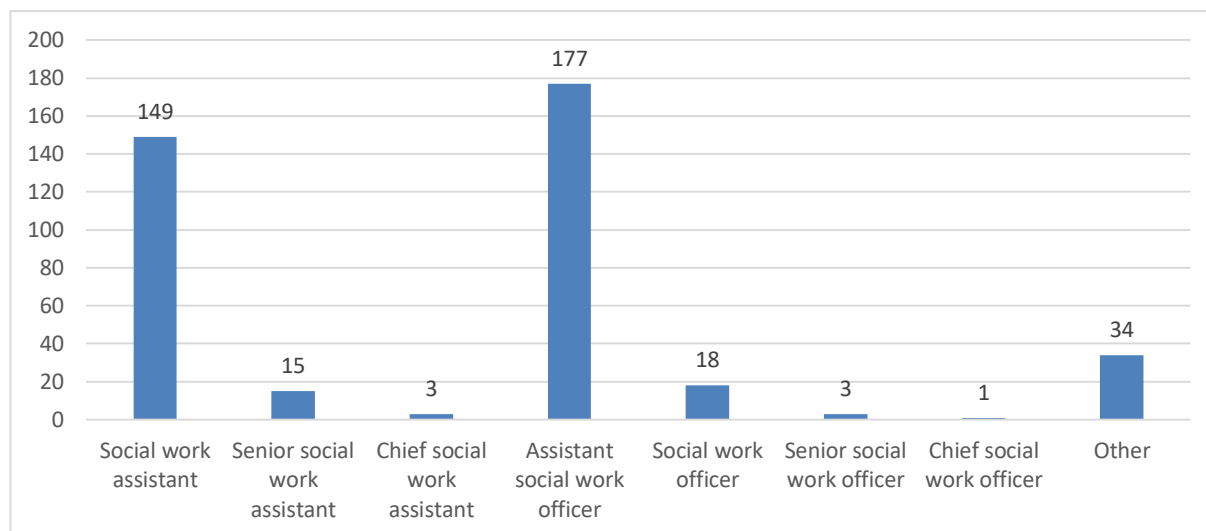
Most of them had obtained bachelor (38.8%) or master degree (45.7%).

Figure 3. Participants' education level



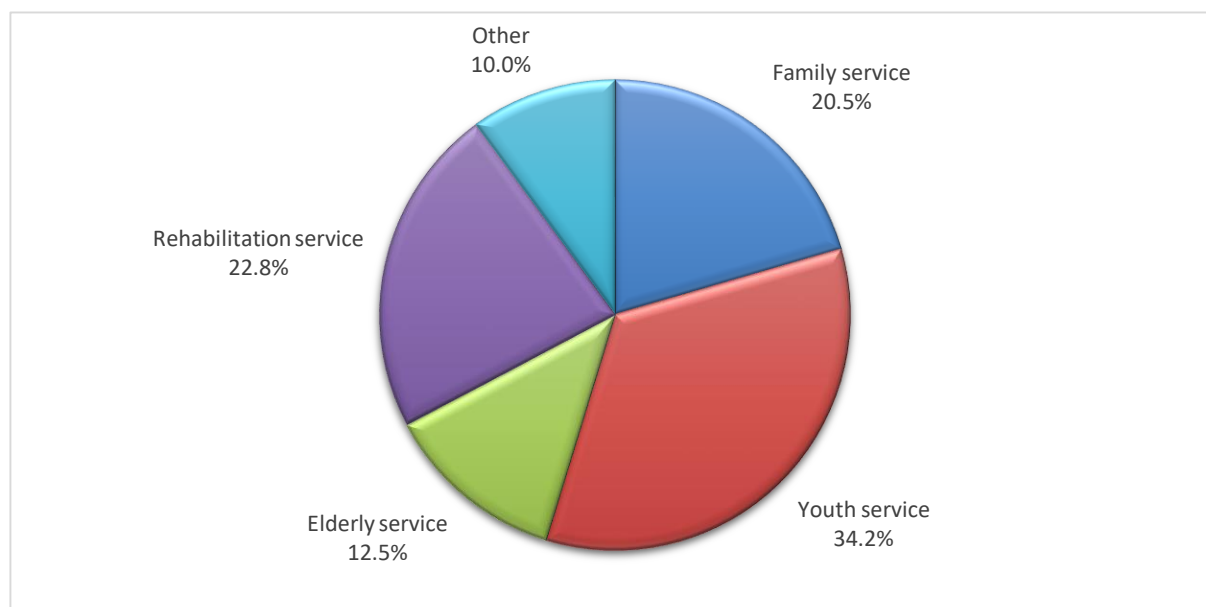
A majority of them were social work assistants (37.3%) and assistant social work officers (44.3%).

Figure 4. Participants' current job position



Most of them were working in youth services (34.2%) followed by rehabilitation services (22.8%).

Figure 5. Type of social service



Their average work experience in the social welfare sector was 11.3 years. Participant demographics are summarized in Table 1.

Table 1. Demographic characteristics of the participants in the online survey (N=400)

Characteristic		n	%
Age	20-29	113	28.3
	30-39	213	53.2
	40-49	52	13.0
	50-59	20	5.0
	60-64	2	0.5
Sex	Male	93	23.3
	Female	307	76.7
Education level	Post-secondary	58	14.5
	Bachelor	155	38.8
	Master	183	45.7
	Doctor	2	0.5
	Other	2	0.5
Position	Social work assistant	149	37.2
	Senior social work assistant	15	3.7
	Chief social work assistant	3	0.8
	Assistant social work officer	177	44.2
	Social work officer	18	4.5
	Senior social work officer	3	0.8
	Chief social work officer	1	0.3
	Other	34	8.5
Service	Family service	82	20.5

Youth service	137	34.2
Elderly service	50	12.5
Rehabilitation service	91	22.8
Other	40	10.0
Work experience (<i>M</i> , <i>SD</i>)	11.32	7.15

2.2.2 Measures

Job stressor. It was assessed by three single items from the Interpersonal Conflict at Work Scale, Organisational Constraints Scale, and Quantitative Workload Inventory (Spector & Jex, 1998). An example item is “How often do you have to work overloaded?”. Participants responded on a 5-point Likert scale to indicate their frequency of interpersonal conflict in the workplace (1 = *never*; 5 = *always*), organisational constraint encounters (1 = *never*; 5 = *few times a day*), and work overload (1 = *never*; 5 = *few times a day*). Higher scores indicate more frequent conflict, higher levels of constraints, and greater workload.

Psychological distress. It was assessed by the General Health Questionnaire (Goldberg, 1972). This scale contains 12 items with each item representing a symptom of psychological distress in the domains of loss of confidence, social dysfunction, and anxiety and depression. Participants indicated the frequency of symptoms experienced in the past month on a 4-point Likert scale (1 = *never*; 4 = *always*). An example item is “Loss much sleep over worry”. A higher score indicates a higher level of psychological distress. The reliability was 0.91.

Physical distress. It was measured by a physical well-being subscale from An Organisational Stress Screening Tool (Cartwright & Coppper, 2002). This scale contains 6 items with each item representing a symptom of physical distress. Participants indicated the frequency of symptoms experienced in the past month (for example, “headache”) on a 4-point Likert scale (1 = *never*; 4 = *always*). A higher score indicates a higher level of physical distress. The reliability was 0.84.

Job satisfaction. It was assessed by the Minnesota Satisfaction Questionnaire (Weiss, Dawis, England, 1967). It contains 20 items rated on a 5-point Likert scale (1 = *very dissatisfied*; 5 =

very satisfied). An example item is “The chance to work alone on the job”. Higher scores indicate higher levels of satisfaction towards the job. The reliability was 0.91.

Affective well-being. It was assessed by the Job-related Affective Well-Being Scale (Van Katwyk, Fox, Spector & Kelloway, 2000). It is a 20-item scale with each item representing a job-related affective state. It consists of two subscales: positive emotion (for example, “My job made me feel at ease”) and negative emotion (for example, “My job make me feel angry”). Participants indicated the frequency of the affective states experienced in the past month on a 5-point Likert scale (1 = *never*; 5 = *very frequently*). Higher scores indicate higher levels of positive or negative emotion. The reliabilities for the positive and negative subscales were 0.88 and 0.89, respectively.

Turnover intention. It was measured by a single-item from the Michigan Organisational Assessment Package (Survey Research Center, 1975). It is rated on a 7-point Likert scale (1 = *very unlikely*; 7 = *very likely*). A higher score indicates higher intention to quit.

Perceived organisational justice. It was measured by an organisational justice measure (Colquitt, 2001). It has 20 items rated on a 5-point Likert scale (1 = *rarely*; 5 = *always*). An example item is “To what extent does your (outcome) reflect the effort you have put into your work?” Higher scores indicate higher levels of perceived justice in the organisation. The reliability was 0.95.

Perceived organisational support. It was measured by the Survey of Perceived Organisational Support (Eisenberger, Huntington, Hutchison, & Sowa, 1986). It consists of 16 items rated on a 7-point Likert scale (1 = *strongly disagree*; 7 = *strongly agree*). An example item is “The organisation really cares about my well-being”. A higher score indicates a higher level of perceived support from the organisation. The reliability was 0.95.

Psychological capital. It was measured by the Psychological Capital Questionnaire (Luthans & Youssef-Morgan, 2017). The scale consists of 24 items rated on a 6-point Likert scale (1 = *strongly disagree*; 6 = *strongly agree*) in the domains of hope, efficacy, resilience, and optimism. An example item is “I feel confident analyzing a long-term problem to find a solution”. A higher score indicates more psychological resources. The reliability was 0.92.

Problem-solving. It was assessed by the positive problem orientation and negative problem orientation subscales of the Chinese Social Problem-solving Inventory Revised Short Form (Siu & Shek, 2005). It consists of 10 items rated on a 5-point Likert scale (0 = *never true*; 4 = *always true*) with each item representing the respondent's reaction to daily work problems. Higher scores indicate greater tendency on positive or negative problem orientation. Example items for positive and negative subscales are "Believe a problem can be solved" and "Feel afraid when I have a problem to solve". The reliabilities were 0.76 and 0.87 for the positive and negative subscales, respectively.

2.2.3 Data analysis

The proportion of participants in varied degrees of well-being is reported as descriptive statistics. To examine the relationship between demographic characteristics and well-being and between demographic characteristics and organisational environment, chi-square tests were conducted for 1) well-being by service type and 2) well-being by job position. Median split was conducted for the well-being outcomes as a straightforward and easy to understand approach to differentiate the high and low scorers (Iacobucci, Posavac, Kardes, Schneider, & Popovich, 2015). The predictability of 1) demographic characteristics (age, job position, service type, and work experience), 2) perceived organisational environment (job stressors, organisational support, and organisational justice), and 3) personal characteristics (psychological capital and problem-solving) on well-being outcomes (psychological distress, physical distress, job satisfaction, affective well-being, and turnover intention) was assessed using hierarchical multiple linear regressions with blockwise entry in the aforementioned order such that the amount of variance explained by variables included in the previous steps are accounted for in later steps. This approach helps determine whether perceived organisational environment adds meaningful improvement to the model over demographic characteristics, and whether personal characteristics add meaningful improvement to the model over demographic characteristics and perceived organisational environment.

2.3 In-depth Interview

2.3.1 Participants

Using purposive sampling, participants from the online survey were invited to an individual in-depth interview. A total of 20 participants took part in this phase. A majority of the participants were female (65%) and half of them (50%) were between 30-39 years old and

had obtained bachelor degree (50%). Details of the participants are shown in Table 2. During the interview, 5 core guiding questions with multiple follow-up questions were asked to discover the personal account of their work experience as social workers: 1 “Describe the current situation of your job. (i.e., how many hours of work per week, how many hours of OT, what are the main duties, what kinds of service are provided, work independently or as a team)”; 2 “What do you think about your organisation? (i.e., how is the work environment, how much support received from the organisation, does the organisation treat employees fairly)”; 3 “What problems have you encountered at work? (e.g., daily duties, interpersonal relationship, organisational factors)”; 4 “How do you handle these problems?”; 5 “How has this job impacted your well-being? (i.e., job satisfaction, psychological distress, physical distress, affective well-being)”. Flexibility was allowed during the interviews to enable unanticipated themes to emerge.

Table 2. Demographic characteristics of the participants in the in-depth interview (N=20)

Characteristic		n	%
Age group (years)	20-29	5	25
	30-39	10	50
	40-49	4	20
	50-59	1	5
Sex	Male	7	35
	Female	13	65
Education level	Post-secondary	3	15
	Bachelor	10	50
	Master	7	35
Position	Social work assistant	9	45
	Assistant social work officer	8	40
	Social work officer	2	10
	Other	1	5
Service type	Family service	4	20

Youth service	7	35
Elderly service	3	15
Rehabilitation service	4	20
Other	2	10

2.3.2 Data analysis

Audio recordings were transcribed verbatim into Chinese. To prioritize, reduce, and organize the data, the interview guide was used to differentiate the primary questions that address the core issues of the research topic from less essential questions that provide additional insight (O'Connor H. & Gibson, 2003). Using thematic analysis (Braun & Clarke, 2006) patterns of meaning within the data were identified, examined, and recorded. An in-depth analysis was conducted using the process of constant comparisons to identify the frequently recurring words and phrases throughout the transcription. These ideas were then organized into codes or categories to address each research question or topic. They were further organized into over-arching themes (main themes) to represent a group of categories (sub-themes). Themes represent summaries of information that provide support for a central concept related to the research topic. Sub-themes enable further elaboration and discussion on the research question or topic to provide details and depth to the main themes. Transcripts were reviewed to ensure all meaningful interview data have been exhausted.

