

SURVEY OF COMMON OPINIONS BETWEEN NURSING  
SUPERVISORS AND STAFF REGISTERED  
NURSES TOWARD JOB SATISFACTION

---

A THESIS

SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE DEGREE OF MASTER OF SCIENCE  
IN THE GRADUATE SCHOOL OF THE  
TEXAS WOMAN'S UNIVERSITY

COLLEGE OF NURSING

BY

RUBY S. LINDSEY BLACK, B.S.N.

---

DENTON, TEXAS

DECEMBER 1978

The Graduate School  
Texas Woman's University

Denton, Texas

November 21 1978

We hereby recommend that the thesis prepared under  
our supervision by Ruby S. Lindsey Black  
entitled "Survey of Common Opinions Between Nursing  
Supervisors and Staff Registered Nurses Toward  
Job Satisfaction"

be accepted as fulfilling this part of the requirements for the Degree of  
Master of Science.

Committee:

Mary Elizabeth Benedict  
Chairman

Donna V. Kirby, MSN

Kathleen J. Hawkey

Accepted:

1-63860

Sheffia Bridges  
Dean of The Graduate School

## ACKNOWLEDGMENTS

I would like to express sincere appreciation and thanks to my thesis committee, typist, and many friends who directed me in the completion of my thesis. Special thanks and feeling to Frank, my husband, for the constant encouragement during this period of graduate study.

## TABLE OF CONTENTS

ACKNOWLEDGMENTS . . . . .	iii
LIST OF TABLES . . . . .	vi
LIST OF FIGURES . . . . .	vii
Chapter	
I. INTRODUCTION . . . . .	1
Statement of Problem . . . . .	2
Purpose of the Study . . . . .	2
Background and Significance . . . . .	2
Research Questions . . . . .	5
Definition of Terms . . . . .	6
Limitations . . . . .	7
Assumptions . . . . .	7
Summary . . . . .	7
II. REVIEW OF LITERATURE . . . . .	8
Theories of Motivation . . . . .	9
Employee Turnover . . . . .	15
Satisfaction/Dissatisfaction Empirical Studies in Nursing . . . . .	20
Measuring Attitudes . . . . .	25
Summary . . . . .	28
III. METHODOLOGY . . . . .	30
Setting . . . . .	30
Population . . . . .	31
Description of Instrument . . . . .	31
Collection of Data . . . . .	34
Treatment of Data . . . . .	34
IV. ANALYSIS OF DATA . . . . .	37
Description of Sample . . . . .	37
Ranking of Job Conditions . . . . .	39

Chapter

V. SUMMARY, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS . . . . .	52
Summary . . . . .	52
Conclusions . . . . .	54
Implications . . . . .	57
Recommendations . . . . .	60
APPENDIX A: INSTRUMENTS . . . . .	61
APPENDIX B: LETTER OF CONSENT . . . . .	64
APPENDIX C: CONTENT VALIDITY . . . . .	66
APPENDIX D: AGENCY CONSENT . . . . .	70
APPENDIX E: HUMAN RESEARCH PERMIT . . . . .	72
APPENDIX F: KENDALL'S COEFFICIENT OF CONCORDANCE W COMPUTATIONS . . . . .	77
APPENDIX G: SPEARMAN CORRELATION COEFFICIENT COMPUTATIONS . . . . .	81
LIST OF REFERENCES . . . . .	84

## LIST OF TABLES

Table

1. Basic Nursing Educational Preparation and Highest Degree Earned by Nursing Supervisors and Staff Registered Nurses . . . . .	40
2. Percentage of Ranks Assigned Job Conditions by Staff Registered Nurses . . . . .	41
3. Percentage of Ranks Assigned Job Conditions by Nursing Supervisors . . . . .	43
4. Percentage of Nursing Supervisors' Estimates of Registered Nurses' Rankings of Job Conditions . . . . .	44
5. Percent Variances: Job Conditions Ratings by Staff Registered Nurses and Nursing Supervisors' Estimate of Staff Registered Nurses . . . . .	45
6. Kendall Coefficient of Concordance W: Comparisons of Within Group Ranking Agreement of Job Conditions by Nursing Groups . . . . .	47
7. Spearman Rank Correlation Coefficient: Comparison of Ranking Agreement of Job Conditions Between Staff Registered Nurses and Nursing Supervisors, and Staff Registered Nurses' and Nursing Supervisors' Estimates . . . . .	47
8. Mean Ranks Assigned Job Conditions by Personal Characteristics of Staff Registered Nurses . . . . .	49
9. Mean Ranks Assigned Job Conditions by Personal Characteristics of Nursing Supervisors . . . . .	50

## LIST OF FIGURES

### Figure

1. Maslow's Five Sets of Hierarchical Needs . . . . .	9
2. The Theoretical Model . . . . .	14
3. Turnover Among Hospital Nurses: A Model . . . . .	19
4. Frequency Distribution of Nurses by Age . . . . .	38
5. Frequency Distribution of Nurses by Years of Experience in Nursing . . . . .	38

## CHAPTER I

### INTRODUCTION

In 1968, there were 658,000 registered nurses in the United States. To meet the needs of professional health care, this number needs to be nearly doubled by 1980 (Levine 1969). According to White and Maguire (1973) there will be a need for new and expanded nursing roles, more efficiency in nurse utilization, and increased professionalism. They further state that to prepare for these changes, nursing administration must be more cognizant of the far-reaching implication of job satisfaction and dissatisfaction within the nursing profession.

The demand for increased numbers, technological changes and other modifications of the nurse's world of work emphasize the importance of examining how one feels about one's job and the context in which the work is found. According to Neumann (1973), understanding the complexities of these attitudes and reactions assumes great importance if effort of employers is to be successful in avoiding job dissatisfaction, work alienation, and continued increases in the already high rates of nursing personnel turnover.

Knowledge of the types of individuals who are most likely to be satisfied at work would be very beneficial to

the organization when considering hiring and placement factors (Imparato 1972). Dissatisfaction with the job itself could lead to a study of job design, followed by further analysis of selection, placement, and promotional procedures (Woolf 1970).

### Statement of the Problem

Considerable difference in opinions concerning job satisfaction is likely to result in increased turnover rates, absenteeism, accidents, thefts, and decreased quality of patient care. The problem of the study was to determine if there was a significant difference in opinions between nursing supervisors and staff registered nurses concerning factors contributing to job satisfaction.

### Purpose of the Study

The purpose of this study was to survey a group of nursing supervisors and a group of staff registered nurses to determine their opinions about selected factors which contribute to job satisfaction.

### Background and Significance

Awareness of subordinates' attitudes is an important part of the supervisor's job. According to Losey (1971),

. . . supervisory awareness of employee attitudes as they pertain to, for instance, compensation, benefits, working conditions, safety, scheduling, quality, production standards, or confidence in management can substantially

affect the company's future planning, especially where there is a desire for employee involvement and good employee relations. (p. 4)

Only if supervisors are informed, can they set the climate and institute the policies and procedures which can help to change dissatisfied workers into satisfied personnel (Nichols 1974). Factors nurses considered satisfying include: (1) to be able to make professional nursing decisions independently, (2) to handle difficult situations well, (3) to be able to give one's opinions, (4) to have good working relationship with others, (5) to receive reward for a job well done, (6) to be a resource person, (7) to be aware of one's evaluation (Nichols 1974), (8) to enjoy the work itself, (9) to have opportunities for advancement (Picken and Tayback 1957), (10) to be treated fairly by one's supervisor, and (11) to have work judged by fair standards (Nahm 1940). Those items most dissatisfying were salary and paper work (Imparato 1972).

Workers behave in ways they believe will advance their individual interests as well as the interests of the organization. Most of all, it seems they want recognition for their efforts and respect as individuals. Menninger (1956) pointed out that factory workers want what they consider fair pay and working conditions, some guarantee of job security and a chance to get ahead. They want understanding and a square deal.

Donnelly, Gibson, and Ivanchevich (1975) explain the following about Herzberg, an industrial psychologist, who described maintenance factors as those factors outside the work itself. Maintenance factors, such as company policy and administration; interpersonal relations with supervisors, peers and subordinates; salary; job security; personal life; working conditions; and status, cause much dissatisfaction when they are not present in the work situation. However, motivational factors of achievement, recognition, advancement, work itself, and the possibility of personal growth and responsibility lead to employee satisfaction when they are perceived by the worker to be present in the work situation. Nevertheless, research on Herzberg's hygiene factors indicates that the absence of motivational factors probably cannot account for job dissatisfaction (Donnelly, Gibson, and Ivanchevich 1975).

Donnelly, Gibson, and Ivanchevich (1975) further state that Herzberg's motivational factors are job centered, that is they related directly to the job content itself, individual performance of it, its responsibilities, and the growth and recognition obtained from the job. Maintenance factors are peripheral to the job itself and related to the external environment of work. For example, people will be motivated to come to work if it is positively desirable for them. The nurse who claims to be satisfied with a job is in

effect saying the job is instrumental in satisfying individual needs, whatever these may be. The person who claims to be dissatisfied with the job is saying that the job is not instrumental in satisfying individual psychological needs. Thus, the person who is dissatisfied is likely to see attending the job as less desirable than the nurse who is satisfied with the job. Slocum, Susam, and Sheridan (1972) correlate work absenteeism with dissatisfied workers, while other authors point to such detrimental effects as decreased work output, decreased quality of work product, high turnover rates, accidents, and theft (Axne, Boniger, and Dodson 1976; Brief 1976; Johnston 1976).

This study attempted to identify selected factors which have been shown in previous research to contribute to job satisfaction. Opinions of nursing supervisors and staff registered nurses in one setting were surveyed. These selected factors indicate that the way a person feels about his job may be affected by the environment if working conditions are unpleasant, if the work itself is unpleasant, or if the job requires hard physical labor. Therefore, job satisfaction indicates "the feeling of a particular worker at a particular time" (Parker 1951).

#### Research Questions

The questions in this research study include the following:

1. Is there a significant difference in opinions between nursing supervisors and staff registered nurses concerning factors contributing to job satisfaction?
2. Is there a significant difference in opinions among staff registered nurses and nursing supervisors concerning factors contributing to job satisfaction?

#### Definition of Terms

For the purpose of this study, the following terms were defined:

Job Satisfaction: consists any combination of psychological and environmental circumstances that result from a balancing of likes and dislikes suitable to the attainment of one's own personal objectives (Bullock 1953).

Job Dissatisfaction: constitutes an absence of those things believed necessary for a good working attitude and production in the work environment.

Nursing Supervisor: any registered nurse working in an administrative position and designated as a nursing supervisor.

Staff Registered Nurse: any person licensed by the state as a registered nurse working under the direction of a head nurse or assistant head nurse.

Factors: those conditions common to nursing supervisors and staff registered nurses which may or may not be present in the working environment.

### Limitations

For this study the following limitations applied:

1. Findings will be limited to the sample studied
2. Salaries, working conditions, job benefits, or other factors common to the working environment will not be controlled
3. Only registered nursing service personnel of a community health agency will be included

### Assumptions

For this study, the following assumptions were made:

1. There are some factors about the work environment that are considered satisfying
2. There are some factors about the work environment that are considered dissatisfying
3. Responses will be honest

### Summary

The purpose of this study was to survey a group of nursing supervisors and a group of staff registered nurses to determine their opinions about factors which contribute to job satisfaction. Chapter II contains a literature review of pertinent issues related to job satisfaction. The study's methodology is described in Chapter III. Analysis and interpretation of findings are presented in Chapter IV. The final chapter presents summary, conclusions, implications, and recommendations.

## CHAPTER II

### REVIEW OF THE LITERATURE

The history of studies of job satisfaction/dissatisfaction reflects a lack of rigor, particularly as it relates to theoretical frames of reference. Indeed Roberts, Walter, and Miles (1971) and Bullough (1974) have noted that these investigations tended to be highly opinionated. Also, most of them have taken place in private business or industrial settings as opposed to non-profit and service organizations such as hospitals and other medically related institutions. In particular, the need for additional investigations of this nature in nursing has been noted frequently (Grandjean, Aiken, and Bonjean 1976; White and Maguire 1973). Nevertheless, the positive relationship between motivation and job satisfaction has been well established in a variety of settings (Burke 1976; Ewen 1973; Snyder and Ferguson 1976).