CHAPTER 3 RESULTS

3.1 Online Survey

3.1.1 Well-being profile of social workers in Hong Kong

Table 3 summarizes the proportion of well-being among social workers.

For job stressors, the results revealed that 91.2% of the participants reported having experienced work overload every month because they needed to work very fast, very hard, had little time to get things done, had a great deal to be done, or had more work than they could do well. In addition, it was found that 73.7% of them experienced organisational constraints every month due to poor equipment or supplies, organisational rules and procedures, interruptions by other people, inadequate training, or lack of necessary information. 58% of the participants also reported having experienced interpersonal conflict at work due to arguments with others, getting yelled at by others, being treated impolitely by others, or being mistreated by others.

For psychological distress, the results showed that 15.2% of the participants reported having experienced varied degrees of psychological distress within the past month. In particular, 66.7% reported experiencing high levels of work strain, 47.7% reported difficulty concentrating at work, and 47.2% reported feeling unhappy and depressed.

For physical distress, the results revealed that 21.5% of the participants reported having experienced varied degrees of physical distress within the past month. In particular, 73.5% reported constant tiredness, 64.5% reported muscular tension and/or aches and pains, and 46.2% reported headaches.

For job satisfaction, it was found that 21.3% of the participants reported being dissatisfied about their job. In particular, 43.8% were not dissatisfied about chances for advancement on the job, 40.8% were dissatisfied about their pay and the amount of work they do, and 34.8% were dissatisfied about the way organisational policies are put into practice.

For positive emotions related to work, the results showed that 71.5% of the participants reported rarely to never having experienced positive emotions at work in the past month. In particular, 58.5% felt inspired, 51.2% felt energetic, 50.7% felt excited, 44% felt enthusiastic, and 31.5% felt ecstatic. For negative emotions related to work, it was found that 38.5% of the participants reported having experienced varied degrees of negative emotions at work in the past month. In particular, 91.2% felt fatigued, 69.7% felt discouraged, 65.7% felt anxious, 61.7% felt angry, and 52.2% felt depressed.

For turnover intention, the results showed that 47.2% of the participants intended to quit.

Table 3 Proportion of well-being among social workers

		n	%
Work overload	Work overload	365	91.2
	No work overload	35	8.8
Organisational constraints	Organisational constraints	295	73.7
	No organisational constraints	105	26.3
Interpersonal conflict at work	Conflict at work	232	58.0
	No conflict at work	168	42.0
Psychological distress	Psychologically distressed	61	15.2
	Not psychologically distressed	339	84.7
Physical distress	Physically distressed	86	21.5
	Not physically distressed	314	78.5
Job satisfaction	Satisfied	54	13.5
	Neutral	261	65.2
	Dissatisfied	85	21.3
Positive emotion	Positive emotion	114	28.5
	No positive emotion	286	71.5
Negative emotion	Negative emotion	154	38.5
	No negative emotion	246	61.5
Turnover intention	Intention to quit	189	47.2
	Neutral	51	12.8
	No intention to quit	160	40.0

3.1.2 The relationship between demographic characteristics and well-being

Well-being by service type

Table 4 reports social workers' well-being by service type. Half to more than half of the participants reported high levels of psychological distress in elderly services (62%), family services (51.2%), and other services (50.0%) including community development, refugee services, and ethnic minority services. Half to more than half of them reported high levels of physical distress due to job stress in family service (53.7%), elderly service (50%), other services (50%). Low job satisfaction was commonly reported in other services (60%), elderly services (54%), youth service (50.4%). Furthermore, low levels of positive emotion and high levels of negative emotion were often reported in other services (57.5%, 55%) and family service (47.6%, 53.7%). High turnover intention was reported in other services (67.5%), youth services (51.1%), rehabilitation services (44%), elderly services (42%), and family services (37.8%). There were no significant differences in the level of well-being between different service types, except turnover intention. Turnover intention is lowest in family services and highest in other services (Figure 6).

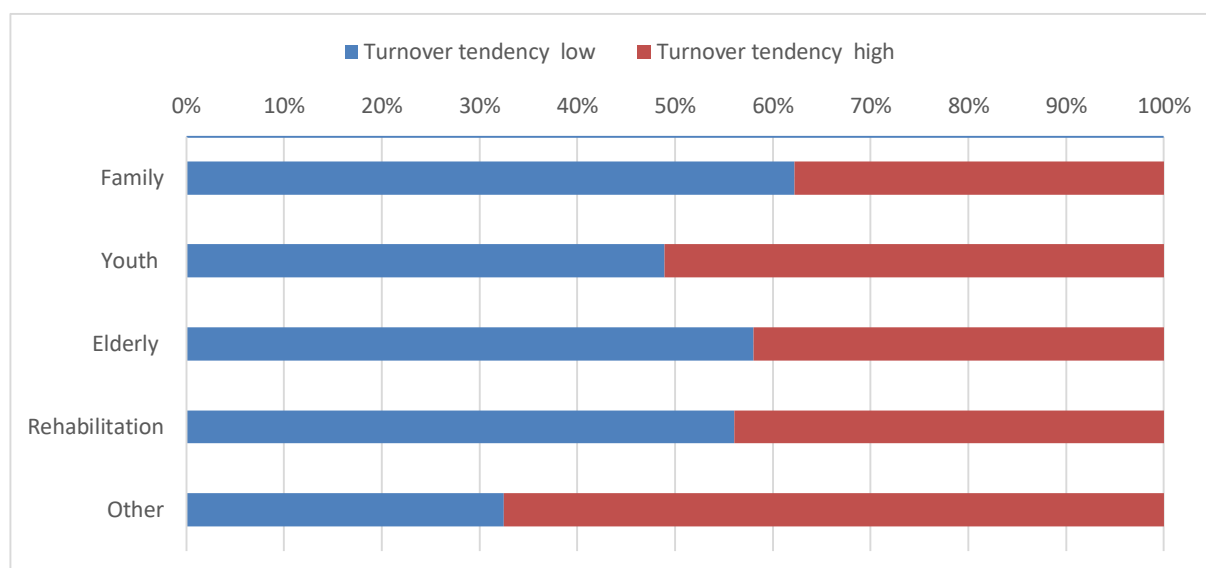
Table 4 Social workers' well-being by service type

		Family (n)	Youth (n)	Elderly (n)	Rehabili tation (n)	Other (n)	χ^2
Psychological distress	low	40	76	19	51	20	5.55
	high	42	61	31	40	20	
Physical distress	Low	38	71	25	48	20	0.86
	high	44	66	25	43	20	
Job Satisfaction	low	36	69	27	41	24	3.95
	high	46	68	23	50	16	
Positive emotion	low	39	52	24	44	23	6.03
	high	43	85	26	47	17	

Negative emotion	low	38	74	29	46	18	2.77
	high	44	63	21	45	22	
Turnover intention	low	51	67	29	51	13	11.28*
	high	31	70	21	40	27	

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Figure 6. Turnover intention by service type



Well-being by job position

A total of 167 (41.8%) were social work assistant level, 199 (49.7%) were officer level and 34 (8.5%) were other levels. Assistant level included social work assistant, senior social work assistant, and chief social work assistant; officer level included assistant social work officer, social work officer, senior social work officer and chief social work officer. And those unspecific were grouped into others.

Table 5 reports social workers' well-being by job position. High psychological distress were experienced by 60.5% of social workers at assistant level, 50% in other positions, and 38.2% at officer level. High physical distress were experienced by 53.3% at assistant level, 55.9% in other positions, and 45.2% at officer level. Low job satisfaction was experienced by 52.9% in

other positions, 52.1% at assistant level, and 46.2% at officer level. Low positive emotion was experienced by 53.3% at assistant level, 41.2% in other position, and 39.7% at officer level. High negative emotion was experienced by 55.1% at assistant level, 52.9% in other positions, and 42.7% at officer level. High turnover intention were reported by 58.8% in other positions, 53.3% at assistant level, and 40.2% at officer level. Chi-square tests showed that there were significant differences on psychological distress, positive emotion, and turnover intention between different job positions.

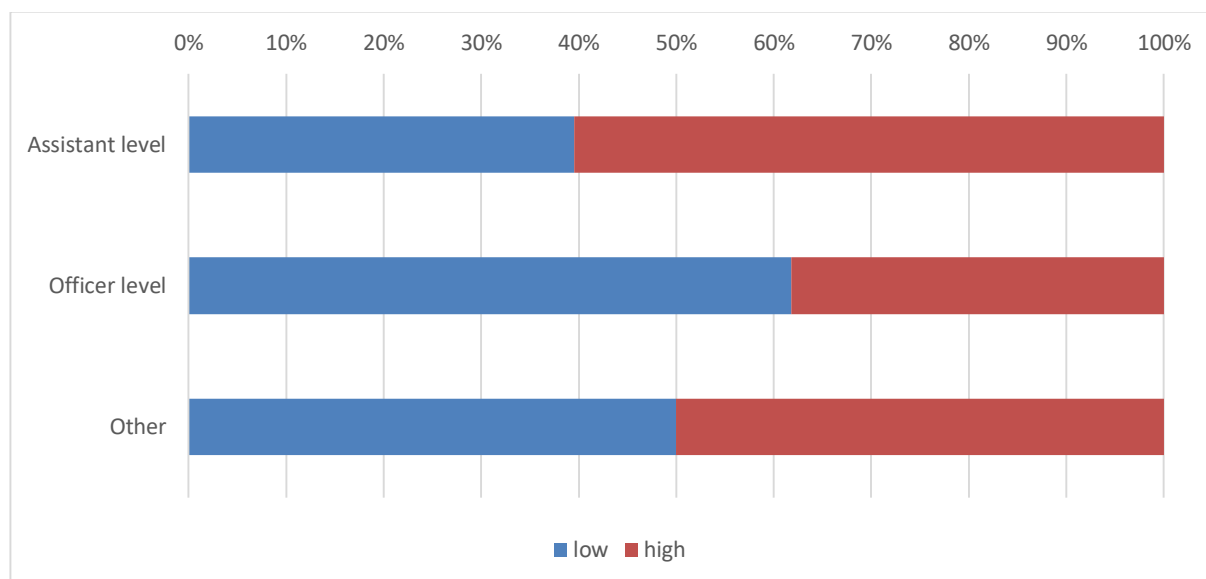
Table 5. Social workers' well-being by job position

		Assistant level (n)	Officer level (n)	Other (n)	χ^2
Psychological distress	low	66	123	17	18.09***
	high	101	76	17	
Physical distress	low	78	109	15	2.97
	high	89	90	19	
Job Satisfaction	low	87	92	18	1.45
	high	80	107	16	
Positive emotion	low	89	79	14	7.05*
	high	78	120	20	
Negative emotion	low	75	114	16	5.83
	high	92	85	18	
Turnover intention	low	78	119	14	8.24*
	high	89	80	20	

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

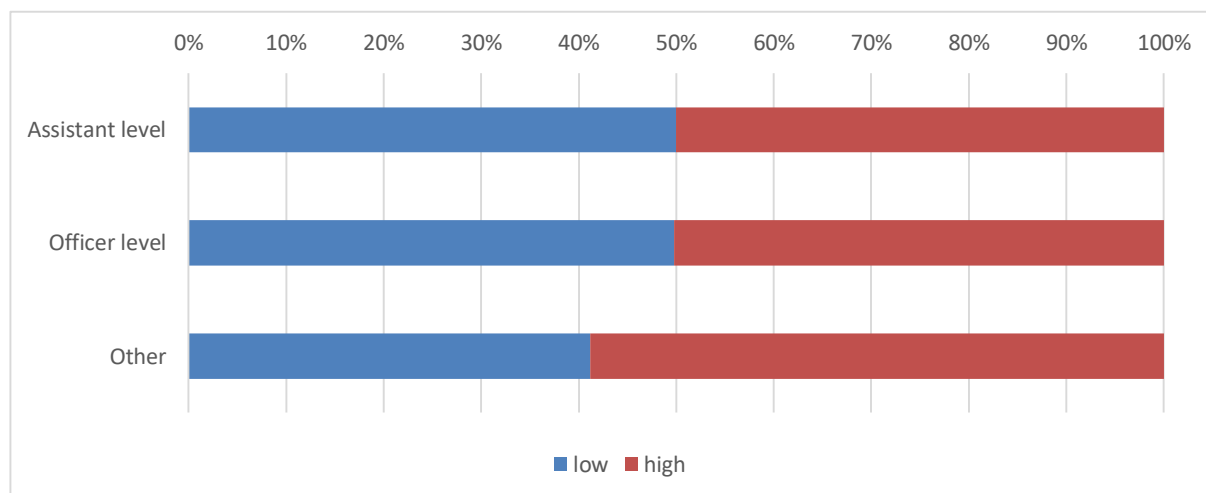
As shown in Figure 7, there were less social workers at the officer level who experienced high psychological distress.

Figure 7. Psychological distress by job position



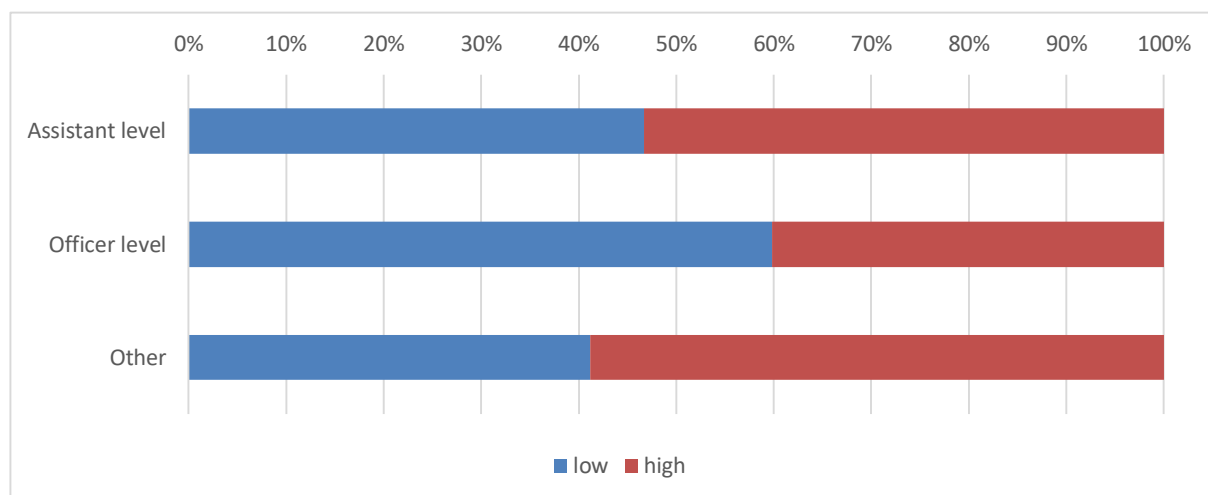
As shown in Figure 8, social workers in other positions were more likely to experience high positive emotion at work.

Figure 8. Positive emotion by job position



As shown in figure 9, social workers at the officer level were less likely to quit the job.

Figure 9. Turnover intention by job position



3.1.3 Predictors of social workers' well-being

Psychological distress

Demographic characteristics contributed significantly to the regression model in Step 1 ($F(8, 391) = 2.72, p < 0.01$), and accounted for 5% of the variation in psychological distress. Among the demographic variables, only work experience was significant which was negatively associated with psychological distress ($B = -0.21, p < 0.05$). Introducing the organisational environment variables in Step 2 explained an additional 19% and the change in R^2 was significant ($F(5, 386) = 19.49, p < 0.001$). Specifically, interpersonal conflict at work ($B = 0.13, p < 0.05$) and quantitative workload ($B = 0.16, p < 0.01$) were significantly positively associated with psychological distress while organisational justice ($B = -0.14, p < 0.05$) and organisational support ($B = -0.15, p < 0.05$) were significantly negatively associated with psychological distress. Finally, the addition of personal characteristics in Step 3 explained an additional 28% and the change in R^2 was significant ($F(3, 383) = 72.10, p < 0.001$). With all of the variables included in the last step, the most important predictors include interpersonal conflict ($B = 0.09, p < 0.05$), quantitative workload ($B = 0.13, p < 0.01$), and negative problem orientation ($B = 0.32, p < 0.001$) which were significantly positively associated with psychological distress, as well as psychological capital ($B = -0.28, p < 0.001$) and positive problem orientation ($B = -0.09, p < 0.05$) which were significantly negatively associated with psychological distress. Together, they accounted for 50% of the variance in psychological distress (Table 6).

Table 6. Hierarchical regression for psychological distress

	(β) Step 1	(β) Step 2	(β) Step 3
Step 1			
Age	0.10	0.05	0.05
Work experience	-0.21*	-0.16	-0.05
Service type			
-Family	-0.06	-0.03	-0.08
-Youth	-0.07	-0.01	-0.01
-Elderly	-0.03	-0.01	-0.04
-Rehabilitation	-0.06	-0.04	-0.08
Position			
-Assistant level	0.16	0.11	0.04
-Officer level	0.02	-0.02	-0.05
Step 2			
Job Stressor			
- Interpersonal conflict at work		0.13*	0.09*
- Organisational constraints		0.02	0.01
- Quantitative workload		0.16**	0.13**
Organisational Justice		-0.14*	-0.07
Organisational Support		-0.15*	-0.06
Step 3			
Psychological Capital			-0.28***
Problem solving			
-Negative Problem Orientation			0.32***
-Positive Problem Orientation			-0.09*

R^2	0.05	0.24	0.52
Adjusted R^2	0.03	0.22	0.50
F for change in R^2	2.72**	19.49***	72.10***

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Physical distress

Demographic characteristics did not account for the variation in physical distress in Step 1. Introducing the organisational environment variables in Step 2 contributed significantly to the regression model ($F(13, 386) = 7.46, p < 0.001$), that explained 20% of the variation. Specifically, interpersonal conflict at work ($B = 0.17, p < 0.01$) and quantitative workload ($B = 0.23, p < 0.001$) were significantly positively associated with physical distress. Finally, the addition of personal characteristics in Step 3 explained an additional 5% and the change in R^2 was significant ($F(3, 383) = 7.74, p < 0.001$). With all of the variables included in the last step, the most important predictors include interpersonal conflict at work ($B = 0.16, p < 0.01$), quantitative workload ($B = 0.21, p < 0.001$), and negative problem orientation ($B = 0.18, p < 0.01$) which were significantly positively associated with physical distress. Together, they accounted for 22% of the variance in physical distress (Table 7).

Table 7. Hierarchical regression for physical distress

	(β) Step 1	(β) Step 2	(β) Step 3
Step 1			
Age	-0.02	-0.03	-0.03
Work experience	-0.01	0.02	0.06
Service type			
-Family	-0.02	-0.02	-0.03
-Youth	-0.05	-0.02	-0.01
-Elderly	-0.01	0.01	-0.01
-Rehabilitation	-0.07	-0.08	-0.09

Position			
-Assistant level	0.06	0.02	-0.02
-Officer level	-0.06	-0.11	-0.13
Step 2			
Job Stressor			
- Interpersonal conflict at work		0.17**	0.16**
- Organisational constraints		0.04	0.04
- Quantitative workload		0.23***	0.21***
Organisational Justice		-0.01	0.02
Organisational Support		-0.12	-0.09
Step 3			
Psychological Capital			-0.03
Problem solving			
-Negative Problem Orientation			0.18***
-Positive Problem Orientation			-0.07
R^2	0.02	0.2	0.25
Adjusted R^2	0	0.17	0.22
F for change in R^2	1.01	17.44***	7.74***

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Job satisfaction

Demographic characteristics contributed significantly to the regression model in Step 1 ($F(8, 391) = 2.44, p < 0.05$), and accounted for 5% of the variation in job satisfaction. Among the demographic variables, only work experience was significant which was positively associated with job satisfaction ($B = 0.26, p < 0.01$). Introducing the environment variables in Step 2 explained an additional 62% and the change in R^2 was significant ($F(5, 386) = 117.33, p < 0.001$). Specifically, organisational constraints ($B = -0.10, p < 0.01$) were significantly negatively associated with job satisfaction while organisational justice ($B = 0.34, p < 0.001$)

and organisational support ($B = 0.42, p < 0.001$) were significantly positively associated with job satisfaction. Finally, the addition of personal characteristics in Step 3 explained an additional 7% and the change in R^2 was significant ($F(3, 383) = 29.63, p < 0.001$). With all of the variables included in the last step, the most important predictors include organisational justice ($B = 0.30, p < 0.001$), organisational support ($B = 0.36, p < 0.001$), and psychological capital ($B = 0.26, p < 0.001$) which were significantly positively associated with job satisfaction, as well as organisational constraints ($B = -0.09, p < 0.01$) which were significantly negatively associated with job satisfaction. Together, they accounted for 68% of the variance in job satisfaction (Table 8).

Table 8. Hierarchical regression for job satisfaction

	(β) Step 1	(β) Step 2	(β) Step 3
Step 1			
Age	-0.15	-0.01	0.01
Work experience	0.26**	0.13*	0.07
Service type			
-Family	0.13	0.00	0.04
-Youth	0.13	-0.02	-0.02
-Elderly	0.07	0.00	0.01
-Rehabilitation	0.14	0.00	0.03
Position			
-Assistant level	-0.04	0.06	0.08
-Officer level	0.05	0.07	0.07
Step 2			
Job Stressor			
- Interpersonal conflict at work		-0.07	-0.04
- Organisational constraints		-0.10**	-0.09**

- Quantitative workload		0.02	0.02
Organisational Justice		0.34***	0.30***
Organisational Support		0.42***	0.36***
Step 3			
Psychological Capital			0.26***
Problem solving			
-Negative Problem Orientation			-0.04
-Positive Problem Orientation			0.03
R^2	0.05	0.62	0.69
Adjusted R^2	0.03	0.61	0.68
F for change in R^2	2.44*	117.33***	29.63***

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Positive emotion related to work

Demographic characteristics did not account for the variation in positive emotions in Step 1. Introducing the organisational environment variables in Step 2 contributed significantly to the regression model ($F(13, 386) = 40.02, p < 0.001$), that explained 36% of the variation. Specifically, interpersonal conflict at work ($B = -0.13, p < 0.01$) and quantitative workload ($B = -0.14, p < 0.01$) were significantly negatively associated with positive emotions while organisational support ($B = 0.36, p < 0.001$) was positively associated with positive emotion. Finally, the addition of personal characteristics in Step 3 explained an additional 10% and the change in R^2 was significant ($F(3, 383) = 24.16, p < 0.001$). With all of the variables included in the last step, the most important predictors include interpersonal conflict at work ($B = -0.09, p < 0.05$) and quantitative workload ($B = -0.15, p < 0.01$) which were significantly negatively associated with positive emotion, as well as organisational support ($B = 0.29, p < 0.001$), psychological capital ($B = 0.26, p < 0.001$), and positive problem orientation ($B = 0.11, p < 0.01$) which were significantly positively associated with positive emotion. Together, they accounted for 44% of the variance in positive emotions (Table 9).

Table 9. Hierarchical regression for positive emotion related to work

	(β) Step 1	(β) Step 2	(β) Step 3
Step 1			
Age	-0.06	0.00	0.03
Work experience	0.15	0.08	0.00
Service type			
-Family	0.05	-0.01	0.03
-Youth	0.13	0.04	0.04
-Elderly	0.02	-0.02	-0.01
-Rehabilitation	0.07	0.02	0.05
Position			
-Assistant level	-0.06	0.01	0.04
-Officer level	0.02	0.06	0.05
Step 2			
Job Stressor			
- Interpersonal conflict at work		-0.13**	-0.09*
- Organisational constraints		-0.04	-0.03
- Quantitative workload		-0.14**	-0.15**
Organisational Justice		0.09	0.05
Organisational Support		0.36***	0.29***
Step 3			
Psychological Capital			0.26***
Problem solving			
-Negative Problem Orientation			-0.04
-Positive Problem Orientation			0.11**

R^2	0.03	0.36	0.46
Adjusted R^2	0.01	0.34	0.44
F for change in R^2	1.48	40.02***	24.16***

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Negative emotion related to work

Demographic characteristics did not account for the variation in negative emotions in Step 1. Introducing the organisational environment variables in Step 2 contributed significantly to the regression model ($F(13, 386) = 19.32, p < 0.001$), that explained 39% of the variation. Specifically, interpersonal conflict at work ($B = 0.16, p < 0.001$), organisational constraints ($B = 0.13, p < 0.05$), and quantitative workload ($B = 0.17, p < 0.001$) were significantly positively associated with negative emotions while organisational justice ($B = -0.18, p < 0.01$) and support ($B = -0.21, p < 0.001$) were significantly negatively associated with negative emotion. Finally, the addition of personal characteristics in Step 3 explained an additional 14% and the change in R^2 was significant ($F(3, 383) = 37.90, p < 0.001$). With all of the variables included in the last step, the most important predictors include interpersonal conflict at work ($B = 0.13, p < 0.01$), organisational constraints ($B = 0.13, p < 0.01$), quantitative workload ($B = 0.14, p < 0.01$), and negative problem orientation ($B = 0.29, p < 0.001$) which were significantly positively associated with negative emotion, as well as organisational justice ($B = -0.13, p < 0.05$), organisational support ($B = -0.16, p < 0.01$), and psychological capital ($B = -0.17, p < 0.001$) which were significantly negatively associated with negative emotion. Together, they accounted for 51% of the variance in negative emotions (Table 10).