The purpose of this literature review is to present the historical and theoretical development of satisfaction/dissatisfaction research especially as it relates to the nursing profession. Accordingly, this chapter is subdivided into three sections: (1) Theories of Motivation, (2) Employee Turnover in Nursing, (3) Satisfaction/Dissatisfaction Empirical Studies in Nursing, and (4) Measuring Attitudes.

Theories of Motivation

By far the most dominant theories of motivation are Maslow's theory of hierarchical needs (1970) and Herzberg's motivators-hygiene theory (1971). Although these theories are presented separately they tend to overlap to the extent that Herzberg acknowledges and builds upon the work of Maslow.

Maslow identified five sets of hierarchical needs (figure 1). He postulated that individuals are driven by the

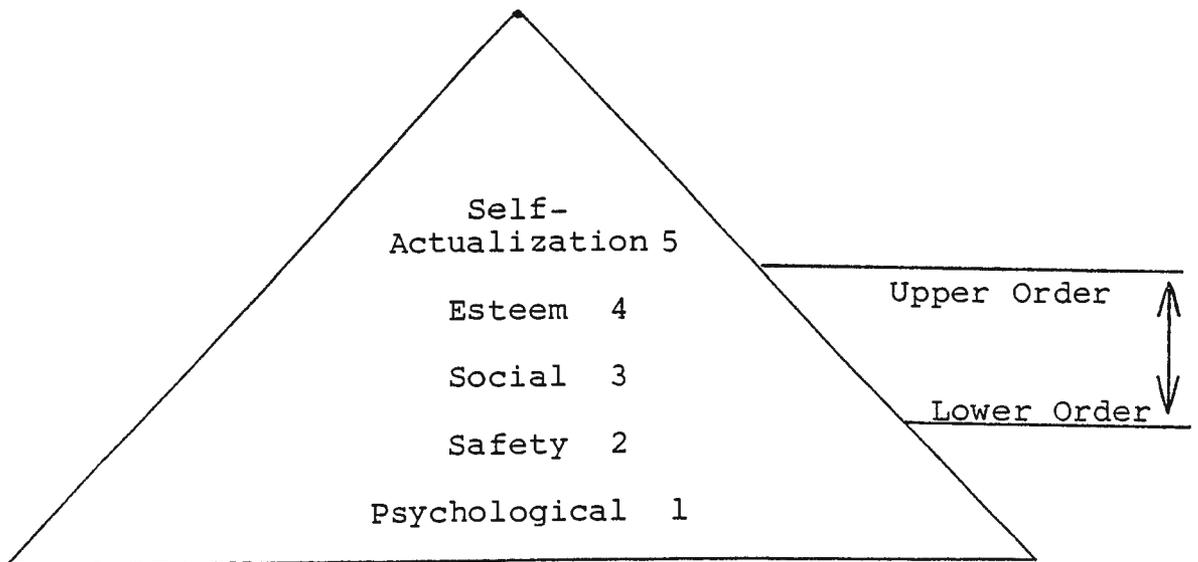


Fig. 1. Maslow's Five Sets of Hierarchical Needs

(Maslow 1970, pp. 35-58)

need to satisfy these needs and that once one need level is satisfied the individual moves to the next level. Moreover, it should be noted that while the lower order needs are

ordinarily satisfied in contemporary society the upper order needs are rarely satisfied. But, interestingly enough, these self-actualization needs have been found to be positively correlated with job performance (Porter and Lawler 1969). Porter is credited with having completed the most comprehensive investigation vis-a-vis job satisfaction and the applicability of Maslow's theory. In doing so, Porter substituted what he called an autonomy need for Maslow's psychological need concept. The rationale for this substitution was that institutions within the United States have effectively met the physiological need of humans; therefore, it was unnecessary to test its function. By contrast, the autonomy need is reported to assess one's satisfaction with his ability to be independently decisive, and to participate in goal setting, and the authority associated with his position in the organization.

Frederick Herzberg (1971) viewed the phenomenon of motivation and its relationship to morale and satisfaction/dissatisfaction with one's job from a different, but nevertheless supportive perspective to that projected by Maslow. While the Maslow theory defines job satisfaction within a framework of "needs," Herzberg proposes a set of "factors" identified as motivation and hygiene. It is very important to recognize that Herzberg's dual-factor theory is based on the assumption that satisfaction and dissatisfaction are

two unipolar traits as opposed to opposite ends of a bipolar continuum. Further, motivators (satisfiers) are defined as factors inherent in the work situation which are satisfying, which emerge from the content of the work and are intrinsic to the work itself. Theoretically, motivators and work productivity are positively correlated. An increase in motivators is associated with increased productivity (Schwab and Cumming 1970). Examples of motivators are achievement, recognition, the work itself, advancement, growth and responsibility according to Herzberg (1971).

On the other hand, hygiene factors are found outside the work itself, and are related to dissatisfaction. These were identified as interpersonal relationships, working conditions, salary, status, security, supervision and company policy.

The specific connection between Herzberg and Maslow is highlighted by Herzberg's suggestion that attitudes of workers are closely related to their needs (Maslow) and that motivators are associated with a system of human needs as opposed to one of animal needs as in the case of the hygiene factors. However, a compelling point made by the dual-theory is that the presence or absence of either of these polar factors (motivators and hygiene) does not influence the other. That is, the absence of satisfiers as defined by Herzberg does

not necessarily lead to dissatisfaction. This point is best explained by White and Maguire (1973):

Herzberg suggested that motivators are associated with the system of human needs, i.e., psychological growth is dependent upon achievement. Hygienes correlate with the animal needs which serve merely to reduce displeasure. Since hygiene factors do not possess the qualities necessary for psychological growth, they cannot be conducive to the gratification of human needs; therefore, the gratification of one set of needs has little effect on the other. (p. 26)

Despite the fact that the Maslow and Herzberg theories of motivation remain the most dominant reference points for researchers, academicians and managers interested in maximizing performance levels and employee satisfaction, the relationship between motivation, job satisfaction, and productivity remains ambiguous. This may be due in part to the lack of specificity of the theoretical models used to investigate these relationships. Watkin (1974b) has criticized as being too general the theories of motivation of Maslow, Herzberg, and McGregor, whose X and Y theory that human beings basically dislike work, lack ambition, and must be coerced to work suggests a more human relations as being the chief method for increasing productivity. Consequently, Watkin viewed them as being inadequate for explaining the complex nature of human behavior involved in various management-employee situations. Perhaps most important is the following observation by Watkin (1974b):

What is required of the manager is not adherence to the recommendations of any particular school of social psychology, but an awareness of the differences between individuals and the flexibility to be able to respond to them. (p. 75)

Further, attempts to clarify the relationship between motivation, job satisfaction and productivity also are confounded by inconsistency in research findings. For example, while a number of investigators (Anstey 1975; Vonder Haar 1971) have tended to support the view that motivation and satisfaction are closely related to the productivity, Kuhn, Slocum, and Chase (1971) raised considerable doubt about this hypothesis. They cited literature by Brayfield and Crockett (1957) which strongly implied that a close relationship between these variables may not exist. It should be noted that later Brayfield and Crockett (1957) along with Herzberg changed their view and concluded that a relationship of some kind probably does exist. However, although Herzberg is cited above as having found support for the "close relationship" hypothesis relevant to these variables, Kuhn, Slocum, and Chase (1971) noted that his conclusion was based on a review of twenty-six studies of which only fourteen revealed a positive relationship.

Despite these contrasting points of view, the prevailing research findings to date do not support the perspective that satisfaction and performance are unrelated. Instead, they suggested that a low, but consistent

relationship exists (Longest 1974). Indeed, it is this inconsistent association between job satisfaction and performance as well as the strong association of job satisfaction with absenteeism and turnover which form the basis for the widely held perception of importance of job satisfaction (Longest 1974).

A final view of the relationship between satisfaction and productivity is provided by Porter and Lawler (1969). They developed a model (figure 2) which contradicts the old assumption that satisfaction influences performance. They

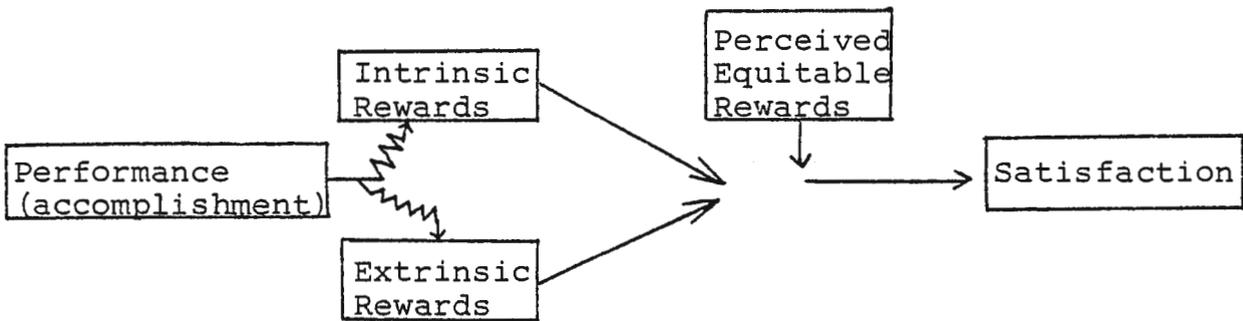


Fig. 2. The Theoretical Model

(Porter 1976, p. 211)

suggest that satisfaction is a function of effective performance, not the reverse. Performance leads to rewards which may result in satisfaction. An employee's satisfaction is a result of the size and frequency of his rewards as well as his expectation of reward. Their model identifies two

types of rewards, extrinsic (same as Maslow's lower order needs and Herzberg's hygiene factors) and intrinsic (same as Maslow's higher order needs and Herzberg's motivator factors). Neither of these reward types are expected to lead directly to satisfaction because they are influenced by a third factor, an expectation of reward. This factor refers to the amount of reward an employee perceives is due him as a function of his job performance.

#### Employee Turnover in Nursing

Another way of viewing the job satisfaction-performance relationship is to observe the job performance effects when job satisfaction is lacking. The fact of the matter is that many organizational problems result from employee dissatisfaction. Turnover and absenteeism both are often cited to be very costly and disruptive to the effective delivery of services. This is particularly true with health care systems. For example, Brief (1976) has observed that:

High rate of turnover costs the institution in several ways. The hospital incurs costs of 1) recruiting and selecting a replacement, 2) socializing the replacement in regard to the norms of the hospital, 3) overpayment of the replacement during the period of learning when she or he cannot produce at full capacity, 4) overtime work performed by others during the period between the turnover and the replacement's achievement of full capacity, and 5) achieving a social adjustment between the nursing unit and its new member. (p. 55)

Because of the extreme shortage of literature focused on nursing absenteeism (Porter and Steers 1973), this review

of literature will concentrate exclusively on the studies related to turnover. Studies related to nursing dissatisfaction will be reviewed in the next section of this chapter. Turnover studies are addressed separately because of the saliency of this problem for the health profession and because of the frequency with which it is mentioned as a primary consequence of dissatisfaction among nurses.

Reasons for nurses voluntarily resigning their jobs seem to run the gamut from physical demands of the job to lack of intrinsic satisfaction with the job itself. Strilaeff (1976) studied 333 general staff nurses employed in 30 medical-surgical wards located in large urban hospitals in eastern Canada. She found erratic shift work to be a prime contributor to turnover. As she explained it:

. . . erratic hours of work tend to make general staff nurses excessively tired which, in turn, hinder their participation in leisure-time activities. That the disruption of leisure-time activities culminates in disposition to leave may be explained by the fact that the general staff nurses are young, single or married women who by virtue of these attributes have an inherent interest in marriage, homemaking and child-rearing. When the associated activities are curtailed, as they necessarily are by erratic hours of work and fatigue, the general staff nurses may not wish to remain in the organization. (p. 37)

Salary, family responsibilities, and dissatisfaction with the work itself are three variables which are related to nursing turnover. In one of the more recent analytical studies, Brief (1976) examined these relationship and proposed a

model for understanding the nature of the turnover problem among nurses. Low salary and family responsibilities were quickly dismissed as primary causes of turnover. Brief noted that research by Yett (1970) showed that nurses tended to reduce their hours of work as salary increased thereby maintaining the same level of income, and that Archibald (1971) found that surveys reported in the literature seldom reported salary as a prime source of dissatisfaction. Family responsibilities were excluded as a possible major cause of turnover by Brief utilizing a comparative analysis. He examined the activity of female nurses in their profession versus that of female professionals in general and found the former to be less active. From this he concluded that "turnover among nurses is not due to family responsibilities unless female nurses are in some way psychologically and/or demographically different from other professional women" (p. 56).

Finally, Brief identified the lack of job satisfaction as the chief cause of turnover. He noted that "regardless of the setting, the more an employee is satisfied with his or her job, the more likely he or she is to stay on that job" (p. 56).

Specifically identified as a job satisfier, or as Herzberg implied, a motivator factor, is the concept of "work itself" (the collection of tasks which constitute the

the job). Brief further described the "work itself." For him, it is that:

. . . a job possessing the following task characteristics offers such valued outcome: 1) skill variety--the opportunity to utilize a variety of valued skills; 2) task identity--the opportunity to perform a whole or meaningful part of a project; 3) autonomy--the opportunity to exercise freedom of choice or discretion over work methods; and 4) feedback--the opportunity to learn the degree of effectiveness of one's performance. (p. 56)

It is thought that if these job content characteristics are not sufficiently available, the nurse is more likely to leave the job and the profession. These consequences are very probable given the tendency for nursing schools to heighten student expectations relevant to finding these task characteristics in the employment setting.

A model of Brief's conclusions relevant to the causes of turnover among nurses is shown in figure 3. Admitting that it has not been validated, he presents it as a heuristic tool to guide future research.

Interpersonal relationships, especially those between nurses and their supervisors, also have been observed to be a basis for termination among nurses (Axne, Boniger, and Dodson 1976). McCloskey (1974) found that nurses are very concerned about the quality of the supervision they received and that many of them would not have resigned if their supervision had been more agreeable. That is, in this instance, the turnover of nurses could have been avoided if the nurses

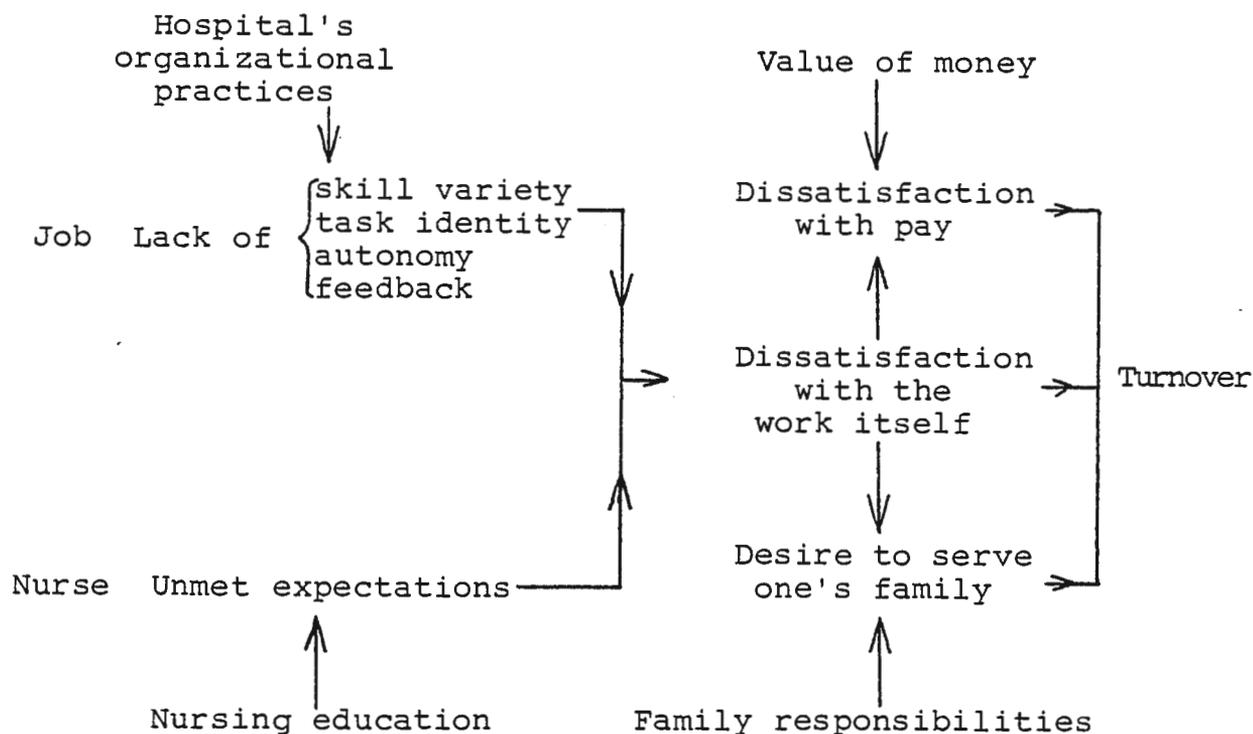


Fig. 3. Turnover Among Hospital Nurses: A Model

(Brief 1976, p. 57)

had received more recognition for their work and had been allowed greater work schedule flexibility.

In a critical analysis of turnover research, Porter and Steers (1973) found job satisfaction to be closely associated with employee turnover. An interesting observation made by these researchers is that the causes of turnover as they interact with employees appear to be scattered throughout the organizational environment. This point further underscores the complexity of the turnover problem vis-a-vis designing strategies to reduce its occurrence.

Notwithstanding the wealth of concern about problems resulting from turnover, Porter and Steers (1973) question whether attempts to completely control turnover is wise.

They suggest:

First, from the individual's point of view, leaving an unrewarding job may result in the procurement of a more satisfying one. Second, from the organization's standpoint, some of those who leave may be quite ineffective performers, and their departure would open positions for (hopefully) better performers. (p. 169)

Satisfaction/Dissatisfaction Empirical  
Studies in Nursing

Perhaps the earliest investigation of nursing satisfaction was undertaken by Nahm (1940). Utilizing a modified Hoppock Job Satisfaction Scale and the Remmer's Attitude Toward an Occupation Scale, she assessed job satisfaction among three groups of nurses: 100 private duty, 100 institutions, and 75 public health nurses. Her findings were consistent with other studies; that is, "satisfaction appears to be closely associated with general adjustment and the ability to maintain satisfactory relationships" (p. 1391).

The apparent relationship between income and satisfaction which is frequently mentioned in the literature also was observed by Nahm. Her results indicated that the satisfied nurses tended to be those with higher salaries and the potential for increasing their salaries. However, this point is balanced by her additional observation which is more

consistent with Maslow's higher order needs and Herzberg's motivation factors as well as subsequent research findings. That is, "In their jobs, satisfied nurses felt that their work was appreciated; that their supervisors treated them fairly and did not expect too much of them; that their work was judged by fair standards" (p. 1392).

Finally, while Nahm's list of factors which differentiates satisfied from dissatisfied nurses is not an exact mirror image of Maslow's theory or Herzberg's factors, they were very prophetic at the time--many subsequent studies have cited one or more of her factors. Specifically she identified the following job related satisfaction/dissatisfaction factors: (1) interest in the work, (2) general adjustment of the individual, (3) relationships with superior officers, (4) family and social relationships, (5) hours of work, (6) income, and (7) opportunities to advance and attain ambitions (p. 1392). These factors are generally supported by Pickens and Tayback (1957) and by a host of studies reviewed by Johnston (1976). And, they are encompassed within the theoretical frameworks of Maslow and Herzberg which explains their continuing applicability.

However, there are more different but related perspectives to be found. Benton and White (1972) noted that Zaleznik, Christensen, and Roelhlisberge (1958) in their predictive study identified several elements that are

repeatedly found in surveys related to personal satisfaction and productivity:

1. The technical organization of the group
2. The social structure of the group
3. The individual task motivation, i.e., the willingness to work hard that each member brings to and maintains toward his job
4. The rewards he receives from doing his job
5. The satisfaction he obtains from being an accepted member of the group. (p. 55)

Also, Benton and White (1972) in their study of the job satisfaction characteristics of 565 practicing registered nurses located in general care hospitals in the urban area of a southwestern city posed three questions for each of the following factors: (1) safety and security, (2) social, and (3) esteem and self-actualization:

1. How much of the characteristic is there now connected with your nursing position?
2. How much of the characteristic do you think should be connected with your nursing position?
3. How important is this characteristic to you? (p. 57)

They found the following factors to be statistically significant:

. . . patient care, appreciation by patients, congenial work associates, inservice training programs, written personnel policies, and authority and responsibility to do the job. (p. 62)

These significant differences were most acute between administrative nurses and other nursing groups (obstetric, pediatrics, medical-surgical, intensive care, and specialty) as opposed to those between the different nursing groups.

Two conclusions by Benton and White (1972) are echoed many times in studies of job satisfaction and are extensions of the Maslow theory of needs but are somewhat inconsistent with Herzberg's view. As noted earlier, Herzberg believes that the absence of motivation factors does not necessarily result in dissatisfaction and subsequently less than maximum performance. These conclusions are:

The greater the importance of a factor to the nurses, the more they will expect that factor to be adequately provided; if it is not provided, the greater will be the dissatisfaction and the less likely is it that maximum performance will be achieved. . . . individuals tend to be motivated to overcome the areas of greatest felt deficiency if they perceive their efforts will be rewarded by the desired job factors as incentives; they will be more satisfied and will be more productive in their work. (p. 62)

It appears that a number of variables contribute to the difficulty of measuring job satisfaction. The complex ways in which nurses perceive job satisfaction is a primary contributor. Everly and Falcione (1976) in a study involving 144 female registered nurses isolated four factors related to job satisfaction which were statistically independent. They noted that "these factors accounted for 58.8 percent of the total variance and appeared to go beyond the traditional intrinsic versus extrinsic dichotomy" (p. 347). Of the four factors: relationship orientation, internal work rewards, external work rewards, and administrative policies, the first, relationship orientation, accounted for the highest amount of

total variance (23.7 percent) and the others 15.7 percent, 11.9 percent, and 7.5 percent respectively. Everly and Falcione interpreted this to mean that interpersonal relationships between nurses and their co-workers are paramount. They further suggested that this view had not received much attention.

Further, job satisfaction perceptions of nurses may be influenced by the gender of the nurse. Pablo (1976) investigated job satisfaction among 86 staff members in a chronic care facility; 43 percent were nursing staff and 48 percent were non-nursing staff. Ninety-two were female. Pablo concluded that "women more than men may have a higher need to be challenged and stimulated by more self actualizing work and may need to be provided more recognition and emotional support" (p. 38).

Differences in the ways job satisfaction factors are perceived in nursing may be influenced by the nature of the match between the personality of the position and the personality of the nurse (MacDonald 1976). Three motivational categories were identified by MacDonald:

Achievement motivation is dominant in the person who assumes personal responsibility for finding solutions to problems, takes calculated risks, and seeks concrete feedback on how well he's doing. He sets realistic but high goals for himself. Affiliation motivated persons relate positively and affectionately to others, are concerned about being liked, help others and pay attention to their feelings. The power motivated person is concerned about his influence over others, likes to win arguments, and to have authority and status. (p. 43)

MacDonald applied this taxonomy to the study of fourteen nurses in a leadership development course and found the most satisfied nurses in the category of affiliation/achievement. MacDonald's basic thesis is that individual nurses are likely to be more satisfied and consequently more productive in working climates that are more consistent with their personalities. Since working climates are easier to change than personalities, he advocates that administrators focus on the former in their attempts to increase job satisfaction and productivity.

#### Measuring Attitudes

To measure satisfaction/dissatisfaction emphasis must be placed on human assets. Human assets include the values an employee places on one's job (Woolf 1970). Value is the quality to which the job is thought of being more or less desirable, which is influenced by one's attitude. Accordingly, Sherif and Sherif (1967) define attitude

. . . as the individual's set of categories for evaluating a stimulus domain, which he has established as he learns about that domain in interaction with other persons and which relate him to various subsets within the domain with varying degrees of positive and negative affect.  
(p. 142)

Sahakian (1974) describes three concepts or latitudes related to this definition of attitude. They are acceptance, rejection and noncommitment.