Table 10. Hierarchical regression for negative emotion related to work

	(β) Step 1	(β) Step 2	(β) Step 3
Step 1			
Age	0.05	-0.02	-0.01
Work experience	-0.11	-0.03	0.03
Service type			

-Family	-0.08	-0.02	-0.06
-Youth	-0.14	-0.04	-0.04
-Elderly	-0.12	-0.07	-0.10
-Rehabilitation	-0.07	-0.02	-0.04
Position			
-Assistant level	0.09	0.01	-0.05
-Officer level	-0.03	-0.07	-0.11
Step 2			
Job Stressor			
- Interpersonal conflict at work		0.16***	0.13**
- Organisational constraints		0.13*	0.13**
- Quantitative workload		0.17***	0.14**
Organisational Justice		-0.18**	-0.13*
Organisational Support		-0.21***	-0.16**
Step 3			
Psychological Capital			-0.17**
Problem solving			
-Negative Problem Orientation			0.29***
-Positive Problem Orientation			-0.01
R^2	0.03	0.39	0.53
Adjusted R^2	0.01	0.37	0.51
F for change in R^2	1.60	46.18***	37.90***

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Turnover intention

Demographic characteristics contributed significantly to the regression model in Step 1 ($F(8, 391) = 6.42, p < 0.001$), and accounted for 12% of the variation in turnover intention. Among

the demographic variables, work experience ($B = -0.24, p < 0.01$), working in family service ($B = -0.21, p < 0.01$) and elderly service ($B = -0.16, p < 0.01$) were significantly negatively associated with turnover intention. Introducing the environment variables in Step 2 explained an additional 12% and the change in R^2 was significant ($F(5, 386) = 12.04, p < 0.001$). Specifically, work experience ($B = -0.19, p < 0.05$), organisational justice ($B = -0.14, p < 0.05$), and organisational support ($B = -0.22, p < 0.001$) were significantly negatively associated with turnover intention. Finally, the addition of personal characteristics in Step 3 explained an additional 1% and the change in R^2 was significant ($F(3, 383) = 2.65, p < 0.05$). The most important predictors include work experience ($B = -0.18, p < 0.05$), organisational justice ($B = -0.13, p < 0.05$), and organisational support ($B = -0.23, p < 0.001$) which were significantly negatively associated with turnover intention, as well as negative problem orientation ($B = 0.15, p < 0.01$) which were significantly positively associated with turnover intention. Together, they accounted for 22% of the variance in turnover intention (Table 11).

Table 11. Hierarchical regression for turnover intention

	(β) Step 1	(β) Step 2	(β) Step 3
Step 1			
Age	0.00	-0.06	-0.05
Work experience	-0.24**	-0.19*	-0.18*
Service type			
-Family	-0.21**	-0.14	-0.14
-Youth	-0.14	-0.07	-0.06
-Elderly	-0.16*	-0.12	-0.13
-Rehabilitation	-0.15	-0.08	-0.08
Position			
-Assistant level	0.01	-0.04	-0.06
-Officer level	-0.13	-0.13	-0.15
Step 2			
Job Stressor			

- Interpersonal conflict at work		-0.01	-0.01
- Organisational constraints		0.08	0.08
- Quantitative workload		-0.04	-0.06
Organisational Justice		-0.14*	-0.13*
Organisational Support		-0.22***	-0.23***

Step 3

Psychological Capital			0.06
Problem solving			
-Negative Problem Orientation			0.15**
-Positive Problem Orientation			-0.02
R^2	0.12	0.24	0.25
Adjusted R^2	0.1	0.21	0.22
F for change in R^2	6.42***	12.04***	2.65*

Note. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

3.2 In-depth Interview

The main themes generated from in-depth interviews include “general information about work”, “problems encountered at work”, “psychological capital for dealing with work problems”, “problem-solving strategies”, and “well-being outcomes of work”. Social workers reported a heavy workload but experienced a supportive and respectful work environment. They experienced a number of problems at work, including (1) task-related problems pertaining to unreasonable client complaints and having to standby for urgent cases, (2) interpersonal problems pertaining to workplace conflicts and coworkers’ reluctance to change for service improvement, and (3) organisational problems pertaining to conflicting instructions from management team and a shortage of manpower. When faced with these problems, the social workers showed positive work attitudes, including being hopeful, efficacious, resilient, and optimistic. Furthermore, they dealt with these problems using problem-focused and proactive strategies although some also reported using passive and avoidant strategies. In terms of work-related well-being, social workers reported that they were (1) satisfied with their job because it gave them a sense of achievement and (2) experienced positive emotions during work, but they also (3) reported feeling angry at work, (4) felt stressed due to extensive workload, and (5) experienced physical distress from job stress such as skin problems and headache. To improve work-related well-being, they suggested that social workers should balance work and personal life, learn ways to handle negative emotions, and improve self-care. The quotes from the social workers in Chinese with direct translation in English are reported in Table 12.

Table 12. Quotes from the social workers

Theme	Sub-theme	Code
General information about work	Duties of social work	<p><u>Overtime work as normal practice</u></p> <p>一個月都起碼有兩次，兩至四次啦。七點零鐘呀做到，平日就六點幾都走到嘅咁樣啦 (男, 30-39歲, 家庭服務, 10152855479)</p> <p>There is at least twice a month, two to four times that I leave the office at 7:00pm something. On average, I leave office around 6:00pm. (male, 30-39yr, family services, 10152855479)</p>

		<p>呢我嘅返工時間就，official就係一個星期44小時啦。咁由於我哋係家長組織，好多時候星期六需要返工，所以我嘅返工時間係星期二至到星期六嘅(女, 30-39歲, 復康服務, 10098235090)</p> <p>My official hours are 44 hours per week. As I am working in a parent-initiated organisation, most of the time, working in Saturday is needed. Therefore, I work from Tuesday to Saturday. (female, 30-39yr, rehabilitation services, 10098235090)</p> <p><u>Heavy workload on casework and programme</u></p> <p>係IFSC嘅社工啦，就做case counseling嘅。咁case就嘅度嘅case就有分，姐係冇話邊個負責邊類嘅，就總之阿sir派到俾你，長者啊、咩經濟啊、住屋啊、child care都有啦。咁另外就我哋會每個社工同事嘅，都要一年做12個，即係at least要做12個programme嘅(女, 20-29歲, 家庭服務, 10096578936)</p> <p>We provide case counseling service as IFSC social workers. The organization doesn't assign a particular type to a specific group of social workers but assign tasks randomly which include elderly, financial support, housing, child care. In addition, every social worker has to work on at least 12 programmes a year. (female, 20-29yr, family services, 10096578936)</p> <p>Case就不嬲都要跟㗎啦老實講句都係EDB嘅要求嚟嘅。咁例如話舉個例，我呢度而家情況就係...(1秒)例如可能放咗學之後，有學生真係啲功課論盡㗎，咁有時校長要求到或者「喂，幫手望幾眼啦！」，咁啲啲我哋變咗都要望望啦。或者有個家長失咗蹤未嚟接放學㗎，咁你幫手take care住學生先啦，啲啲都係extra嘅，我哋忽然間要做嘅嘢。(男, 40-49歲, 其他, 10104799377)</p>
--	--	--

		<p>We have been following up assigned cases. Honestly, it's our duty according to EDB requirements. But the actual situation is, for example, some students like discussing their homework after school and the principal sometimes asks me to help them with their homework. Another case is when the parents doesn't pick their children up timely after school, I will be responsible for taking care of that student. (male, 40-49yr, other services, 10104799377)</p> <p><u>A lot of challenge of management work in service centre</u></p> <p>我嘅工作範疇呢如果身為一個centre in charge 啦，咁其實我需要睇住成個centre嘅營運啦，咁我都需要(睇住)成個我哋事工嘅方向啦。咁我都同時需要supervise同事嘅工作表現啦，咁呢個係內務嘅一部分啦。咁但同時間由於我哋係一個自己嘅組織嚟嘅，咁我哋家長要倡導嘅工作，咁佢哋好需要我有professional 嘅support俾佢哋啦。(女, 30-39歲, 復康服務, 10098235090)</p> <p>As centre in charge, I have to monitor the operation of the center, ensuring the team are on the right track and also supervise the co-workers. Those are internal duties. At the same time, this organisation is self-initiated and we, as people in charge, should provide professional support for co-workers. (female, 30-39yr, rehabilitation services, 10098235090)</p> <p>管理嗰方面...嗰個服務嘅運作阿，或者個服務質素阿，同事嗰啲培訓阿，咁...係啦譬如有啲個案阿...我頭先都講漏咗，我哋日間...我哋中心做埋嗰個個案輔導啦，亦都要係同事譬如處理一啲相對較為有少少難度嘅個案，嗰到要俾番啲支援佢哋啦。咁就係頭先講嗰個中心嘅運作啦。(女, 40-49歲, 老人服務, 10101320873)</p> <p>In terms of management, I am responsible for the operation and quality control of the service, staff training</p>
--	--	--

		and etc. For example...I forgot to mention before...Our daycare center is also responsible for counseling. In case there is a difficult case, I have to provide support for the staff. That's what I mean for center operation. (female, 40-49yr, elderly services, 10101320873)
	Organisational environment	<p><u>Supportive organisational climate</u></p> <p>機構點樣支援我嘅工作呀... 譬如話我哋每年都會有一個進修津貼嘅，咁我覺得都好嘅，即係等大家都可以進修嘅時候嘅費用都可以減少少，都係有幫助嘅，同埋都有進修假（假期）啲嘅都會鼓勵你去進修嘅，即係譬如話病假呀或者啲嘅就必然都有嘅。（女，20-29歲，青少年服務，10096636054）</p> <p>The support of organisation for my work include providing subsidies for further study. I think it is good because it makes us spend less for advanced studies which is quite helpful. And study leave (day off) would be another element that encourages you to study further. The organisation provides sick leave and annual leave for sure. (female, 20-29yr, youth services, 10096636054)</p> <p>如果訓練方面或者我哋想進修呢，咁都好多配合嘅。係喇，咁我自己就有試過咁樣，即係一路讀書一路做嘢啦咁。咁但係我見有好多同事，譬如係讀緊part-time，咁跟住繼續喺度返緊，係喇，即係可以調動到變到呀，或者甚至四分三我都聽過添咁，即係個時間上係可以配合得到，咁啲個我覺得好有人情味嘅。（女，30-39歲，青少年服務，10101306152）</p> <p>If we would like to engage in training or further study, (the organisation) is quite supportive. Even I haven't tried the work-study scheme, I notice that many colleagues engaging in further study on a part-time basis while working in this organisation which means the organisation provides special arrangements and flexibility to facilitate their study. I've heard that almost three fourths co-works had the experience that the organisation</p>

		<p>can accommodate your time schedule. I think this shows their caring for the staff. (female, 30-39yr, youth services, 10101306152)</p> <p><u>Being respectful for social workers</u></p> <p>佢哋都好尊重我哋嘅意見，亦都我哋提供咗多一啲嘅想法同埋意見畀啲嘅紀律部隊同事.....佢哋亦都會就住我哋嘅意見反應畀上頭知道，亦都會recognize我哋意見。(男, 30-39歲, 家庭服務, 10152855479)</p> <p>They quite respect our opinions. Also we provide many our opinions and suggestions for our counterparts of Disciplined Services. They would let their management know our opinions and recognize our ideas as well. (male, 30-39yr, family services, 10152855479)</p> <p>嗯...我就，咁樣睇啦，一個可能係物質上嘅公平，一個可能係，我當可能係精神上嘅公平啦。咁我自己係物質上來講我就好體諒機構嘅，因為你知道佢係自負盈虧，咁過往呢其實我之前嘅其實最少有10年中間可能每兩年就一個合約期會轉一個centre in charge，咁一路佢哋都係好嚴重咁樣俾人underpaid 嘅。.....咁佢哋咪，就算佢哋依家未俾到我上一份人工，但我都覺得佢哋係盡自己嘅能力，盡自己嘅財政負擔嘅上面都加多咗我嘅係啦.....咁所以呢個我自己覺得都係俾較公平嘅。咁如果就psychologically 我就覺得即係絕大部份嘅幹事同埋顧問...（佢哋）都算係認同我嘅工作啦。(女, 30-39歲, 復康服務, 10098235090)</p> <p>In my opinion, there are two types of (organisational) justice, namely physical and spiritual justice. From the physical aspect, I understand that the organisation I'm working for is self-financed. In the past decade, the center changes the centre-in-charge almost every two years (a contract period) and all of them were seriously underpaid. But the organisation had made its best effort to pay me even though my current salary is lower than that of my</p>
--	--	---

		<p>last job. That's why I think it is more or less fair to me. Psychologically, most of the officers and consultants show recognition to my work. (female, 30-39yr, rehabilitation services, 10098235090)</p> <p><u>Sense of belonging due to the contribution of their work</u></p> <p>都proud of嘅，即係我覺得某程度上即係，姑勿論學生知唔知或者同事知唔知都好啦，起碼我覺得我係呢度我係幫到幫緊我啲學生嘅，咁所以我都proud of嘅 (女, 30-39歲, 其他, 10096505598)</p> <p>(I'm) Kind of proud of it (my job). In some way, no matter students or colleagues are aware of it or not, I am providing assistance to the students. That's why I am proud of it. (female, 30-39yr, other services, 10096505598)</p> <p>都覺得part of the機構。咁點解會覺得part of the機構呢?就係有啲嘢係你自己own咖嘛。譬如啲服務係你一手一腳由零，頭先講由零開始嚟去申請，然後請人到運作到完成。咁呢啲係你架嘛，機構即係畀咗個平台我去做我想做嘅嘢，咁呢個我諗係最大嘅，最大嘅元素令到你覺得有歸屬感。(女, 50-59歲, 家庭服務, 10100609676)</p> <p>(I consider myself) as part of the organisation. Why do I think being part of the organisation? Because there are certain things owned by myself. Let's say, there is a kind of service developed by you from scratch. You established it from service application, recruitment and operation. Those are your private wealth. The organisation provide the platform that allow us to do what we want. This is the most important source of the sense of belonging. (female, 50-59, family services, 10100609676)</p>
--	--	--