(1) The latitude of acceptance, that is an individual's most acceptable position in conjunction with those that

are acceptable to him; (2) the latitude of rejection, or the individual's most alien or objectionable position together with others detested; and (3) the latitude of noncommitment, where no value judgment is rendered, namely, those neutral positions expressed by "I don't know," "I have no opinion," "I'm undecided," "I'm neutral," or "I have no comment." (p. 135)

One's attitude could be characterized to some degree of acceptance, rejection, or noncommitment about an issue. These terms: acceptance, rejection and noncommitment, express extremes about an attitude and one's attitude most often exists somewhere along the continuum of these extremes (Sherif and Sherif 1967). Attitudes may or may not be reflected in behavior. For instance a high degree of involvement may be accompanied by either an attitude of acceptance or rejection, not usually noncommitment. A low degree of involvement in an activity may be expressive of any of the three latitudes: acceptance, rejection, or noncommitment.

In the employee situation, high involvement in a job activity is most likely to be associated with the latitude of acceptance which is associated with increased production, and usually an employee reward of some kind. High involvement and behavior of rejection in the work setting are usually not related to an employee reward situation, although they may or may not increase productivity. If productivity is increased while rejection is the dominant latitude, it is most likely that the quality of the product may decrease. Low involvement in the work setting implies low productivity

and may or may not affect the quality of the product. Low involvement is most likely an indication that the employee is not highly motivated to gain a job related reward. Reason for this may be a low degree of acceptance, or any of the degrees of latitude of rejection, or the neutral, indifference latitude of noncommitment.

Woolf (1970) describes two methods of measuring job attitudes: indirect and direct. The indirect data method is related to absenteeism, grievance, and productivity. To interpret the data one "must assume adverse experience is attributable exclusively to negative employee attitudes and favorable experience to positive attitudes" (p. 82). Thus one might assume positive attitudes contribute to high productivity. The research on this relationship indicates these variables are difficult to measure because of the short duration of favorable experiences (Woolf 1970). However, high productivity over a period of years have shown a positive correlation with improved attitudes (Schwab and Cummings 1970; Vroom 1964; Woolf 1970).

The direct data method is related to interviews and job attitudes surveys. Such instruments should be reliable, self-administerable, inexpensive and require little of the respondent's time. Robinson, Athanasiou and Head (1969), from their survey of measuring occupational attitudes, list 13 measures of job satisfaction. They are: achievement,

recognition, work itself, responsibility, advancement, company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life, and security. Only a few of the measures were found to meet the criteria for the direct data method of measuring attitudes. However these authors did not identify which measures met this criteria.

Attitudes are difficult to measure because of the various extraneous variables. In addition the measurement of attitudes is ineffective as a one-shot approach to the assessment of job satisfaction/dissatisfaction. Woolf (1970) suggests that to produce long range results on the job an annual approach should be used in this assessment. With this periodic kind of measure, analysis of the differences could help nursing administrators and/or directors to maintain their effectiveness, and to improve in the areas identified.

#### Summary

From the review of the literature job satisfaction/dissatisfaction was explained from the perspective of the development of Herzberg's Dual Factor theory and Maslow's Hierarchy of Needs theory. Related nursing studies based on these theories were incorporated covering specific causes of satisfaction and dissatisfaction among nurses. Thus concluding the nature of job satisfaction is, indeed, a difficult

and complex variable to measure. However, it is clear that there is a definite need for additional studies which test the many theoretical views exposed and to validate the increasing attempts to empirically understand and measure these variables. The intent of this study was to address this last need category in particular, job dissatisfaction. In so doing, it was hoped that nursing administrators might gain a greater understanding of the concept of job satisfaction and the extent to which it exists in their institution. Only with this understanding can a nurse administrator reinforce positive job satisfiers and work to alter negative job dissatisfiers.

## CHAPTER III

### METHODOLOGY

This study is a descriptive, non-experimental survey. The study attempted to determine if there is a difference between nursing supervisors' and staff registered nurses' opinions about factors they consider job satisfying.

#### Setting

This study was carried out at a community health agency in Southeast Texas. The community health agency has a total of twelve health centers located throughout the city. A variety of health services are offered within the centers and by field nurses. Services provided by the centers include: immunizations, pre and postnatal care, family planning, dental health, and well-child programs. Follow-up contacts of tuberculosis cases, physical assessments of home delivered infants and their mothers, and crisis intervention are the responsibilities of the field nurse.

The Nursing Department also sponsors projects, such as Childhood Lead Poisoning Prevention; Rape Prevention, Detection and Treatment Programs; Venereal Disease Control Program; and Opportunity House Program for the male alcoholics. The department works closely with other public agencies,

hospitals, and universities for referrals (both to and from other agencies) and training.

### Population

The population for this study consisted of professional nurses in a health agency located in Southeast Texas. The target population included registered nursing personnel in a community health agency. Two sampling units were selected from the target population. One sampling unit consisted of all nursing supervisors, and systematically selected staff registered nurses composed the second unit. The staff registered nurses' roster was numbered in sequence and each person with an odd number assigned was selected for the investigation. If the person selected did not wish to participate, the next name on the roster was approached until the entire sample was selected.

### Description of the Instrument

The instrument used in this study was a written survey questionnaire, the Job Condition Evaluation Scale (appendix A), developed by Lawrence Lindahl (1949) and tested in industrial settings by Blum (1949), Santmyer (1951), Parker (1951), Lawshe (1953), Menninger (1956), Losey (1971), and Hilgert (1971). Permission to use the scale was obtained from the author (appendix B).

Both nursing supervisors and staff registered nurses were asked to evaluate the ten conditions and rank each one in order of its importance by assigning a number from one to ten, with the number one being of most importance. This paper and pencil technique measured opinions and interest by judgment (Fox 1970). Each statement has no value to any other, and there are no equal intervals between items. Therefore, data of this questionnaire is ordinal (Abdellah and Levine 1965).

The instrument included three areas of investigation. The third area was applicable only to nursing supervisors and therefore was not included on the staff registered nurses' questionnaire. These areas were:

1. Ranking what the staff registered nurses consider job satisfying in order of its importance
2. Ranking what the nursing supervisors consider job satisfying in order of its importance
3. Ranking in order of importance by the nursing supervisors what they think their subordinates consider job satisfying

Validation of the instrument was accomplished through examination by content validity. Content validity was accomplished by a panel of three master's prepared nurses, currently in practice, dealing with people, and aware of the attitudes of staff and supervisors, and thus considered knowledgeable

about job satisfaction. They reviewed the questionnaire for clarity and its applicability to nursing. No changes in the questionnaire were required as a result of this review (appendix C).

The pre- and retest method was used to test the reliability of the questionnaire. Two female nursing supervisors and five female staff nurses from a different health agency composed the sample for this test. The nursing supervisors were an average age of 31 years and attended baccalaureate programs for their basic nursing educational preparation. They held the bachelor degree as the highest degree earned and they had an average of eight years of nursing experience. On the other hand, the staff registered nurses had an average of 7.3 years of work experience, and an average age of 30.5 years. Their basic nursing educational preparation consisted of one subject with associate degree preparation and four others with baccalaureate preparation. They all continued to hold the same degrees as the highest degree earned.

The pre- and retest rank orderings were analyzed with the Spearman Rank Correlation Coefficient ( $\rho$ ). Concerning nursing supervisors' opinions of how the staff registered nurses would rank the satisfaction items related to job conditions, the Spearman Rank was .82. For supervisors' own ranking of the item, the Spearman Rank was .84. The pre- and

retest of the ranking of the staff registered nurses was .73.

#### Collection of Data

For the purpose of this study, the investigator administered the survey questionnaire in person at each of the twelve centers. The Director of the Nursing Department of the community health agency was requested to allow all the nursing supervisors and the selected staff registered nurses to complete the written questionnaire (appendix D). Subjects who volunteered to participate signed the Consent Form agreeing to be part of the survey (appendix E). Each subject was given the opportunity to withdraw from the study at any time. Subjects were asked to evaluate the ten job conditions and rank each one in order of its importance, assigning a number from one to ten, with the number one being most important. Each nursing supervisor in addition was asked to complete a second column as to how one thought one's subordinates would respond. The participants were asked to return the questionnaires immediately in order to eliminate discussion and the possibility of influencing changes of answers.

#### Treatment of Data

Data were treated with nonparametric descriptive statistics organized into frequency tables. Comparisons were made between the staff registered nurses' ranking and the

nursing supervisors' rankings. The items with the greatest frequencies were considered most important by that group. The relative importance of the rankings was interpreted by categorizing them as very important--items ranked numbers one through three, important items--items ranked four through seven, and the least important--items ranked eight through ten.

Kendell's Coefficient of Concordance W (Siegel 1956) was used to compare the level of agreement within each group (appendix F). The difference between these two groups was measured with the chi square statistic. Further, the degree of ranking agreement between staff registered nurses and the nursing supervisors, and between the staff registered nurses and the nursing supervisors estimates were measured with the Spearman Rank Correlation Coefficient (appendix G).

Finally, variance between the rankings of the staff registered nurses and the nursing supervisors' estimates of how the staff registered nurses would rank the job conditions was analyzed. Variances were marked "plus" indicating over-estimation or "minus," reflecting an underestimation. Cumulative variances were tabulated to obtain a net "plus" or "minus" figure. A net "plus" demonstrates a tendency to exaggerate the staff registered nurses' opinions, and a net "minus" figure demonstrates a tendency to underestimate the opinions of the staff registered nurses by the nursing supervisors (Losey 1971).

The procedure for collection and analysis of data was included in this chapter. The next chapter, Chapter Four, the Analysis of Data, consists of the presentation of findings and the interpretation of data.

## CHAPTER IV

### ANALYSIS OF DATA

This chapter includes analyses and interpretations of the results of this study. It is subdivided into three sections: (1) a description of the sample, (2) an analysis and interpretation of the job conditions rankings by the staff registered nurses and the nursing supervisors, and (3) a comparative analysis and interpretation of these rankings according to age, basic nursing educational preparation, highest degree earned, and the years of nursing experience of the two groups.

#### Description of Sample

A total of five nursing supervisors and twenty-three staff registered nurses were surveyed during working hours over a period of six days. The sample consisted of all females. The age range for nursing supervisors was 41 to 60 years and for staff registered nurses it was 24 to 58 years. There was an average age of 50 years for the nursing supervisors and 38 years for the staff registered nurses (figure 4). From the averages there is a difference of twelve years in the ages of the staff registered nurses and the nursing supervisors.

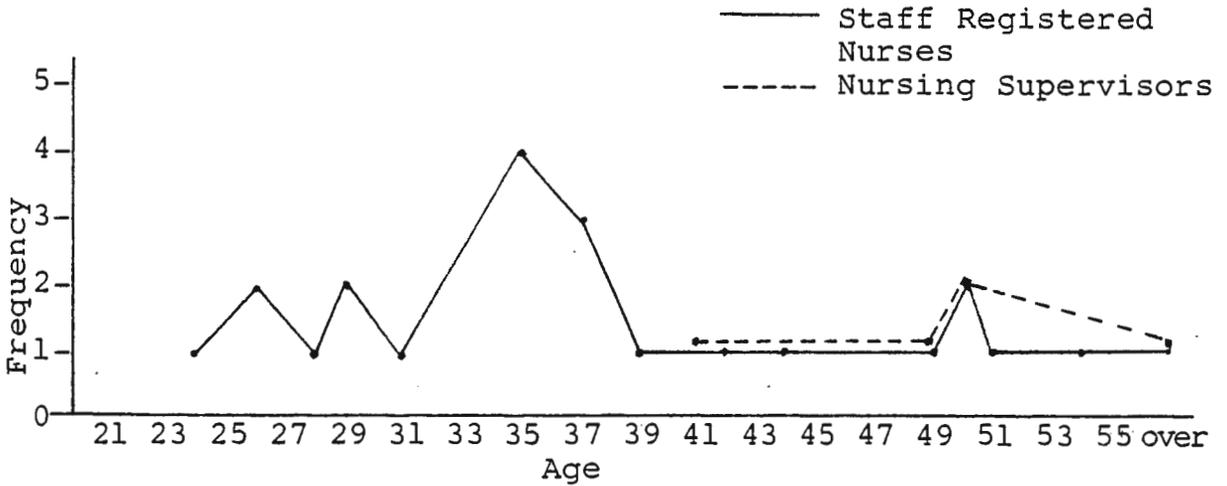


Fig. 4. Frequency Distribution of Nurses by Age

The nursing supervisors had an average of 26.4 years or experience in nursing as opposed to 14.5 years for the staff registered nurses (figure 5). The nursing supervisors' experience ranged from 19 to 32 years and that of the staff registered nurses from two to 36 years.

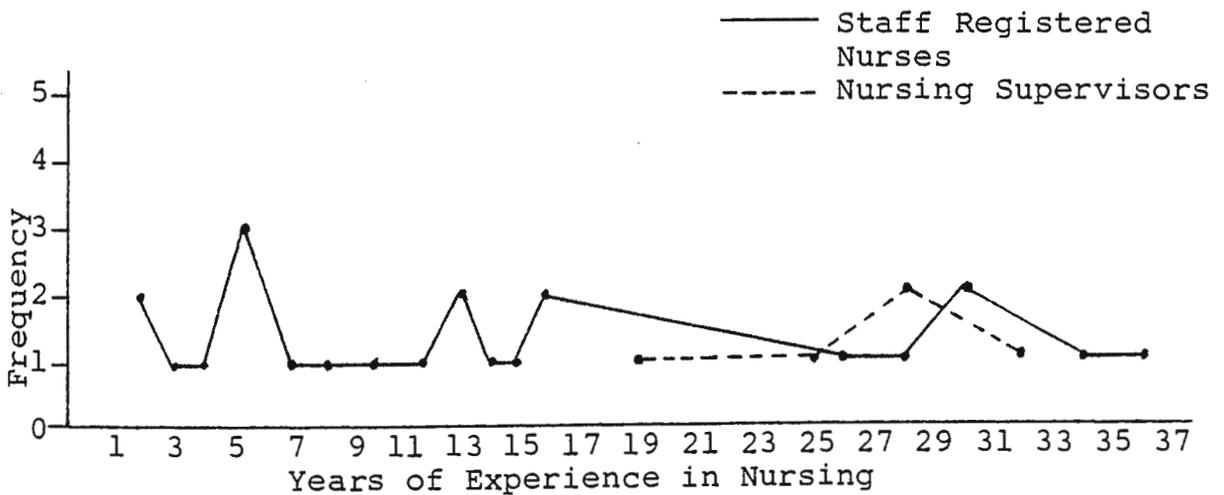


Fig. 5. Frequency Distribution of Nurses by Years of Experience in Nursing

When these two groups were compared relative to their education preparation (table 1), it was found that staff registered nurses as a group appeared to be better educated vis-a-vis the level of nursing education. More of the staff registered nurses (5 percent) attended bachelor programs than did the nursing supervisors. Specifically, of the nursing supervisors, three attended diploma programs and two attended bachelor programs. Of the staff registered nurses, nine attended diploma programs, four A.D. programs (none of the nursing supervisors attended an A.D. program), eight attended bachelor programs, and two others attended an associate of arts program and a bachelor of arts program. Further, two nursing supervisors and nine staff registered nurses had Bachelor of Science degrees in nursing as the highest degree earned. Two nursing supervisors and three staff registered nurses had Bachelor of Science degrees in other areas. Other degrees by the staff nurses consist of two Bachelor of Arts, one Associate of Science, and one Associate of Arts degrees.

#### Ranking of Job Conditions

The job conditions ranked by the staff registered nurses are shown in table 2. Ranked as most important was interesting work, followed by a display of appreciation of work done, and finally job security. In descending order of importance followed good working conditions, good wages,

TABLE 1

BASIC NURSING EDUCATIONAL PREPARATION AND HIGHEST DEGREE EARNED BY  
NURSING SUPERVISORS AND STAFF REGISTERED NURSES

	<u>Nursing Supervisors</u>		<u>Staff Registered Nurses</u>	
	Frequency	Percentage	Frequency	Percentage
Basic Nursing Educational Preparation				
Diploma	3	60	9	39
A.D.	0	0	4	17
B.S.N.	2	40	8	35
Other	-	-	2	8
Highest Degree Earned				
B.S.N.	2	40	9	39
M.S.N.	0	0	0	0
Other	2	40	7	30

TABLE 2

PERCENTAGE OF RANKS ASSIGNED JOB CONDITIONS  
BY STAFF REGISTERED NURSES

Job Conditions	Percentage	Rank Order
1. Full appreciation of work done	8.4	2
2. Feeling "in" on things	12.9	8
3. Sympathetic help on personal problems	13.1	9
4. Job security	8.5	3
5. Good wages	8.8	5
6. Work that keeps you interested	4.6	1
7. Promotion and growth in agency	9.1	6
8. Agency loyalty to employees	11.3	7
9. Good working conditions	8.6	4
10. Tactful disciplining	14.7	10

promotion and growth in agency, and agency loyalty to employees were ranked as important. Those factors noted as least important were tactful disciplining, sympathetic help on personal problems, and feeling "in" on things.

It appears that motivating job related factors, that is, those related to the content of the job, are of paramount importance to the staff registered nurses. The desire for esteem is very conspicuous here. However, the fact that job

security is also one of the job factors considered most important to job satisfaction suggests that although these nurses seek to satisfy higher order needs, they also recognize the need for security.

It is interesting to note that the social aspects of the job were ranked as least important. Perhaps the staff registered nurses fulfilled their social needs off the job.

Esteem was found to be very important to nursing supervisors also. They rank ordered the conditions as follows: work that keeps you interested, job security, promotion and growth in agency, agency loyalty to employees, good wages, good working conditions, appreciation of work done, feeling "in" on things, tactful disciplining, and sympathetic help on personal problems (table 3). Another point to note about these rankings and those of the staff registered nurses is the importance given to statements of concern about their employing agency; they were ranked as important. This further reinforces the need for organizational structures and actions that are responsive to the personal needs of employees.

The nursing supervisors' estimates of how the staff registered nurse would rank the job conditions are presented in table 4. The nursing supervisors thought the staff nurses would rank good wages, job security, and promotion and growth in agency as most important. They further thought full appreciation of work done, sympathetic help on personal problems,

TABLE 3

PERCENTAGE OF RANKS ASSIGNED JOB CONDITIONS  
BY NURSING SUPERVISORS

Job Conditions	Percentage	Rank Order
1. Full appreciation of work done	11.2	7
2. Feeling "in" on things	11.6	8
3. Sympathetic help on personal problems	17.5	10
4. Job security	5.8	2
5. Good wages	9.4	5
6. Work that keeps you interested	4.9	1
7. Promotion and growth in agency	7.6	3
8. Agency loyalty to employees	8.5	4
9. Good working conditions	9.9	6
10. Tactful disciplining	13.4	9

work that keeps you interested, and good working conditions would be ranked as important. Finally, they thought the least important items were feeling "in" on things, agency loyalty to employees, and tactful disciplining.

Additional analysis, table 5, of the variances between the nursing supervisors' estimates and the staff registered nurses' responses indicated that these estimates overall were very accurate. The nursing supervisors

TABLE 4

PERCENTAGE OF NURSING SUPERVISORS' ESTIMATES  
OF REGISTERED NURSES' RANKINGS  
OF JOB CONDITIONS

Job Conditions	Percentage	Rank Order
1. Full appreciation of work done	10.5	5.5
2. Feeling "in" on things	11.5	8
3. Sympathetic help on personal problems	11.0	7
4. Job security	8.7	3.5
5. Good wages	6.0	1
6. Work that keeps you interested	10.5	5.5
7. Promotion and growth in agency	8.7	3.5
8. Agency loyalty to employees	11.9	9
9. Good working conditions	7.8	2
10. Tactful disciplining	13.3	10

overestimated the staff registered nurses' responses by only +.1 percent. The variances were +8.9 percent and -8.8 percent. In more specific terms, the nursing supervisors underestimated the attitudes of the staff registered nurses relative to full appreciation of work done (-2.1 percent), job security (-.2 percent), work that keeps you interested (-5.9 percent), and agency loyalty to employees (-.6 percent). On the other hand, they overestimated their perception relative to feeling

TABLE 5

PERCENT VARIANCES: JOB CONDITIONS RATINGS BY STAFF REGISTERED NURSES  
AND NURSING SUPERVISORS' ESTIMATE OF STAFF REGISTERED NURSES

Job Conditions	Percent Responses		Percent Variance	
	Group A	Group B	+	-
Full appreciation of work done	8.4	10.5	--	2.1
Feeling "in"on things	12.9	11.5	1.4	--
Sympathetic help on personal problems	13.1	11	2.1	--
Job security	8.5	8.7	--	.2
Good wages	8.8	6.0	2.8	--
Work that keeps you interested	4.6	10.5	--	5.9
Promotion and growth in agency	9.1	8.7	.4	--
Agency loyalty to employees	11.3	11.9	--	.6
Good working conditions	8.6	7.8	.8	--
Tactful disciplining	14.7	13.3	1.4	--
Totals			8.9	8.8
			Net	+0.1

Group A = Staff registered nurses

Group B = Nursing supervisors' estimate of staff registered nurses

"in" on things (+1.4 percent), sympathetic help on personal problems (+2.1 percent), good wages (+2.8 percent), promotion and growth in agency (+.4 percent), good working conditions (+.8 percent), and tactful disciplining (+1.4 percent).

Kendall's Coefficient of Concordance W was used to assess the amount of significance of within group agreement of job conditions. The null hypothesis of no association was rejected at the probability level of .05. Table 6 shows the Kendall's Coefficient of Concordance W for each of the three rankings. Of the three groups, a significant association ( $p < .001$ ), although low (.314), was found only among the staff registered nurses' ranking of the job conditions (appendix F, p. 78). The nursing supervisors, also, showed a low degree of consistency in their rankings of the job conditions (.298) (appendix F, p. 79). Also, the nursing supervisors' estimates of how the staff registered nurses would rank the items showed a negligible degree of association (0.099) (appendix F, p. 80).

The Spearman Rank Correlation Coefficient was used to determine the strength of agreement between the staff registered nurses and the nursing supervisors, and second, between the staff registered nurses and the estimates by the nursing supervisors of how the staff registered nurses would respond. Table 7 shows a strong association among the staff registered nurses and the nursing supervisors (.697) (appendix G, p. 82).

TABLE 6

KENDALL COEFFICIENT OF CONCORDANCE W: COMPARISONS OF WITHIN  
GROUP RANKING AGREEMENT OF JOB CONDITIONS BY NURSING GROUPS

Groups	W
Staff Registered Nurses	0.314**
Nursing Supervisors	0.298
Nursing Supervisors' Estimates	0.099

\*\*Denotes correlation is significant at  $p < .001$ .

TABLE 7

SPEARMAN RANK CORRELATION COEFFICIENT: COMPARISON OF RANKING  
AGREEMENT OF JOB CONDITIONS BETWEEN STAFF REGISTERED NURSES  
AND NURSING SUPERVISORS, AND STAFF REGISTERED NURSES'  
AND NURSING SUPERVISORS' ESTIMATES

Groups	Spearman Rho
Staff Registered Nurses and Nursing Supervisors	0.697*
Staff Registered Nurses and Nursing Supervisors' Estimate of Staff Registered Nurses	0.558*

\*Denotes correlation significant at  $p < .05$ .

The association was moderate between the staff registered nurses and nursing supervisors' estimate (.558) (appendix G, p. 83).

The rankings of job conditions according to the personal characteristics of the staff registered nurses are shown in table 8. Contrary to popular opinion, job security and promotion and growth did not increase in importance with advancing age. Interesting work and recognition (Full appreciation of work done) remained the most important item regardless of basic educational preparation. As education increased, good wages and promotion and growth became important. Comparing the years of experience in nursing, the six to ten years of experience group was more interested in job security, good wages, tactful disciplining, and sympathetic help on personal problems. The groups continue to show less interest in tactful disciplining and feeling "in" on things.

The nursing supervisors' personal characteristics are shown in table 9. They were all over 41 years of age, and ranked items from most to least important as follows: work that keeps you interested, job security, promotion and growth in agency, good wages, agency loyalty to employees, good working conditions, full appreciation of work done, feeling "in" on things, tactful disciplining, and sympathetic help on personal problems. Diploma graduates were more interested in interesting work and job security than B.S.N.