Problems encountered at work	Task-related work problem	<p><u>Handling unreasonable complaint of clients</u></p> <p>因為投訴就成日都有，咁嗰次嘅投訴就我自己覺得我有咩錯嘅，咁純粹係一次公開嘅training嘅場合裏面我講咗一啲自己嘅意見，就係對現今政府一啲政策推行嘅一啲睇法或者失望嘅位嘅……(投訴人)佢就覺得我‘牙’咗(阻礙)啲時間，咁就寫咗一封好長嘅投訴信，就畀我哋嘅總幹事。(男, 40-49歲, 其他, 10102268612)</p> <p>We receive complaints very often. I didn't think I really did something wrong regarding that complaint. There was a public training in which I expressed some of my personal views and disappointment on policy implementation of government. (The complainant) then thought me misused his/her time and wrote a very long complain letter sent to our director. (male, 40-49yr, other services, 10102268612)</p> <p>好多投訴啦，而家係suddenly咁樣。(I:介唔介意具體少少?)啲屋企人其實就有啲合理嘅，有啲就好無理㗎囉。咁變咗其實處理嘅時候又好乏力。(女, 30-39歲, 老人服務, 10100850458)</p> <p>There are many complaints happening suddenly. (Investigator: would you please provide more details?) Some of the complaints from caregivers (clients' family members) were reasonable while some were nonsense. It makes me feel distressed when handling these complaints. (female, 30-39yr, elderly services, 10100850458)</p> <p><u>Standby for handling urgent case</u></p> <p>一啲 case放咗工都會來搵你架嘛，或者係有一啲危機嘅事情或者緊急事件，可能放咗工你都要隨時ready去處理，咁樣囉。咁所以就壓力最大可能喺 啲 case 上邊... 嘅緊急情況囉。(男, 20-29歲, 青少年服務, 10152512896)</p>
------------------------------	---------------------------	--

		<p>There were some cases coming to you even though you've been off work or some emergencies or crises requiring you to be ready to deal with them at any time even if you're off-duty. Handling those urgent cases would be the most possible source of work stress. (male, 20-29yr, youth services, 10152512896)</p> <p>現職嘅困難呢就係會有好多突發嘅事情發生。舉個例，如果touch wood我依家八點九，有可能我同事突然間企喺天台話想跳樓.....咁我收到call.....咁呢個係要你即刻就要過去㗎喇，咁就冇任何excuse嘅。咁個困難就係你要check住個電話啦，二來你就係要respond得好快，話畀人聽你做緊啲乜同埋你幾時去到啦。三就係你去到嘅時候要即刻可能就要同嗰個同事說服佢入院啦，因為你發覺佢有自殺嘅念頭，咁樣就畀佢盡快將呢一樣嘢報返畀你老細，你老細畀佢報返畀佢負責嗰個unit嘅同事呀佢哋去知道啦同埋聯絡佢屋企人啦，要同步地做好多個multitask (男, 30-39歲, 家庭服務, 10152855479)</p> <p>The difficulty that I come across in this job is the fact that many events happen suddenly and unexpectedly. For example, if one of my colleague suddenly attempts to suicide. When I receive the call, I have to reach there immediately. The difficulties are firstly you have to check the phone from time to time, and secondly, you have to quickly response to other about what you are doing, when you will reach there, and thirdly multitasking is needed including persuading the colleague to prevent committing suicide from being hospitalized, and reporting to your supervisor for contact the family of the colleague and so on. (male, 30-39, family services, 10152855479)</p>
	Interpersonal problem in workplace	<p><u>Conflict with colleagues on work</u></p> <p>同埋因為我喺院舍個setting呢，社工嗰一team呢同埋護理嗰一 team夾得到就好，夾唔到嘅話就其實有好大問題囉。咁我哋而家就處理一個夾唔到嘅一個狀態</p>

	<p>囉，因為始終醫護行先，所以變咗好多時佢哋好多時就用medical嘅setting嘅mindset去處理成件事啦。咁變咗好多時我哋要under佢哋咁變咗好多製肘。(女, 30-39歲, 老人服務, 10100850458)</p> <p>I am working in hostel setting. The work will go smoothly when both social worker team and nursing team cooperate well. But I am working on a case that the both sides don't cooperate well. As the medical concern has higher priority, so there are many occasions that they would adopt a medical mindset to handle everything. Therefore, it constrains us as our line is controlled under medical mindset. (female, 30-39yr, elderly services, 10100850458)</p> <p>最大影響咩？同事囉。.....(停8秒) 我覺得係因為最近我哋都，即係同事都表達過不滿嘅，即係覺得我經常唔係度咩，係啦有時候放假或者咩，佢哋會覺得我唔重視佢哋啦，變咗咧就少咗，少咗溝通嘅.....咁變咗就係會影響咗成個服務嗰個大家一起發展嗰個步伐囉，同埋嗰個團結囉。(女, 20-29歲, 其他, 10101042377)</p> <p>Who has been affected most? Colleagues. (pause for 8 seconds) I think it is because my colleagues express their dissatisfaction about my absence due to taking a vacation or something else. They thought they were ignored by me and thus had less communication with me. That generates negative influence on the development of service and also team spirit. (female, 20-29yr, other services, 10101042377)</p> <p><u>Coworkers reluctant to change for service improvement</u></p> <p>可能太多嘢做啦，同埋有啲同事本身都係面對壓力都唔係咁處理到。我覺得係哩幾方面，同埋哩度好多年屆退休嘅同事，咁佢哋好typical好難去轉變，work得好慢。有哩啲咁嘅情況啦。(女, 50-59歲, 復康服務,</p>
--	--

		<p>10101042377)</p> <p>Maybe there is too much workload. Some of my colleagues are not able to handle stress when facing it. I think (problems come from) those aspects. At the same time, we have many co-workers who will retire soon. They are typically resistant to change and work slowly. That are cases that I mentioned above. (female, 50-59yr, rehabilitation services, 10101042377)</p> <p>我都知道有好多同level嘅人，都唔鍾意我咁做(調整現有中心服務)。因為始終大家都安然無恙都幾十年喇，你返返嚟，搞呢樣，搞個樣，搞到我哋...即係佢哋都要咁樣做。平時應該相安無事，繼續咁樣做㗎嘛，無啦啦你返嚟搞呢搞路，就搞個樣嘢出嚟。(女, 40-49歲, 老人服務, 10101320873)</p> <p>As I know, many co-worker at the same level with me dislike what I do (adjusting the current service of the center). Because they think the center has been running for a few decades. However, I am making these changes for the centre (as a center-in-charge) so they (other centers) are supposed to make changes too. (They think) It should run as usual changes would not be good for them. (female, 40-49yr, elderly services, 10101320873)</p>
	<p>Work problems induced by the organisation</p>	<p><u>Conflicting instructions from management team</u></p> <p>真係無所適從。譬如好似處理一個case咁樣我哋代主任嗰日放咗假啦，今晚副主任就落咗個命令，我就照住嗰個命令去做啦，咁但係做完之後report番畀代主任聽，代主任就覺得[點解會咁樣搞㗎?]......變咗我就會企咗喺度。(女, 30-39歲, 老人服務, 10100850458)</p> <p>It is bewildering. For example, when I was handling a case that day, the acting manager was on leave, so the associate manager gave an order which was followed by me. After finishing (the task), I reported the case to my</p>

	<p>acting manager, but s/he did not agree with it and challenged the practice. I could do nothing but stand there awkwardly, unsure about what I should do. (female, 30-39yr, elderly services, 10100850458)</p> <p>因為我哋機構呢就特別啲，除咗總幹事之外呢，我哋機構仲有一啲叫做總監嘅。咁嗰啲總監就係非受薪，咁但係佢呢又好話得事咁咯。咁所以其實兩邊都要交代嘅，咁但係佢哋之間可能就有啲角力嘅，...咁所以係呢啲位就會有啲咩有啲困難。(女, 30-39歲, 青少年服務, 10101044624)</p> <p>Our organisation is quite different from others. Besides the general secretary, there is a position called director. This unpaid position, however, is very powerful in the organisation. Therefore, I have to report to both sides but there are many conflicts between them. So it causes some problems for my work. (female, 30-39yr, youth services, 10101044624)</p> <p><u>Shortage of manpower for service delivery</u></p> <p>人手啦，因為真係唔夠人做嘢嘅時候呢，講緊... 即係我算叫做如果未轉工作性質嘅時候呢，咁我個工作都我覺得都接受得到嘅。..... 其實所有禮拜六都會出去做活動，即係已經plan定晒。咁其實都幾慘嘅我覺得，你有一個人手，如果一個人手係可以舒緩到嘅話，我覺得係爭好遠囉。(女, 20-29歲, 青少年服務, 10096636054)</p> <p>The manpower. When lacking human resource, I could still handle it when my work nature remains the same. We need to go out for activities on every Saturday which have been planned in advance. I think it is so sad that there is insufficient manpower. If there are more workers, the situation would be better. (female, 20-29yr, youth services, 10096636054)</p>
--	---

		<p>因為人手太少啦。人手唔夠嘅時候呢，往往我又要花啲時間同上司傾吓人手調配，因為幫我手搞活動嘅兩位文員同事，可能有啲時候都要幫其他社工同事手嘅。(男, 30-39歲, 其他, 10101382785)</p> <p>As there is a shortage of manpower, I have to invest more time on discussing about the manpower arrangement with my supervisor. Two clerical co-workers who work for me, are also need to help other social worker sometimes. (male, 30-39yr, other services, 10101382785)</p>
Psychological capital for dealing with work problems	Hope	<p><u>Perseverance when faced with challenges</u></p> <p>就係因為有個to do spirit , can do spirit 。有個can-do spirit , 有嘢解決唔到。總之有嘢係解決唔到，咁用時間去證明自己信嘅個樣嘢係啱嘅，咁係啦。(男, 40-49歲, 其他, 10102268612)</p> <p>It is because (I have) ‘to-do’ spirit and ‘can-do’ spirit. Nothing is unsolvable. All in all, every problem has a solution and time would prove what you believe in is right. (male, 40-49yr, other services, 10102268612)</p> <p>我永遠都覺得係，你要involved你先至會有效果嘅。即係...即係一分耕耘一分收穫嘅。你唔做，唔會...唔會有好結果。咁仲有，就係精益求精啦。(女, 40-49歲, 家庭服務, 10100609676)</p> <p>I always keep in mind that you will have gains as long as involving in the work, namely “No pain no gain”. If you don't do anything, there won't be a good result. Also, (we should) keep improving. (female, 40-49yr, family services, 10100609676)</p> <p><u>Many ways out to solve problems</u></p> <p>我都相信有好多解決方法嘅，可能嗰個方法係視乎將嗰個... 件事嘅程度係減低或者咩，即係雖然可能未必</p>

		<p>完全可以解決得到，但係我諗係可以減輕吓嘅，係囉。(女, 20-29歲, 青少年服務, 10096636054)</p> <p>I believe that there are many possible ways (to solve problems). But they differ in the effects of easing or (eliminate problem). Although it may not totally solve the problem, I think it can still reduce the burden. (female, 20-29yr, youth services, 10096636054)</p> <p>有啲case咁我哋一做，試緊一樣，同個媽媽傾，唔對版啲，呢個話題介唔入唔到啲，咁我哋就會試下另一個手法啦。再重新建立關係啦，或者係有乜嘢契機之下可以著手點啦，即係我自己就會如果行唔通，就會諗下有冇邊啲位可以再試「盛」啊咁樣。(男, 40-49歲, 其他, 10104799377)</p> <p>When dealing with some cases, we try out our ideas. For instance, after talking with a mom, we found we were not able to get her involved in a certain topic, and then we would try other ways, such as reestablishing relationship or looking for chances to penetrate. That is to say, if a method doesn't work, I would search for other ways. (male. 40-49yr, other services, 10104799377)</p>
	Efficacy	<p><u>Believe in the ability to handle the problem</u></p> <p>首先簡單講工作，就係困難咪解決佢囉，搵辦法解決佢囉。工作上嘅困難應該...事工上面解決好簡單嘅啫，嗰個係你control架嘛，全部係你control到架嘛，即係我control到架嘛，咁咪做囉。(女, 40-49歲, 家庭服務, 10100609676)</p> <p>First of all, for work, simply speaking, if there is a problem, you need to solve it, find a way to solve it. Problems of work tasks are supposed to be easy to solve as they are controlled by you. They are under your control. For things I can control, I'll just work them out. (female, 40-49yr, family services, 10100609676)</p>