TABLE 8

MEAN RANKS ASSIGNED JOB CONDITIONS BY PERSONAL CHARACTERISTICS OF  
STAFF REGISTERED NURSES

Job Conditions	Age					Basic Nursing Highest Educational Degree Preparation Earned					Years of Nursing Experience				
	21-25	26-30	31-35	36-40	41 or over	AD	Diploma	B.S.N.	B.S.N.	M.S.N.	1-5	6-10	11-15	16-20	21 or more
Full appreciation of work done	2	5	6	4	4	4	4	5	5	0	4	6	4	7	5
Feeling "in" on things	4	7	8	7	7	6	7	7	7	0	6	6	7	6	9
Sympathetic help on personal problems	10	7	9	6	5	5	6	9	8	0	8	5	8	6	7
Job security	3	5	3	5	5	5	5	4	4	0	5	5	4	3	5
Good wages	2	4	3	5	7	6	7	3	3	0	3	5	5	4	9
Work that keeps you interested	1	2	4	2	3	4	2	3	3	0	2	7	3	3	2
Promotion and growth in agency	6	5	5	5	5	5	7	4	4	0	3	7	5	7	6
Agency loyalty to employees	7	7	6	8	5	5	7	6	7	0	6	7	7	8	5
Good working conditions	5	6	3	6	4	5	5	5	5	0	5	5	4	6	5
Tactful disciplining	8	7	8	8	8	6	8	8	8	0	7	5	8	8	9

TABLE 9

## MEAN RANKS ASSIGNED JOB CONDITIONS BY PERSONAL CHARACTERISTICS OF NURSING SUPERVISORS

Job Conditions	Age					Basic Nursing Educational Preparation			Highest Degree Earned		Years of Nursing Experience				
	21-25	26-30	31-35	36-40	41 or over	AD	Diploma	B.S.N.	B.S.N.	M.S.N.	1-5	6-10	11-15	16-20	21 or more
Full Appreciation of work done					5		5	5	5					2	6
Feeling "in" on things					5		5	6	6					2	6
Sympathetic help on personal problems					8		9	6	6					1	10
Job security					3		2	5	5					1	3
Good wages					4		4	5	5					4	4
Work that keeps you interested					2		1	4	4					3	2
Promotion and growth in agency					3		5	2	2					2	4
Agency loyalty to employees					4		5	2	2					2	4
Good working conditions					4		5	3	3					3	5
Tactful disciplining					6		7	4	4					3	4

graduates. The B.S.N. graduates were more interested in promotion and growth in agency and the agency loyalty to the employees. Opinions did not change for the highest degree earned since no one had obtained an additional degree. The nursing supervisors who had 16 to 20 years of experience in nursing ranked job security and sympathetic help on personal problems as most important. As the years of experience in nursing increased, they ranked work that keeps one interested and job security as most important. They showed less interest in sympathetic help on personal problems and good wages.

A description of the sample, analysis and interpretations of the job conditions by the sample, and a comparison of these rankings according to personal characteristics were presented. The final chapter includes the summary, conclusions, implications, and recommendations.

## CHAPTER V

### SUMMARY, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

This final chapter includes the summary, conclusions, implications, and recommendations. The summary includes a review of the entire study. The conclusions present an exposition derived from the study. An identification of significant elements derived from the results is included in the implications, and suggestions for further study are found in the recommendations.

#### Summary

The purpose of this study was to survey a group of staff registered nurses and nursing supervisors, to determine their opinions about factors contributing to job satisfaction. The Job Conditions Evaluation Scale was used to collect the data. It had not been used in a nursing, non-profit, service, health related field before, thus, the instrument was tested for content validity and reliability. Three master's prepared nurses knowledgeable about job satisfaction reviewed the instrument for content validity. No changes in the instrument were necessary. The instrument reliability was tested by the pre-test, retest method

involving another health agency. Two nursing supervisors and five staff registered nurses were surveyed.

Permission was obtained from the director of the nursing department of the community health agency to survey the nursing personnel. A convenience sample of five nursing supervisors and twenty-three systematically selected staff registered nurses were surveyed in the twelve health centers during working hours over a period of six days.

Information collected included: sex, age, basic nursing educational preparation, highest degree earned, and years of nursing experience. The groups ranked the ten job condition items in order of their importance by assigning a number from one to ten, with the number one being of most importance. Then data were compiled into figures and charts, and analyzed with the Kendall's Coefficient of Concordance W and Spearman Rank Correlation Coefficient.

Major findings of this study include:

1. Staff registered nurses and nursing supervisors tended to rank motivation factors and one hygiene factor (job security) as most important to job satisfaction
2. The nursing supervisors overestimated how the staff registered nurses would rank order the job condition items by +.1 percent

3. A strong association was found between the job condition rankings of the staff registered nurses and the nursing supervisors
4. A moderate association was found between the nursing supervisors' estimate of how the staff registered nurses would rank the job conditions and the actual rankings by the staff registered nurses
5. Regardless of educational preparation, interesting work and recognition (full appreciation of work done) were found to be most important for the staff registered nurses
6. The more experienced nursing supervisors tended to rank work that keeps one interested and job security as most important
7. Within each of the two groups studied a low association of rankings was found

#### Conclusions

Based on the findings of this investigation it was concluded that the nursing supervisors were older and had more years of nursing experience than the staff registered nurses. The nursing supervisors had no changes from their basic educational preparation. Four staff registered nurses had advanced to the bachelor level, but no one had earned a master's degree. The staff registered nurses had advanced their education, but the nursing supervisors had not. One may conclude seniority

more than education would determine one's opportunity for becoming a nursing supervisor.

Neither group studied tended to agree among themselves relative to the degree of importance to assign each of the job conditions, however, the between group rankings were found to be agreeable at the  $p < .05$  level of significance. The nursing supervisors do have an accurate perception of what the staff registered nurses think is most important for job satisfaction at the  $p < .05$  level of significance.

Motivating factors generally are more important to both the staff registered nurses and the nursing supervisors than the hygiene factors. However, job security, a hygiene factor, is also very important. Therefore, nurses, like other workers seek advancement, recognition, and are concerned about the work itself. Such factors lead to employee satisfaction when they are perceived to be present in the work situation. Interpersonal relations, and company policies, were ranked least important. These factors cause dissatisfaction when they are not present in the work situation, but they do not indicate satisfaction if they are perceived to be present. Work that keeps one interested was ranked as the most important by both groups. It may be possible that this motivating factor may cause poor performance and effort if it is not perceived to be present in the work situation. The

individuals may have ranked this item as important because of their need for growth or self-actualization.

According to the respondents, the least important item was tactful disciplining, a factor influencing job satisfaction. Tactful disciplining is a dissatisfier, and contributes very little to job satisfaction. Since this hygiene factor was not an important item, the staff registered nurses and nursing supervisors are dealing with the task and not avoiding the unpleasantness which often accompanies this type of interrelativeness. Hygiene factors are not a valid contributor to psychological growth, but the substance of the task if required to achieve growth goals.

The nursing supervisors' estimates ranked as most important the same items of work that keeps one interested. Thus the nursing supervisors are aware of the problem related to the work environment. Hopefully this awareness will be acted upon before the lack of interesting work results in dissatisfaction, leading to poor performance, conflict, and/or turnover. In conclusion, regardless of the setting, the more an employee is satisfied with one's job the more likely one is to stay on that job.

The nursing supervisors estimated the least important item for the staff registered nurses to be tactful disciplining. One might conclude the agency and its workers have solved any personal relations problems, thus this

attitudinal, hygiene factor is not causing any dissatisfaction in the work environment at this time.

Age, years of nursing experience, basic nursing educational preparation, nor highest degree earned had a significant effect upon the rankings of the job conditions. In one instance the nursing supervisors seemed more aware of their interpersonal relations with supervisors and/or peers. Therefore, this increased awareness of one's own emotions and the emotions of others may have changed their present attitudes about certain job factors. As might be expected advancing age of the nursing supervisors did not change their rankings from work that keeps one interested to job security. But job security did remain a priority, thus job security and promotion and growth in agency were ranked in the upper range of importance as factors contributing to job satisfaction.

#### Implications

Significant elements derived from the results of this study include: the samples were more concerned with motivating factors than hygiene factors, showing they were more concerned with job content than with job environment. With this knowledge nursing administrators and/or directors might have a more rational basis for structuring the work environment and the work itself to provide for increased opportunities

for advancement, recognition, and appreciation within the work situation. By manipulating the motivating factors employers could provide increased opportunities for psychological growth, thereby satisfying the higher level needs described by Maslow (Kuhn, Slocum, and Chase 1971).

Although motivators seem most important in dealing with problems of job satisfaction, hygiene factors should not be overlooked. Hygiene factors do not lead to job satisfaction but they can decrease the amount of dissatisfaction perceived about the job. Job security and working conditions were ranked most frequently as important hygiene factors. Thus nurses are aware of their employers' interest in them, and this plays a role in whether or not these nurses are satisfied or dissatisfied.

This study revealed that the agency included in this study seems to be using the traditional method of promotion. There were no indications that educational preparation was in any way a contributing factor when being considered for promotion. As indicated nurses with baccalaureate degrees seek more advancement and recognition than nondegree nurses. Nursing administrators and directors must become aware of these factors in their hiring and retention of workers in non-promotional and limited opportunity positions, because these nurses are often dissatisfied and soon leave the job.

This study revealed the nursing supervisors to be somewhat aware of the staff registered nurses' feelings about factors contributing to job satisfaction, but they are in disagreement about the degree of importance. It would be beneficial to the nursing supervisors if they would share their opinions and experiences among each other, and jointly devise methods to allow for expanded roles in nursing. This sharing of opinions and experiences may lead to a better interpersonal relationship between the nursing supervisors and the staff registered nurses.

Since the subjects in both the staff registered nurses and the nursing supervisors' groups gave responses indicating they were between the security and esteem levels of Maslow's hierarchy of needs, it can be concluded that nurses in both groups recognize their job as offering internal and external rewards of some kind. Internal rewards are those received from the daily work situation, and external rewards may be in the form of recognition, promotion, or salary increases. Thus nurses seek and want feedback from their peers and/or supervisors.

Based on the findings of this study, administrators and directors need to place emphasis on the challenge of the work itself, and opportunities for growth and advancement.

Recommendations

Several recommendations would serve to strengthen future efforts in this area of investigation. Specific recommendations are:

1. A follow up study should be conducted in order to observe the consistency of views expressed over time
2. This type of study should be cross-validated in other kinds of nursing environments
3. A larger sample should be used in future studies in order to strengthen the representation of the results, and, consequently their generalizability
4. The instrument may be improved by giving an example in the directions for rankings of items
5. The instrument may be improved by changing the word "rating" to "rankings" in the column section

APPENDIX A  
THE INSTRUMENTS

JOB CONDITIONS EVALUATION FOR STAFF REGISTERED NURSES <sup>62</sup>

Please complete the following.

Sex \_\_\_\_\_

Age \_\_\_\_\_

Basic Educational Preparation \_\_\_\_\_

Highest Degree Earned \_\_\_\_\_

Years of Experience in Nursing \_\_\_\_\_

Please evaluate the ten (10) items listed below and rank each in order of its importance to you (ie. assigning a number from 1 to 10, with the number 1 being of most importance).

JOB CONDITIONS

RATING

Full appreciation of work done

Feeling "in" on things

Sympathetic help on personal problems

Job security

Good wages

Work that keeps you interested

Promotion and growth in agency

Agency loyalty to employees

Good working conditions

Tactful disciplining

## JOB CONDITIONS EVALUATION FOR NURSING SUPERVISORS

Please complete the following.

Sex \_\_\_\_\_

Age \_\_\_\_\_

Basic Educational Preparation \_\_\_\_\_

Highest Degree Earned \_\_\_\_\_

Years of Experience in Nursing \_\_\_\_\_

Please evaluate the ten (10) items listed below and rank each in order of its importance to you (ie. assigning a number from 1 to 10, with the number 1 being of most importance). After which in the second column rank how you think your subordinates would rank the items.