		<p>我都相信自己能力會處理到嘅，只不過係要啲時間。即係我覺得總會處理到嘅，就係總會解決嘅，當刻嘅嘢可能會難搞啲或者唔識點處理，由唔識去到識係一個過程囉。(女, 30-39歲, 青少年服務, 10101044624)</p> <p>I believe I have the ability to handle those problems. It's just a matter of time. I think there would be a way out even though some problems are hard to solve or you are unable to handle them at this moment. It is a process from having no idea about it to being able to handle it. (female, 30-39yr, youth services, 10101044624)</p> <p><u>Social worker have a flexibility on handle difficulties</u></p> <p>大部分情況都得嘅。係囉。咁我諗自己嘅年資，一路儲落嚟嘅經驗啦，咁同埋即係可以識得靈活變通一啲啦，咁大部份都得嘅，都解決到嘅。(女, 30-39歲, 青少年服務, 10101306152)</p> <p>Most of the time, it (my practice) is workable. In view of my seniority, the experience I have accumulated and the ability of handing problems in a flexible way, I could solve most of the problems I've come across at work. (female, 30-39yr, youth services, 10101306152)</p> <p>但係自己啊見招拆招啦，因為其實我覺得有一個板斧去應付得晒，你出啲咩招我睇下出咩，即係你想點玩法我咪再睇下點做囉。(男, 40-49歲, 其他, 10104799377)</p> <p>The strategy I choose depends on the situation. As I think there is no universal solution for all problems. I'll figure out what you're going to do and then respond accordingly. (male, 40-49yr, other services, 10104799377)</p>
--	--	---

	Resilience	<p><u>Reflection on failures to improve</u></p> <p>當你有第一個case過咗身，跟住就係問自己，係咪做唔夠啲咩啊，點呢？但係跟住問完，其實又唔係喎。咁即係可能歸咎個位就，咁其實無論點做都好，係咪都會有一啲，一部分係會過身架啦？咁嘅然係咁，咁就不如有啲hea做，或者唔使擺咁多effort啦咁樣。咁或者唔需要咁擺上心啦。咁即係跟住跟住就會變咗啲個咁樣。跟住又覺得開始又唔啱.....咁所以又再翻返，又有啲要緊張，可能自己見多咗識多咗咁，就有啲難啲嘅都可以pay個effort多啲咁樣咯。(男, 30-39歲, 家庭服務, 10100204965)</p> <p>When the candidate I met in the first case I handled passed away. I asked myself whether I spared enough efforts or not. But after reflection, I found it was not my fault. Is it possible that no matter what I do, some of them [candidates] will still give up their lives? If this is true, I might as well be lazy to work, put less effort on it or don't need to care it so much. Then the situation would become worse and I started to feel there was something wrong.....So (I) changed my practice back and had something to worry again. Maybe due to my gaining more experience, I could handle the difficult cases with paying more efforts. (male, 30-39, family services, 10100204965)</p> <p>比如有時啲programme 衰咗啦，或者可能真係話爆cases 啦，或者真係喇俾家長覺得你做得唔好啦...我成日都話喇，人唔會有錯架嘛。係喇，咁都會有挫折嘅，有啲會唔開心嘅。係喇，咁就都係都會，啲係叫做自我調適啦。...（ I ：啲啲情況自己都相信都可以話可以克服到啲困難嘅？）係喇，可以嘅。(女, 30-39歲, 復康服務, 10100609676)</p> <p>For example, sometimes there is a failure in a certain programme or overloaded casework or even a complaint from parent... As I always say, we would not be correct</p>
--	------------	---

		<p>all the time. (There are some moments that people) would feel frustrated or even upset, and I will adjust myself. (Interviewer: Would you believe that you could overcome the problem under such circumstances?) Yes. (female, 30-39yr, rehabilitation services, 10100609676)</p> <p><u>Failure as an experience towards success</u></p> <p>我同你所講嘅挫折邊個可以咁順攤一次過可以搞掂嘅，即係唔會咁完美㗎嘛，即我諗我接受到...(1秒)嘅成功嘅過程入面或者成功嘅經驗呢一樣有失敗嘅過程一個失敗嘅經驗，咁所以我覺得既然都係一部分啦，咁無須諗咁多呢。(男, 40-49歲, 其他, 10104799377)</p> <p>As what I told you, no one could always succeed at the first shot. (Life) won't be so perfect. I have to accept that failure is part of the way to success. (You) don't need to think too much about it. (male. 40-49yr, other services, 10104799377)</p> <p>或者係你覺得無奈嘅地方，或者係你覺得好無謂嘅地方，你就將佢變成係你要完工或者達到你目的嘅其中一部份囉。(I：某程度上係自己學習嘅一個過程?)係呀係呀。(女, 40-49歲, 家庭服務, 10100609676)</p> <p>For the elements that make you feel helpless or boring, you could consider them as part of the work to achieve your goal or complete the task. (interviewer: In some way, is it a learning process?) Yes. (female, 40-49yr, family services, 10100609676)</p>
	Optimism	<p><u>Problem could be an opportunity</u></p> <p>睇返以往呢度都有啲紀錄，都有啲你估都估唔到嘅嘢會發生。嗰啲你知如果處理得唔好，就會變咗個炸彈。如果你拆得掂佢，又會係另外一個機會。(女, 40-49歲, 老人服務, 10101320873)</p>

		<p>When looking back the record here, you can find something you never thought would happen. If you handle it improperly, it would be disastrous. But if you could handle it properly, there would be another chance. (female, 40-49yr, elderly services, 10101320873)</p> <p>因為你寫唔一定得架嘛。我都會正面睇啲樣嘢，咪當係我自己嘅學習囉。當試吓新嘢咁樣，或者如果真係做到，又真係幫到clients啲。(女, 30-39歲, 青少年服務, 10102374540)</p> <p>Because what you wrote (on proposal) would not always work. I would think of it from a bright side through looking it as a learning process when trying something new. If it really works, we would be able to help the clients. (female, 30-39yr, youth services, 10102374540)</p> <p><u>Problem would be solved finally</u></p> <p>so far 我諗喺呢度做嘢都係感覺今日搞唔掂，聽日可能得呢。今日啲嘢搞唔掂就唔好做住可能擺一擺低，諗多一兩日做下其他嘢可能又會有其他嘢到你做得到呢，咁都唔定嘅。(男, 30-39歲, 家庭服務, 10152855479)</p> <p>So far what I've believed in this job is problems might be solved another day even though not today. If you cannot get the task done today, you may sleep on it and turn to do other tasks for a while. It's not impossible that you'll get new inspiration for solving the problems. (male, 30-39yr, family services, 10152855479)</p> <p>可能你今日未做到聽日可能得呢，你今日用呢個方法唔得或者聽日你有啲契機，你都可以搵到啲同事去幫你完成佢地覺得好簡單但對你黎說好困難嘅嘢。(男, 30-39歲, 家庭服務, 10152855479)</p> <p>Maybe the problem you can't solve today can be dealt</p>
--	--	---

		<p>with successfully tomorrow. Today you are not able to work out the problem but tomorrow there might be a chance that you could solve it with help from co-workers. The task may be very difficult for you but quite easy for them instead. (male, 30-39yr, family services, 10152855479)</p>
Problem-solving strategies	Positive strategies	<p><u>Problem-focused strategies to resolve problems</u></p> <p>咁你就要諗辦法去monitor，即係可能做一個task分細，例如將佢拆到每個月報數啦！或者每日去報數啦！如果好急啦，例如今年三月啦，咁我要check下有幾個數係真係未必達到標架啫，咁你要諗下點樣分拆佢，然後就請同事諗辦法去解決佢。(女, 40-49歲, 家庭服務, 10100609676)</p> <p>You have to find a way to monitor (the project), like separating a task into small ones, for example such as reporting the project progress monthly or daily. If there's an urgent case, let's say (the deadline is) March of this year, I need to check how many indicators may not reach the target. Then you have to figure out how to separate it [the task] and then asking colleague to solve it. (female, 40-49yr, family services, 10100609676)</p> <p>即係咁多年同學校嘅合作啦咁，能夠企喺對方同事嘅角度去理解咗佢嘅難處先...有時企咗喺人哋個位先，係喇，咁跟住我再諗方法去砌呢就會快啲，因為佢會覺得，哦你都幫我諗咗嘅。咁但係大家都想做到件事好嘅話咁可以點呢，咁咪一齊拉返入局囉，即係叫做有同一個目標底下去run囉。(女, 30-39歲, 青少年服務, 10101306152)</p> <p>As I have cooperated with school for many years, I would put myself in others' shoes and try to understand their difficulties. Sometimes it will be faster if you think in others' angle first and then figure out a solution as they [the co-workers] will feel "you've taken my difficulties</p>

		<p>into consideration.” What should we do if everyone wants to complete this task successfully? The answer is to make efforts together and strive for the same goal. (female, 30-39yr, youth services, 10101306152)</p> <p><u>Proactive strategies by searching necessary information</u></p> <p>咁所以你面對呢啲問題要點樣解決就係你個人要好 proactive，即係你唔好等啲消息話畀你聽而係你要自己主動去問同埋要 responsive 啦，你要好快回覆到啦即係你未必有料，但你都話到俾佢聽我依家做緊啲乜呀，我依家去緊呀，我依家問緊呀，就唔好等人哋問你囉，……即係 be proactive 同埋 responsive 啦。(男, 30-39歲, 家庭服務, 10152855479)</p> <p>The solution for those problems is you have to be proactive. That means you should actively ask for the information and be responsive rather than waiting. You should quickly respond even though you don't have any progress but you can still tell me [the supervisor] about 'what I am doing', 'where I am going to', 'I am now asking about it' instead of waiting to be asked by others... So you should be proactive and responsive. (male, 30-39yr, family services, 10152855479)</p> <p>其實都了解返家長可能一啲背後嘅原因，或者比如啦，佢擔心嘅野，啫係其實可以話拆咗佢呢就會容易處理架喇。(男, 30-39歲, 復康服務, 10157608234)</p> <p>I would find out the possible underlying reasons for the parents, such as what s/he is worrying about. Then the problem could be handled easily when the worry is being eliminated. (female, 30-39, rehabilitation services, 10157608234)</p>
--	--	---

	Negative strategies	<p><u>Passive strategies to deal with problems</u></p> <p>都驚㗎其實，同埋等緊睇下嚟緊新嘅主任唔會唔會係救星出現咁樣囉。(Interviewer:有冇咁嘅可能?)真係唔知都foresee唔到新嘅老細返嚟咁樣囉咁，所以唯有而家就真係要扮一個乖嘅學生囉，咩都要聽佢講呀各樣嘢。(女, 30-39歲, 老人服務, 10100850458)</p> <p>I quite fear to be honest. And I am waiting to see if the coming officer would save us. (Interviewer: is it possible?) I don't know. I cannot foresee how the new boss would be like, so I can only pretend to be "a good student" and work as she requires. (female, 30-39yr, elderly services, 10100850458)</p> <p>心態上我覺得初初有啲無奈嘅，因為我同啲同事都耐過佢嚟度。咁你係主管，咁你又話乜咪乜囉。而家有啲同事都好無奈嘅，咁我就同佢講，「都係咁㗎啦，佢就梗係擺返自己個套啦，佢有冇聽其他人講個套呢」。(男, 30-39歲, 其他, 10101382785)</p> <p>I felt a little bit helpless at the beginning because my co-workers and I stayed here [this organisation] longer than him. But you are the supervisor, we have to follow (your decision). Now when some of my co-workers are feeling quite helpless, I tell them "It's quite common today that the supervisor insists on the model s/he follows instead of hearing others' opinions. (male, 30-39yr, other services, 10101382785)</p> <p><u>Postpone working on tasks</u></p> <p>咁就真係唔好諗佢嘅，即係做咗依家手頭上應該要做嘅嘢，即係可以做同應該做嘅嘢先。同埋個感覺係，都係有啲壓力嘅。總係好似差咗啲嘢咁，好似欠債咁，係咯。咁就，係心理上面有啲唔舒服。(男, 40-49歲, 其他, 10104799377)</p>
--	---------------------	--

		<p>The only way is to avoid thinking of it. I just working on tasks that could and should be done at this moment. And it (the delay) makes me feel stressful. I always feel uneasy, just like a debtor. It discomforts me psychologically. (male, 40-49yr, other services, 10104799377)</p> <p>咁我可能我覺得有啲嘢就唔急，我就會好衰地去拖拖先，因為我覺得你有陣時間同一樣嘢都有進展㗎㗎，咁你都俾啲時間我同啲同事去處理吓先，至會有進展匯報吓俾你聽。啫係有時候我都會咁同佢講，「可能我都要啲時間㗎」。(男, 30-39歲, 其他, 10101382785)</p> <p>When I think some tasks are not so urgent, I would postpone them. Since I think if you keep asking about something remains to be stagnant, you might as well give time for us to handle so as to make some progress and report that to you. Sometimes, I tell him that I need more time. (male, 30-39yr, other services, 10101382785)</p>
Well-being outcomes of work	Job satisfaction	<p><u>Sense of achievement at work</u></p> <p>我覺得我係呢份工裏面去發揮幾大嘅效力而我呢啲影響力就係，可能係機構裏面做到嘅嘢有限，但係隨着，即係我嚟到呢度未夠兩年嘅。但係依家開始當我做咗一年之後，業界就開始認同我啦咁等我有機會去影響成個業界，咁呢個對我來講係一個非常之有榮譽感嘅事，我都係好願意去推動成個唔理想嘅業界去有啲前進嘅嘢，咁呢個對我來講係好大嘅成功感囉。 (女, 30-39歲, 復康服務, 10098235090)</p> <p>I think (the sense of achievement of) this job comes from the efficacy of my influence. I have been working here less than two years and maybe what I can do is limited in this organisation, but the industry began to recognize my work after I worked here for one year, which means I have chances to influence the whole industry. This is an honor for me. I am also willing to push the field to</p>