<u>JOB CONDITIONS</u>	<u>RATING</u>	
	<u>SUPERVISOR</u>	<u>STAFF</u>
<u>Full appreciation of work done</u>		
<u>Feeling "in" on things</u>		
<u>Sympathetic help on personal problems</u>		
<u>Job security</u>		
<u>Good wages</u>		
<u>Work that keeps you interested</u>		
<u>Promotion and growth in agency</u>		
<u>Agency loyalty to employees</u>		
<u>Good working conditions</u>		
<u>Tactful disciplining</u>		

APPENDIX B  
LETTER OF CONSENT

Lawrence G. Lindahl & Staff  
*Psychological Counselors to Management*  
2914 Garden Ridge  
Des Moines, Iowa 50310

~~CONFIDENTIAL~~

July 5, 1978

Ruby S. Black, B.S.N.  
9207 McAfee Drive  
Houston, Texas 77031

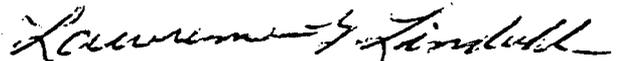
Dear Miss Black:

Many thanks for your letter of June 19, 1978. I am sorry to be so late in replying but I just spent some time in the hospital and am just getting around to catching up on my correspondence.

I am glad to know that you are interested in doing your research in the area of job satisfaction. You may use any of my material that you find suitable to your research.

Best wishes and good luck to you in the pursuit of your research and the attainment of your Master of Science degree.

Most sincerely yours,



Lawrence G. Lindahl, PhD.

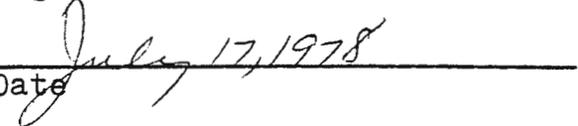
APPENDIX C  
CONTENT VALIDITY

## CONTENT VALIDITY

To Whom it May Concern,

I have reviewed the instrument presented to me by  
Ruby S. Black \_\_\_\_\_, and found its' content  
relative to nursing and the area to be studied.

  
\_\_\_\_\_  
Signature

  
\_\_\_\_\_  
Date

Comments:

## CONTENT VALIDITY

To Whom it May Concern,

I have reviewed the instrumented presented to me by  
Ruby S. Black, and found its' content  
relative to nursing and the area to be studied.

*E. Alken*

\_\_\_\_\_  
Signature

*8-7-73*

\_\_\_\_\_  
Date

Comments:

## CONTENT VALIDITY

To Whom it May Concern,

I have reviewed the instrument presented to me by  
Ruby S. Black, and found its' content  
relative to nursing and the area to be studied.

*H. J. ...*  
Signature

9-9-78  
Date

Comments:

APPENDIX D  
AGENCY CONSENT

71  
TEXAS WOMAN'S UNIVERSITY  
COLLEGE OF NURSING  
DENTON, TEXAS

DALLAS CENTER  
1810 Inwood Road  
Dallas, Texas 75235

HOUSTON CENTER  
1130 M.D. Anderson Blvd.  
Houston, Texas 77025

AGENCY PERMISSION FOR CONDUCTING STUDY\*

THE \_\_\_\_\_

GRANTS TO Ruby S. Black

a student enrolled in a program of nursing leading to a Master's Degree at Texas Woman's University, the privilege of its facilities in order to study the following problem:

To determine if there is a difference in opinions between nursing supervisors and staff registered nurses concerning factors contributing to job satisfaction.

The conditions mutually agreed upon are as follows:

1. The agency ~~(may)~~ (may not) be identified in the final report.
2. The names of consultative or administrative personnel in the agency ~~(may)~~ (may not) be identified in the final report.
3. The agency (wants) ~~(does not want)~~ a conference with the student when the report is completed.
4. The agency is (willing) ~~(unwilling)~~ to allow the completed report to be circulated through interlibrary loan.

5. Other: This approval for study is given only on the basis that I will see it before distribution

Date 8-7-78

Hessner Ru  
Signature of Agency Personnel

Ruby S. Black  
Signature of student

Mary Elizabeth Benedict  
Signature of Faculty Advisor

\*Fill out and sign three copies to be distributed as follows: Original -- Student: first copy -- agency; second copy -- T.W.U. College of Nursing.

APPENDIX E  
HUMAN RESEARCH PERMIT

73  
FRONT SHEET  
OF  
INSTRUCTIONS

Dear Public Health Nurse:

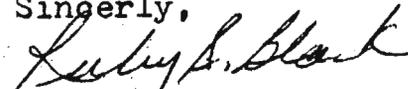
I am a graduate student at Texas Woman's University (TWU),  
majoring in community health nursing.

I am seeking your assistance on my Thesis by asking you to  
complete the attached questionnaire. Please read the  
instruction carefully and answer all questions. This  
questionnaire will in no way affect your job. All information  
will be kept confidential. Please do not give your name.

Please return the questionnaire immediately.

Your cooperation will be appreciated.

Sincerely,



Ruby S. Black, R.N.

## FRONT SHEET OF INSTRUCTIONS

Dear Public Health Nursing Supervisor:

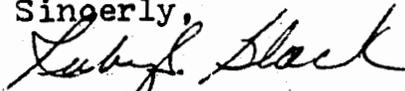
I am a graduate student at Texas Woman's University (TWU), majoring in community health nursing.

I am seeking your assistance on my Thesis by asking you to complete the attached questionnaire. Please read the instruction carefully and answer all questions. This questionnaire will in no way affect your job. All information will be kept confidential. Please do not give your name.

Please return the questionnaire immediately.

Your cooperation will be appreciated.

Sincerely,



Ruby S. Black, R.N.

(Form A -- Written presentation to subject)

Consent to Act as a Subject for Research and Investigation:

(The following information is to be read to or read by the subject):

1. I hereby authorize Ruby S. Black  
(Name of person(s) who will perform  
procedure(s) or investigation(s))

to perform the following procedure(s) or investigation(s):  
(Describe in detail)

This study will attempt to determine if there is a difference between nursing supervisors' and staff registered nurses' opinions about factors they consider job satisfying. The study will be carried out at the twelve health centers of the City Health Department. Only professional nurses will be included.

The instrument includes three areas of investigation. The third is applicable only to nursing supervisors and will not appear on the staff registered nurses' questionnaire. Each participant will identify selected factors which have been shown in previous research to contribute to job satisfaction, and rank each item in order of importance.

Each subject will be given the opportunity to withdraw from the study at any time. Participants will be asked not to include their names and to return the questionnaires immediately.

2. The procedure or investigation listed in Paragraph 1 has been explained to me by Ruby S. Black.  
(Name)

- 3.(a) I understand that the procedures or investigations described in Paragraph 1 involve the following possible risks or discomforts:

Possible risks include improper release of data, public embarrassment, and the loss of anonymity. These risks have been protected against by requesting names not be given on the questionnaire. Names on the written consent form will not be recorded in the investigators' data sheets.

(Form A - Continuation)

- 3.(b) I understand that the procedures and investigations described in Paragraph 1 have the following potential benefits to myself and/or others:

This survey can help nursing directors and administrators to determine what their workers consider most satisfying about their jobs.

4. An offer to answer all of my questions regarding the study has been made. If alternative procedures are more advantageous to me, they have been explained. I understand that I may terminate my participation in the study at any time.

\_\_\_\_\_  
Subject's signature

\_\_\_\_\_  
Date

(If the subject is a minor, or otherwise unable to sign, complete the following):

Subject is a minor (age\_\_\_\_), or is unable to sign because:

Signatures (one required)

\_\_\_\_\_  
Father

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mother

\_\_\_\_\_  
Date

\_\_\_\_\_  
Guardian

\_\_\_\_\_  
Date

APPENDIX F

KENDALL'S COEFFICIENT OF CONCORDANCE W COMPUTATIONS

COMPUTATIONS OF THE FORMULAS FOR KENDALL'S COEFFICIENT  
OF CONCORDANCE W

Staff Registered Nurses

$$W = \frac{S}{1/12k^2 (N^3 - N)}$$

$$W = \frac{13699.6}{1/12(23)^2 (10^3 - 10)}$$

$$W = \frac{13699.6}{44.08 (990)}$$

$$W = \frac{13699.6}{43639.2}$$

$$W = 0.3139 \quad \text{or} \quad 0.314$$

Test of Significance

$$X^2 = k (N - 1) W$$

$$X^2 = 23(10 - 1) 0.314$$

$$X^2 = 207(0.314)$$

$$X^2 = 65$$

Significant at  $p < .001$ . See Siegel (1956), page 249, Table C.

Table of Critical Values of Chi Square.

Nursing Supervisors

$$W = \frac{S}{1/12k^2 (N^3 - N)}$$

$$W = \frac{614.1}{1/12(5)^2 (10^3 - 10)}$$

$$W = \frac{614.1}{2.08 (990)}$$

$$W = \frac{614.1}{2062.5}$$

$$W = 0.2977 \quad \text{or} \quad 0.298$$

## Test of Significance

$$X^2 = k (N - 1) W$$

$$X^2 = 5 (10 - 1) 0.298$$

$$X^2 = 45 (0.298)$$

$$X^2 = 13.41$$

Non-significant,  $p < .20$ .

Siegel (1956), Table C. Table of Critical Values of Chi Square.

Nursing Supervisors' Estimates

$$W = \frac{S}{1/12k^2 (N^3 - N)}$$

$$W = \frac{203.6}{1/12(5)^2 (10^3 - 10)}$$

$$W = \frac{203.6}{2.08 (990)}$$

$$W = \frac{203.6}{2059.2}$$

$$W = 0.0988 \quad \text{or} \quad 0.099$$

## Test of Significance

$$X^2 = k (N - 1) W$$

$$X^2 = 5 (10 - 1) 0.099$$

$$X^2 = 45 (0.099)$$

$$X^2 = 4.45$$

Non-significant,  $p < .90$ .

Siegel (1956), Table C. Table of Critical Values of Chi Square.

APPENDIX G  
SPEARMAN CORRELATION COEFFICIENT COMPUTATIONS

COMPUTATIONS OF THE FORMULAS FOR SPEARMAN  
CORRELATION COEFFICIENT

Staff Registered Nurses and Nursing Supervisors

$$\begin{aligned}
 r_s &= 1 - \frac{6 \sum_{i=1}^N d_i^2}{N^3 - N} \\
 &= 1 - \frac{6(50)}{10^3 - 10} \\
 &= 1 - \frac{300}{990} \\
 &= 1 - .303 \\
 &= .697
 \end{aligned}$$

Test of Significance

$$\begin{aligned}
 t &= r_s \sqrt{\frac{N - 2}{1 - r_s^2}} \\
 &= .697 \sqrt{\frac{10 - 2}{1 - (.697)^2}} \\
 &= .697 \sqrt{15.564} \\
 &= .697 (3.945) \\
 &= 2.75
 \end{aligned}$$

Significant at  $p < .05$ . Siegel (1956), Table B. Table of Critical Values of  $t$ .

Staff Registered Nurses and Nursing Supervisors' Estimate  
of Staff Registered Nurses

$$\begin{aligned}
 r_s &= 1 - \frac{6 \sum_{i=1}^N d_i^2}{N^3 - N} \\
 &= 1 - \frac{6(73)}{10^3 - 10} \\
 &= 1 - \frac{438}{990} \\
 &= 1 - .442 \\
 &= 0.558
 \end{aligned}$$

Test of Significance

$$\begin{aligned}
 t &= r_s \sqrt{\frac{N - 2}{1 - r_s^2}} \\
 &= 0.558 \sqrt{\frac{10 - 2}{1 - (0.558)^2}} \\
 &= 0.558 \sqrt{11.611} \\
 &= 0.558 (3.407) \\
 &= 1.90
 \end{aligned}$$

Significant at  $p < .05$ , Siegel (1956), Table B. Table of  
Critical Values of  $t$ .