	<p>progress from the sluggish. It is a great sense of success for me. (female, 30-39yr, rehabilitation services, 10098235090)</p> <p>咁我自己都幾滿意自己嘅工作嘅。如果用分數計都有八九分嘅。...係囉，所以我覺得係其實係工作係可以令到我覺得有啲意義囉，即係個人有啲社工有社工的意義。(女, 30-39歲, 青少年服務, 10101044624)</p> <p>I am quite satisfied with my job. The satisfaction score can be 8 to 9 (out of 10). As I think this job is meaningful for me. I can understand the significance of my work as a social worker. (female, 30-39yr, youth services, 10101044624)</p> <p><u>Motivation for working as social worker</u></p> <p>關於社工嘅嘢其實你就會個滿足感係會有返嚟度，同埋都係會堅持到你繼續做呢一份工嘅一個來源嚟嘅。(女, 20-29歲, 青少年服務, 10096636054)</p> <p>Regarding social worker's work, you will have a sense of satisfaction which motivates you to continue working here. (female, 20-29yr, youth services, 10096636054)</p> <p>即係可能譬如一張紙就係學生寫咗張紙仔畀我咁，我都會覺得呢啲都係有啲一啲工作嘅動力嚟囉。咁所以嗰啲卡嚟有個同學寫咗畀我我都覺得我估佢唔寫畀老師寫畀我，我覺得都好覺得好值得囉有啲嘢係。(女, 30-39歲, 青少年服務, 10101044624)</p> <p>For example, a handwritten card from students is a kind of motivation for me to work. So when a student gave a card written by him to me rather than his/her teacher, I feel my effort has been paid off. (female, 30-39yr, youth services, 10101044624)</p>
--	--

	Job stress	<p><u>Stressful feeling due to extensive workload</u></p> <p>因為所... 好想所有嘢都做得好完美，咁所以就會令到自己壓力大啦，試過都會係瞓唔到覺嘅，同埋呢大家呢，都唔只係我嘅，都會試過呢發夢都會夢到工作嘅東西嘅，咁所以都... 我諗都... 喱個都應該反映到大家都好緊張工作嘅內容囉。(女, 20-29歲, 青少年服務, 10096636054)</p> <p>As I want to work everything out perfectly, and it generates a lot of pressure on myself. There was a time (I felt) too stressful to fall asleep. And not only me but all my co-workers ever had dreamt about work issues. So I suppose it shows that we are all quite anxious about work tasks. (female, 20-29yr, youth services, 10096636054)</p> <p>有陣時係遲交(行政工作)，咁不停嚟度俾人追，咁都唔好受囉。咁我心諗，我都未忙完嘅，你就追我啲咁無謂嘅嘢，咁係咁囉。反而你話真係我direct service上面，我又唔覺得咁大壓力㗎，因為即係我都enjoy可以同youth嘅相處咁啲啲工作。(女, 30-39歲, 青少年服務, 10101306152)</p> <p>Sometime I didn't submit (administrative work) on time and was urged constantly, which made me not comfortable. In my point of view, you urged me to submit those meaningless busywork even though I haven't finished my task. On the other hand, I don't feel so much pressure in terms of the direct service as I really enjoy working with the youth. (female, 30-39yr, youth service, 10101306152)</p>
	Physical distress	<p><u>Experiencing eczema due to stressful working environment</u></p> <p>瞓到半夜我需要去洗手間咁樣，係個排係明顯地係差劣㗎嘅，我啲濕疹發嘅情況係多㗎。係呀咁啲係</p>

	<p>明顯見到嗰個無形嘅壓力啊走咗出嚟嘅。(男, 40-49歲, 其他, 10104799377)</p> <p>I woke up at mid-night to use the bathroom. (My health condition) has been obviously worsened recently, and I am suffering more from eczema. Those are the manifestation of my stress which is intangible. (male, 40-49yr, other services, 10104799377)</p> <p>就譬如話有濕疹啦，好多年啦，數以年計都唔好啦。但係濕疹就同壓力有好大關係，咁我覺得都係影響到身體健康囉。(女, 50-59歲, 復康服務, 10103452542)</p> <p>For example, I got eczema for many years. Eczema would be associate with work stress. I think it [work stress] has a (negative) impact on my physical health. (female, 50-59, rehabilitation services, 10103452542)</p> <p><u>Experiencing headache due to stressful work environment</u></p> <p>其餘啲長期發生嘅我本身有偏頭痛，我入咗嚟成日偏頭痛。我本身都偏頭痛，入咗呢就多咗。(女, 30-39歲, 復康服務, 10109367949)</p> <p>I've suffered from chronic migraine for long before. But it occurs more frequently since I started to work in this organisation. (female, 30-39yr, rehabilitation services, 10109367949)</p> <p>近呢兩年都相對地偶爾都有試過，頭痛係相對多啲嘅。(男, 40-49歲, 其他, 10104799377)</p> <p>I've experienced headaches occasionally in the last two years. And it happens relatively more frequently. (male, 40-49yr, other services, 10104799377)</p>
--	---

	Affective wellbeing	<p><u>Feeling happy on establishing certain things in work</u></p> <p>起碼都某程度上令到個家長唔，唔會抗拒晒學校，其實佢好唔鍾意學校某啲，某啲人啦，當然咁其實佢好唔高興，係撚嘅，有啲，但係起碼我同佢keep到個關係，所以都開心嘅。(女, 30-39歲, 其他, 10096505598)</p> <p>At least (I) could help the parent not resist school so much. Honestly he/she disliked some people in the school and was upset and even angry about them to some extent. But at least I could keep a (good) relationship with the parent. So I feel happy about it. (female, 30-39yr, other services, 10096505598)</p> <p>係，我覺得。即係個…呀，仲有我成日都會同同事share，做完嘢一單嘢之後，譬如一個大programme呀，咁呢…之後係好開心嘅，好有成功感嘅。(女, 50-59歲, 家庭服務, 10102268612)</p> <p>Yes, I agree with that. I always share with my colleagues that I would be so happy and have a strong sense of achievement after finishing a task such as a large programme. (female, 50-59yr, family services, 10100609676)</p> <p><u>Feeling angry on working with client or situation of colleague</u></p> <p>爆case果陣時擔心喇，撚有時都會既，啫可能譬如d case講極都係咁，咁都會有d撚既咁樣咯。咁唔開心可能有時做唔到想做既野，都有d唔開心喇。(男, 20-29歲, 青少年服務, 10152512896)</p> <p>When there are too many cases, I will be worried and sometimes even angry. For example, the case didn't have any improvement no matter what I said which made me a little bit angry. Sometimes I feel upset as I could not do</p>
--	---------------------	--

		<p>what I want. (male, 20-29yr, youth services, 10152512896)</p> <p>憤怒有時有嘅。當時我諗都係替同事唔抵，同事嘅待遇呀等等囉。咁但係礙於自己個角色，其實有冇識可以喺心入面或者私底下…私底下同同事share嘅時候去希望同事去理解囉。(男, 40-49歲, 其他, 10102268612)</p> <p>Sometime I would be angry. I think my co-work deserves better including salary and so on. However, (I can't express that directly) due to my role (in this organisation). Actually if you are wise enough, you can keep it in mind or ...share with co-workers privately, hoping to get their understanding. (male, 40-49yr, other services, 10102268612)</p>
	Other important aspects	<p><u>Balancing work and personal life</u></p> <p>會覺得係我自己嘅工作嘅經歷裏面，可以問多些少點樣去平衡返個人生活同埋佢嘅工作嘅，即係呢一部份我會覺得係好重要啦，如果睇返我自己，係會覺得係分唔到boundary係邊一度。(女, 30-39歲, 復康服務, 10098235090)</p> <p>From my personal working experience, I would ask them more questions about ways to balance personal life and their work. To me, this part is very important. Looking into myself, I found I could not find the boundary between them. (female, 30-39yr, rehabilitation services, 10098235090)</p> <p>我諗家庭或者生活啦，咁即係而家呢一排咁嘅情況之下呢，我真係有一排顛到每一日返一至日咁樣，即係由朝頭早七點返到十一點幾…變咗要處理生活上，我都要停曬，屋企又返唔到呀，或者冇精神去處理呀，亦都工作壓力各樣好大嘅。咁所以都好影響到自己嘅生活啦。(女, 30-39歲, 老人服務, 10100850458)</p>

		<p>It would be family or personal life. Under the current situation, I had experienced such a crazy time that I worked 7 days a week from 7:00 am to 11:00 pm... That made me stop dealing with my personal life as I cannot get back home and have no energy to handle. I suffered great work stress as well. So it exerted great influences on my life. (female, 30-39yr, elderly services, 10100850458)</p> <p><u>Social workers should learn ways to handle negative emotion</u></p> <p>諗點去識去處理負面嘅情緒，我諗尤其是係老人服務，其中一方面係一定會見到過身、生離死別阿，啲啲就會見到嘅。以往都有同事講話好怕見到啲啲，所以就唔想做呢一行。(女, 40-49歲, 老人服務, 10101320873)</p> <p>Learning how to deal with negative emotions. When working in elderly service sector, it is normal to see people passing away. Some colleagues told me that they were afraid of facing it, so they didn't want to get into this field. (female, 40-49yr, elderly services, 10101320873)</p> <p>即係如果真係因為其實可能有啲人係deal with唔到啲啲精神壓力㗎嘛，咁就有冇啲即係問吓佢哋佢哋如果真係deal with唔到會唔會有啲咩嘅方法去求救呢，因為自己都做唔到㗎啦嘛。(女, 30-39歲, 其他, 10096505598)</p> <p>Maybe some people [social workers] are not able to deal with psychological stress. Is there any chance of asking them about ways of seeking help when they couldn't deal with such problems? Because they can't solve it by themselves. (female, 30-39yr, other services, 10096505598)</p>
--	--	--

		<p><u>Insufficient self-care among social workers</u></p> <p>我覺得係comprehensively，(社工)全方位嘅self-care都好弱。我成日都會講笑，社工成日去關顧人哋屋企，但係自己屋企都有時間，擺係好後嘅priority。調返轉我哋成日教啲年青人要點樣減壓，但係呢，我身邊嘅朋友啦都唔係好慣，萬一我哋遇到啲情緒問題嘅時候，自己搵返counselor。(女, 30-39歲, 復康服務, 10109367949)</p> <p>I think the self-care (of social workers) are comprehensively very weak. I always make fun of this situation “Social workers always take care of others’ family. However, they give low priority to their own family because of limited time.” To get back to the point, we social workers always teach the youth the way to reduce stress, but my friends are not comfortable with seeking help from counselor when facing emotional problems. (female, 30-39yr, rehabilitation services, 10109367949)</p> <p>好明顯就係會見到personal life係有太多空間俾我嘅工作佢入侵咗，但係因為個point就可能話依家就將個priority去set咗工作第一啦，但係如果for一個balance嘅情況呢個其實係唔理想嘅，只不過我係犧牲咗自己personal life，即係如果長遠來講我就唔係一個好嘅例子囉。(女, 30-39歲, 復康服務, 10098235090)</p> <p>Clearly, my personal life is invaded by my work. As at this moment, I prioritise my work. However, for the sake of work-life balance, the current situation is not ideal at all since I sacrifice my personal life, which is not a good model for long term. (female, 30-39yr, rehabilitation services, 10098235090)</p>
--	--	---

CHAPTER 4 DISCUSSION

This project examined social workers' level of work-related well-being to generate an updated comprehensive well-being profile for providing practical and evidence-based suggestions to the social welfare sector. The Hong Kong Social Workers' General Union and social workers from various social service organizations were engaged to ensure a large scope of beneficiaries can be covered. A total sample of 400 full-time social workers were recruited to complete an online survey on organisational factors, personal factors, and well-being. Of those participants, 20 social workers took part in the in-depth interviews to provide more detailed insight into their current work situation, their perspectives about the organisation, the kind of work problems that they encounter, the attitudes and strategies towards handling these problems, and the levels and sources of work-related well-being.

The results showed that 91.2% of the participants experienced work overload, 73.7% experienced organisational constraints, 58% experienced interpersonal conflict at work, 15.2% showed psychological distress, 21.5% showed physical distress, 21.3% were dissatisfied about their job, 71.5% did not experience positive emotions at work, 38.5% experienced negative emotions at work, and 47.2% intended to quit the job. A large proportion of the participants reported high psychological distress, high physical distress, low job satisfaction, low positive emotion, and high negative emotion across service types. Those who provided other services (i.e., community development, refugee services, and ethnic minority services) were more likely to quit the job. Furthermore, social workers at assistant level were more likely to experience high psychological distress and turnover intention than social workers at officer level.

Organisational environment, interpersonal work conflict, organisational constraints, and/or quantitative workload predicted worsened well-being outcomes, including increased psychological distress, physical distress, and negative emotions, as well as decreased job satisfaction and positive emotions. On the other hand, organisational justice and/or support predicted better well-being outcomes, including increased job satisfaction and positive emotions, as well as decreased negative emotions and turnover intention. The results suggest that a supportive and fair organisational environment can counteract the negative influence of interpersonal, organisational, and workload problems.

For personal characteristics, psychological capital and/or positive problem orientation predicted better well-being outcomes, including increased job satisfaction and positive emotions, as well as decreased psychological distress and negative emotions. On the other hand, negative problem orientation predicted worsened well-being outcomes, including increased psychological distress, physical distress, negative emotions, and turnover intention. These results suggest that being hopeful, efficacious, resilient, and optimistic can help social

workers overcome work challenges to improve their well-being. Furthermore, being able to solve every day work problems by appraising problems as opportunities to learn, being confident in solving problems successfully, committing to solve problems even when first attempt fails, and believing that problems can be solved are important characteristics that serve to promote social worker's well-being. Yet, those who engage in every day challenges with a maladaptive mindset by viewing problems as a serious threat, doubting their ability to solve problems successfully, and reacting to problems with frustration and sadness are more likely to suffer from reduced well-being and are more likely to quit the job.

Taken together, the results revealed that both organisational environment (job stressors, organisational support, and organisational justice) and personal characteristics (psychological capital and problem-solving) are important predictors of work-related well-being. This result implies that social workers' well-being is not only influenced by their work environment but also their individual differences in confronting and solving every day work problems and challenges. The combined predictability of organisational environment and personal characteristics explained a large proportion of social workers' well-being (i.e., 68% for job satisfaction, 51% for negative emotion, 50% for psychological distress, 44% for positive emotion, and 22% for physical distress and turnover intention). Thus, both external and internal factors of employee well-being should not be ignored in the social welfare sector, and should be considered when developing and implementing organisational policies and practices as well as professional training programs for social workers in Hong Kong.

In-depth interviews corroborated and enriched the quantitative findings. The challenges social workers experienced at work include frequent overtime work, heavy workload on casework, and difficulty in managing the center. Furthermore, they experienced a lot of work problems pertaining to unreasonable complaints of clients, standby for handling urgent cases, conflict with colleagues, disagreement with colleagues' reluctance to improve, conflicting instructions from management team, and a shortage of manpower. As a resilience factor, organisations supported their needs and concerns, provided relevant professional training, respected their opinions and suggestions, provided fair employee benefits, and acknowledged their contributions. In addition, the social workers reported (1) being hopeful by persevering when faced with challenges and identifying different solutions to a problem, (2) being efficacious by believing in their own ability to handle the problem and being flexible in solving difficulties, (3) being resilient by reflecting on failures for improvement and appraising failures as an experience towards success, and (4) being optimistic by interpreting problems as opportunities to learn and believing that problems can finally be solved. Practically, the social workers overcame and solved problems by using problem-focused and proactive strategies through analysing the problem, identifying possible solutions, considering different factors, and actively seeking for solutions. Yet, some social workers

also maladaptively engaged in passive and avoidant strategies by accepting the situation as it is, not thinking about the problem, and postponing response to a known concern. The social workers reported that their job satisfaction was built upon their sense of achievement at work and intrinsic motivation to work as a social worker. However, they also reported experiencing a high amount of job stress and physical distress because of extensive workload. Their emotional reactions at work were dictated by work achievements and relationship quality with clients and colleagues.

Social workers are professionals whose job involve providing psychological, emotional, physical, and financial support to individuals in need. They are recognized for being skillful and resourceful in taking care of others' well-being. However, their personal well-being has generally been neglected by the public as well as within the social welfare sector. The findings of this project bring to our attention that a large proportion of social workers can and do suffer from poor well-being. Effective strategies to advocate a positive organisational environment and nurture psychological capital and positive problem orientation are imperative for the well-being of social workers in Hong Kong. Their work-life balance, effective management of negative emotions, and improved self-care in personal life are important issues that need to be addressed not just by individual social workers alone but as a collective effort with policymakers and stakeholders in the social welfare sector, community, and society as a whole.

Recommendations to promote social workers' well-being

Based on the results, organisational actions and policies should not only serve to facilitate efficient operations and productivity, but also take social workers' well-being into consideration. Moreover, training programs should not only target job-specific skills and abilities but also positive thinking and problem-solving capabilities, both of which are especially important for junior social workers, specifically those at the assistant level and those with less work experience, as they are more at risk in suffering from poor well-being than those in higher positions or those who have worked longer in the field.

On an organisational level, organisations that encourage supportive and fair environment are more likely to result in better well-being among social workers. This could be achieved through advocating and implementing organisational policies and practices that (1) value social workers' contribution, (2) recognize their achievements, (3) appreciate organisational citizenship behaviours, (4) consider individual goals and values, (5) listen to their opinions, worries and concerns, (6) provide help and support when needed, (7) show concern for individual well-being and satisfaction at work, and (8) promote a sense of belonging and organisational identity (Eisenberger et al., 1986). In addition, organisations are encouraged to emphasize on (1) procedural justice, (2) distributive justice, (3) interpersonal justice, and (4)

informational justice when managing employees at different levels (Colquitt, 2001). For procedural justice, organisations should enable social work employees to express their views and feelings, involve them in the procedures for pay, rewards, evaluations, promotions and assignments, and apply the procedures consistently, fairly and accurately with high ethical and moral standards. For distributive justice, the job outcome should reflect the social work employees' effort that they have put into their work. For interpersonal justice, the management team should treat social work employees in a polite manner with dignity and respect, and avoid improper remarks or comments. For informational justice, the management team should be transparent in discussions about the decision-making procedures with the social work employees. In addition, interpersonal conflict is common with both clients and colleagues so organisations should be sensitive about managing arguments and disputes in the workplace so as to promote well-being, improve work performance, and reduce counterproductive behaviours. Finally, policymakers should allocate more resources for staffing in the social welfare sector in order to reduce the heavy workload, frequent overtime work, and poor work-life balance among social workers.

On a personal level, micro-interventions are suggested to promote psychological capital and positive problem-solving among social workers (Luthans, Avey, Avolio, Norman, & Combs, 2006). These interventions aim at expanding and developing hope, efficacy, resilience, optimism, and positive problem orientation for employees. First, the intervention sessions begin with the participating employees identify valuable work-related goals, including achievement-related goals and problem-solving goals. These goals should be concrete, measurable, and problem-focused in order to move towards goal attainment. With work-related goals determined, the participating employees are encouraged to brainstorm alternative solutions to reach the goal. In small groups, these solutions are then exchanged between members so more realistic solutions are identified while unrealistic solutions are removed. Second, they then go through training for obstacle expectancy for realistic solutions and determine alternative options for minimizing their negative influences. Through this process of obstacle preparation, the anticipation of bad outcomes is greatly reduced while proactive action taken to maximize positive outcomes is greatly increased. Third, with the guidance of the facilitator, the participating employees should be able to successfully generate multiple solutions, identify realistic solutions, and prepare for obstacles to maximize the likelihood of goal attainment. This process is modeled among group members and their successes would in turn create a sense of achievement. Through this process of visualizing about accomplishing and overcoming each step towards their valued goals, participating employees would be more confident about dealing with every day challenges at work. Finally, participating employees are asked to identify major and minor personal setbacks at work. They are then instructed to document their immediate emotional response to the

identified setback and assess their controllability over this undesirable outcome, such as what is controllable, what is uncontrollable, and what are the options for active response. Through this process of evaluating setbacks, the participating employees will learn to bounce back from failures and achieve levels beyond what they have accomplished. Thus, organisations in the social welfare sector are encouraged to implement this type of interventions for professional development of social workers in Hong Kong.

CHAPTER 5 CONCLUSION

As we are faced with demographic, social, economic and political challenges in Hong Kong, it has become much more difficult for social workers to tackle societal problems and provide services and support to those in need. This project generated an updated comprehensive well-being profile of social workers, revealing a dire situation of poor well-being across service types. The importance of both perceived organisational environment and personal characteristics should not be neglected as they are the essential ingredients to positive well-being in the workplace. Collective attention and efforts are needed from policymakers, employers and supervisors, and other stakeholders in the social welfare sector to promote well-being among social workers so that they can provide quality social services that we unquestionably need in this era.

Acknowledgements

I would like to thank the Hong Kong Social Workers' General Union, especially the General Director Ms. Hui Lai Ming, who provided strong support to the project and helped tremendously with the data collection. I am also grateful for the hard work of my research staff and student helpers. I would also like to thank all of the participating social workers, without whom the project would not have been possible.

References

- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Cartwright, S., & Cooper, C. L. (2002). *ASSET: An organisational stress screening tool—The management guide*. Manchester, UK: Robertson/Cooper Ltd.
- Census and Statistics Department. (2018). *Hong Kong annual digest of statistics 2018 edition*. Retrieval from <https://www.statistics.gov.hk/pub/B10100032018AN18B0100.pdf>
- Chiu, Y. L. & Ho, W. L. (2009). *Survey on NGOs professional social workers' press and emotional health 2009*. Retrieval from <http://www.cheungkwokche.hk/sites/default/files/SWstressReport.pdf>.
- Colquitt, J. A. (2001). On the dimensionality of organisational justice: A construct validation of a measure. *Journal of applied psychology*, 86(3), 386-400.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied psychology*, 71(3), 500-507.
- Goldberg, D. (1972). *The Detection of Psychiatric Illness by Questionnaire*. London: Oxford University Press
- Government of the Hong Kong SAR. (1999). *Enhanced productivity programme 1999-2000*. Retrieved from <https://www.budget.gov.hk/1999/booklet/english/eepp1.htm>
- Iacobucci, D., Posavac, S. S., Kardes, F. R., Schneider, M. J., & Popovich, D. L. (2015). Toward a more nuanced understanding of the statistical properties of a median split. *Journal of Consumer Psychology*, 25(4), 652-665.
- Legislative Council. (2006). *Workload of and Challenges Faced by Social Workers*. Retrieval from <https://www.legco.gov.hk/yr05-06/chinese/panels/ws/papers/ws0612cb2-2397-4c.pdf>
- Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M., & Combs, G. M. (2006). Psychological capital development: toward a micro-intervention. *Journal of Organisational Behavior*, 27(3), 387-393.
- Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach. *Annual Review of Organisational Psychology and Organisational Behavior*, 4, 339-366.

-
- O'Connor H., & Gibson, N. (2003). A step-by-step guide to qualitative data analysis. *A Journal of Aboriginal and Indigenous Community Health*, 1(1), 64-90.
- Siu, A. M., & Shek, D. T. (2005). The Chinese version of the social problem-solving inventory: Some initial results on reliability and validity. *Journal of Clinical Psychology*, 61(3), 347-360.
- Social Welfare Department (2008). *Review report on the lump sum grant subvention system*. Retrieved from [https://www.swd.gov.hk/doc/ngo/\(5\)-Report%20eng.pdf](https://www.swd.gov.hk/doc/ngo/(5)-Report%20eng.pdf)
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: interpersonal conflict at work scale, organisational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of occupational health psychology*, 3(4), 356-367.
- Su, X. (2018, October 7). *Hong Kong's social workers are overworked and mentally spent, and it is down to an inadequate NGO subsidy, survey shows*. *South China Morning Post*. Retrieval from <https://www.scmp.com/news/hong-kong/society/article/2167353/hong-kongs-social-workers-are-overworked-and-mentally-spent>
- Survey Research Center. (1975). *Michigan organisational assessment package: Progress report II*. Ann Arbor: Survey Research Center, Institute for Social Research, University of Michigan.
- The Chinese University of Hong Kong. (2017 August 1). *Survey Findings on Views on Social Conflict in Hong Kong Released by Hong Kong Institute of Asia-Pacific Studies at CUHK*. [Press release] Retrieval from https://www.cpr.cuhk.edu.hk/en/press_detail.php?id=2566&t=survey-findings-on-views-on-social-conflict-in-hong-kong-released-by-hong-kong-institute-of-asia-pacific-studies-at-cuhk&id=2566&t=survey-findings-on-views-on-social-conflict-in-hong-kong-released-by-hong-kong-institute-of-asia-pacific-studies-at-cuhk
- Van Katwyk, P. T., Fox, S., Spector, P. E., & Kelloway, E. K. (2000). Using the Job-Related Affective Well-Being Scale (JAWS) to investigate affective responses to work stressors. *Journal of occupational health psychology*, 5(2), 219-230.
- Weiss, D. J., Dawis, R. V., & England, G. W. (1967). *Manual for the Minnesota satisfaction questionnaire*. *Minnesota studies in vocational rehabilitation*, No. XXII. Minneapolis: Industrial Relations Center, University of Minnesota.