## LIST OF REFERENCES

- Abdellah, Faye G., and Levine, Eugene. 1965. Better patient care through nursing research. Macmillan Co., New York.
- Alonso, Ramon; Alutto, Joseph A.; and Hrebiniak, Lawrence. 1972. Job tensions among hospital employed nurses. *Supervisor Nurse* 3(3): 21-29.
- Anstey, Sylvia L. 1975. Productivity is the reward of employee motivation. *Dimensions in Health Service* 52(3): 35-36.
- Archibald, K. 1971. The supply of professional nurses and their recruitment and retention by hospitals. The New York City Rand Institute, New York.
- Axne, Steven; Boniger, Gary; and Dodson, Debbie. 1976. Staff motivation through a self-help design. *Supervisor Nurse* 6(10): 65-68.
- Bartol, Kathryn, and Worthman, Max S. 1976. Sex effects in leader behavior self description and job satisfaction. *Journal of Psychology* 94(2d): 177-183.
- Benson, Christine; Schmeling, Peggy; and Bruins, Gary. 1977. A system approach to evaluation of nursing performance. *Nursing Administration Quarterly* 1(3): 67-75.
- Benton, Douglas A., and White, Harold C. 1972. Satisfaction and job factors for RNs. *Journal of Nursing Administration* 2(6): 55-66.
- Blum, Milton L. 1949. *Industrial psychology and its social foundations*. Harper and Row, New York.
- Bowden, E. F. 1967. Nurses attitudes toward hospital nursing service: Implications for job satisfaction and transfer between service. *Nursing Research* 16(2): 246-247.
- Boyanski, Robert P. 1976. Nursing work week equalizes shifts time off. *Hospital Progress* 57(7): 36-37.
- Brayfield, A. H., and Crockett, W. H. 1957. Employee attitudes and employee performance. *Psychology Bulletin* 52: 396-421.

- Brief, Arthur P. 1976. Turnover among hospital nurses--a suggested model. *Journal of Nursing Administration* 6(10): 55-58.
- Bullock, Robert. 1953. Position function of job satisfaction on nurses in the social system of a modern hospital. *Nursing Research* 2(1): 4-14.
- Bullough, Bonnie. 1974. Is the nurse practitioner role a source of increased work satisfaction? *Nursing Research* 23(1): 14-19.
- Burke, Ronald J. 1976. Occupational stresses and job satisfaction. *Journal of Social Psychology* 100(2): 235-244.
- Carey, Raymond G.; Johnson, Homer; and Kerman, Fred. 1976. Improvement in employee morale linked to a variety of agents. *Hospitals* 50(18): 85-90.
- Corwin, Ronald G. 1974. Role conception and career aspirations: A study of identity in nursing. *Sociological Quarterly* 2(2): 69-80.
- Davis, Margaret K. 1974. Intrarole conflict and job satisfaction on psychiatric units. *Nursing Research* 23(6): 482-488.
- Donnelly, James H.; Gibson, James L.; and Ivanchevick, John M. 1975. *Fundamentals of management*. Business Publication, Inc., Texas.
- Everly, George S., and Falcione, Raymond L. 1976. Perceived dimensions of job satisfaction for staff registered nurses. *Nursing Research* 25(5): 346-348.
- Ewen, Robert B. 1973. Pressure for production, task difficulty and the correlation between job satisfaction and job performance. *Journal of Applied Psychology* 53(3): 378-380.
- Faulk, Paula. 1976. How I boasted my sagged career. *RN* 39(6): 446-448.
- Fine, R. B. 1974. Controlling nurses' workloads. *American Journal of Nursing* 74(12): 2206-2207.
- Folkins, Carlisle, O'Reilly III, Charles; Roberts, Kerlene; and Miller, Stephen. 1977. Physical environment and job satisfaction in a community mental health center. *Community Mental Health Journal* 13(9): 24-30.

- Fox, David J. 1970. Fundamentals of research in nursing. Appleton-Century-Crofts, Inc., New York.
- Gauerke, Ronald D. 1977. Appraisal as a retention tool. Supervisor Nurse 8(6): 34-39.
- Godfrey, Marjorie A. 1978. Job satisfaction--or should that be dissatisfaction, Part I. Nursing 78 8(4): 89-102.
- \_\_\_\_\_. 1978. Job satisfaction--or should that be dissatisfaction, Part II. Nursing 78 8(5): 105-121.
- \_\_\_\_\_. 1978. Job satisfaction--or should that be dissatisfaction, Part III. Nursing 78 8(6): 81-95.
- Grandjean, Burke, Aiken; Linda; and Bonjean, Charles M. 1976. Professional autonomy and the work satisfaction of nursing educators. Nursing Research 25(3): 216-221.
- Gunderson, Kathleen; Percy, Susan; Candey, Brenda H.; and Pisoni, Sandra. 1977. How to control professional frustration. American Journal of Nursing 77(7): 1180-1183.
- Hackman, Richard, and Lawler, Edward E. 1971. Employee reaction to job characteristics. Applied Psychology 55(3): 259-286.
- Hall, D. T., and Nougaim, K. E. 1968. An examination of Maslow's need hierarchy in an organizational setting. Organizational Behavior and Human Performance 3: 12.
- Herzberg, Frederick. 1968. One more time, how do you motivate employees? Harvard Business Review 46(1): 53-62.
- \_\_\_\_\_. 1971. Work and the nature of man. The World Publishing Co., New York.
- Herzberg, Frederick; Mausner, Bernard; and Synderman, Barbara. 1959. The motivation to work. John Wiley and Sons, Inc., New York.
- Hilgert, Raymond L. 1971. Satisfaction and dissatisfaction in a plant setting. Personnel Administration 34(7): 21-27.
- Imparato, Nicholas. 1972. Job satisfaction patterns among nurses: An overview. Supervisor Nurse 3(3): 53-57.

- Johnson, Gary R. 1974. Coping with malcontent employees. *Journal of Nursing Administration* 46(1): 58-61.
- Johnston, Ruth. 1976. Nurses and job satisfaction: A review of some research findings. *Australian Nurse's Journal* 5(11): 23-27.
- Jurgensen, Clifford E. 1947. Selected factors which influences job preferences. *Journal of Applied Psychology* 26(3): 553-564.
- Kramer, Margaret. 1969. Collegiate graduates nurses in medical center hospitals: Mutual challenge or duel. *Nursing Research* 18(2): 196-210.
- Kuhn, David G.; Slocum Jr., John W.; and Chase, Richard B. 1971. Does job performance affect employee satisfaction? *Personnel Journal* 71(6): 455-485.
- Lamb, K. S. 1977. Factors motivating nurses to work in the OR. *American Operating Room Nurses Journal* 25(6): 1338-1341.
- Lawler, Edward E., and Porter, Lyman W. 1967. Effect of job performance on job satisfaction. *Industrial Relations* 7(10): 20-28.
- Lawshe, C. H. 1953. *Psychology of industrial relations*. McGraw-Hill, New York.
- Lawton, Hsula. 1970. Why nurses abandon their profession. *Nursing Times* 70(8): 1367-1370.
- Levine, Eugene. 1969. Nurse manpower. *American Journal of Nursing* 69(2): 290-296.
- Levine, Susan. 1974. Performance evaluation. *Supervisor Nurse* 5(9): 26-41.
- Lindahl, Lawrence G. 1949. What makes a good job? *Personnel* 25(3): 265-266.
- Longest, Beaufort B. 1974. Job satisfaction for registered nurses in the hospital setting. *Journal of Nursing Administration* 4(3): 46-52.
- Losey, M. R. 1971. What do your employees really think? *Personnel Administration* 34: 4-7.

- MacDonald, Malcolm R. 1976. Matching personalities with positions: A study of job satisfaction. *Supervisor Nurse* 6(4): 43-45.
- Maslow, Abraham. 1970. *Motivation and personality*. Harper and Row, New York.
- McCloskey, Joanne C. 1974. Influence of reward and incentives on staff nurses' turnover rate. *Nursing Research* 23(3): 239-247.
- \_\_\_\_\_. 1975. What reward will keep nurses on the job? *American Journal of Nursing* 75(4): 600-602.
- Menninger, William C. 1956. *Human understanding in industry*. Science Research Association, Chicago.
- Nahm, Helen. 1940. Job satisfaction in nursing. *American Journal of Nursing* 40(12): 1389-1392.
- Neumann, Edna L. 1973. *Job satisfaction among nursing service personnel*. Communicating Nursing Research Collation and Completion, Boulder.
- Nichols, Glennadee A. 1974. Aspects of nurses' jobs. *Supervisor Nurse* 5(1): 10-15.
- Oldman, Greg R. 1976. Job characteristics and internal motivation: The moderating effect of interpersonal and individual variables. *Human Relations* 29(6): 559-569.
- Pablo, Rento Y. 1976. Job satisfaction in a chronic care facility. *Dimensions in Health Service* 53(1): 36-38.
- Parker, Willard E. 1951. *Human relations in supervision*. McGraw-Hill, New York.
- Pickens, Elizabeth, and Tayback, Matthew. 1957. A job satisfaction survey. *Nursing Outlook* 5(3): 157-159.
- Porter, Lyman. 1976. The effect of performance on job satisfaction. In *Job satisfaction--a reader*. Edited by Michael M. Gruneberg. John Wiley and Sons, Inc., New York.
- Porter, Lyman, and Lawler III, Edward D. 1969. Properties of organizational structure in relation to job attitudes and behavior. In *Industrial organizations and health*. Edited by Fred Blake. Tavistock, New York.

- Porter, Lyman, and Steers, Richard M. 1973. Organization work, and personal factors in employee turnover and absenteeism. *Psychology Bulletin* 80(2): 151-156.
- Roberts, Karlene H.; Walter, Gordon A.; and Miles, Raymond E. 1971. Factor analytic study of job satisfaction items designed to measure Maslow's need categories. *Personnel Psychology* 24(2): 205-220.
- Robinson, J. P.; Athanasiou, R., and Head, K. B. 1969. Measures of occupational attitudes and occupational characteristics. Survey Research Center, Institute for Social Research, University of Michigan, Ann Arbor.
- Rosenfeld, Michael, and Zdep, S. M. 1971. Intrinsic-extrinsic aspects of work and their demographic correlates. *Psychological Reports* 28(4): 359-362.
- Sahakian, William S. 1974. *Systematic social psychology*. Chandler Publishing Company, New York.
- Santmyer, Selby S. 1950. *Managing men at work*. International Textbook Co., Pennsylvania.
- Schwab, Donald P., and Cummings, Larry L. 1970. Theories of performance and satisfaction: A review. *Industrial Relations* 9(4): 408-429.
- Schweiger, Joyce F. 1976. Dealing with apathy in nursing. *Supervisor Nurse* 7(7): 42-44.
- Sherif, Muzafer, and Sherif, C. W. 1967. The social judgment--involvement approach to attitude and attitude change. In *Social interaction*. Edited by M. Sherif. Aldine, Chicago, Illinois.
- Scotson, John. 1977. The job avoidance syndrome. *Nursing Mirror* 144(1): 32-33.
- Siegel, Sidney. 1956. *Nonparametric statistics for the behavioral sciences*. McGraw-Hill, New York.
- Slocum, John W.; Susam, Gerald I.; and Sheridan, John E. 1972. An analysis of need satisfaction and job performance among professional and paraprofessional hospital personnel. *Nursing Research* 21(6): 338-342.
- Snyder, Charles D., and Ferguson, Leonard W. 1976. Self-concept and job satisfaction. *Psychological Reports* 38(2): 603-610.

- Strilaeff, Florence. 1976. Shiftwork and turnover of general duty nurses. *Dimensions of Health Service* 53(8): 36-38.
- Tirney, Thomas R., and Wright, Nancy. 1973. Minimizing the turnover problem--a behavioral approach. *Supervisor Nurse* 4(8): 47-57.
- Vroom, V. H. 1964. *Work and motivation*. John Wiley and Sons, Inc., New York.
- Vonder Haar, T. S. 1971. Motivation through need fulfillment. *Supervisory Management* 16(10): 10-14.
- Watkin, Brian. 1974. Sickness and absence. *Nursing Mirror* 138(20): 70. (a)
- \_\_\_\_\_. 1974. Motivation. *Nursing Mirror* 138(21): 75. (b)
- \_\_\_\_\_. 1974. Labour turnover. *Nursing Mirror* 138(22): 84-85. (c)
- White, Catherine H., and Maguire, Maureen C. 1973. Job satisfaction and dissatisfaction among hospital nursing supervisors: The applicability of Herzberg's Theory. *Nursing Research* 22(1): 25-30.
- Woolf, Donald A. 1970. Measuring job satisfaction. *Hospitals J.A.M.A.* 44(11): 82-87.
- Yett, Don E. 1970. The chronic shortage of nurses: A public policy dilemma. In *Empirical studies in health economics*. Edited by Herbert K. Klarman. John Hopkins Press, Baltimore.
- Zaleznik, C.; Christensen, C. R.; and Roelhlisberge, F. J. 1958. The motivation, productivity and satisfaction of workers: A predictive study. Division of Research Graduate School of Business Administration. Harvard University, Boston.