JOB SATISFACTION OF REGISTERED NURSES:

(ALL R.N. STAFF VS MIXED R.N., L.P.N., AIDE STAFF)

by

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TABLE OF CONTENTS

LIST OF TABLES

CHAPTER I

INTRODUCTION

Introduction to the Problem

Work is an inseparable part of most lives. Research, in the area of work began in the early twentieth century and documents the fact that most people work or have worked forty or more years. Viewing work as a term often brings to mind the words pay and worth. Man, therefore, would believe he/she was not working unless he/she received pay or other negotiable items for their work.

Vroom (1964) prefers the term "work role" and defines work role as a set of functions to be performed by a sole occupant, the performance of which contributes to the production of goods and services (Vroom, 1964, p. 6). One might broaden this definition by saying work is any activity that produces something of value. This would include monetary unpaid jobs such as: household chores, garden chores, and child care.

The womens movement in the early 1970s has brought more equality in the work force. Women enter the work force directly from college or return to work after taking a break to stay home with children. Among benefits which women presently receive are: equal pay for equal work; maternity leave; and child care facilities. Work and rising divorce

rates in the United States seem to be related. As divorce rates have increased, there has been an increase in single parents. Work for them becomes essential, therefore increasing the demands for jobs.

Work is such an essential part of our lives that we seldom question why people work. The economic purposes of work are self-explanatory. It provides us with goods and services that are desired by all in our society. Work also serves many non-economic purposes. Vroom (1964) reports that 81 percent of 401 respondents said they would continue to work even if they inherited enough money to live comfortably their entire life. It was interesting to note that more than 70 percent of all skilled and professional workers stated that they would continue to work. Only 58 percent of the unskilled workers would retire, showing a positive relationship to the amount of training required by the occupation.

If people continue work when economic stresses are non-existent, it may be assumed that work serves many social services needs. Work supplies people with a place to meet people, talk, and form psycho-social relationships. Work also plays a part in the family status or social status.

Work also contributes to people's self-esteem. People become aware of themselves, their efficiency, and their competence as they work and gain control over their job

and environment. As the worker produces things of value, his/her self-esteem increases. Each day as the worker leaves work, a sense of value is felt. Smith, Kendall, & Hulin (1969) discovered that an increase in an individual's productivity, motivation, and quality of work definitely showed an increase in job satisfaction with a resultant decrease in abseenteeism, job turnover, or resignation.

Job satisfaction has become one of the most researched topics in the last decade. This is easily explained as most individuals spend many years of their working lives at work. Results of job satisfaction studies may well improve the happiness of large numbers of workers, thereby improving production of services and increased profits. Job satisfaction studies have been performed on almost every type of worker. However, studies involving nurses' satisfaction with work have been few.

Longest (1974) studied satisfaction of nurses and concluded different factors leading to job satisfaction for nurses than for the general population. One might note that his study included only nurse supervisors or nurse managers which may account for the difference. With the advent of primary nursing and the ultimate usage of the all registered nurse staff, MacKinnon (1978) and Marram (1976) reported increased job satisfaction among nurses.

Several review articles of the industrial psychology literature focusing on employee turnover have found evidence of a strong relationship between employee dissatisfaction and turnover (Brayfield & Crockett, 1955; Herzberg, 1957; Vroom, 1954; Porter & Steers, 1973). The studies reported in these reviews were conducted in a wide variety of settings ranging from insurance firms to department stores, from factories to the military. Regardless of the setting, the more an employee was satisfied with his/her job, the more likely he/she was to stay on the job (Brief, 1976).

Statement of Purpose

Although job satisfaction research for other professions is thorough, the lack of job satisfaction research in nursing prompted the present study. Many nursing administrators are changing their nursing services to all R.N. staffs. Comparison of the job satisfaction of nurses on an all R.N. staff to that of nurses on an R.N., L.P.N., and Aide staff was therefore timely. The present study is concerned with such variables as: work itself; pay; promotion; supervision; and co-workers. These variables will be compared to variables such as: age; educational preparation; years employed at the institution; position; unit specialty; salary; and years of nursing experience.

There has been no normative data gathered comparing registered nurses' job satisfaction to other professions. As a result, the data gathered from this study will be forwarded to Bowling Green State University where the development of normative data is in process. In addition, this study should show if job satisfaction does indeed increase with all registered nurse staffs and if turnover decreases as job satisfaction increases.

Operational Definitions

All R.N. Staff--all registered nurse (R.N.) staff.

Mixed R.N. Staff--staff composed of registered nurses, licensed practical nurses (L.P.N.), and aides.

Hypotheses

1. Nurses in an institution with an all R.N. staff will have higher job satisfaction scores than nurses in an institution with a mixed R.N. staff.

2. There will be a significantly lower turnover rate at the institution with an all R.N. staff than at the institution with a mixed R.N. staff.

REVIEW OF THE LITERATURE

The review of the literature will be presented in three sections. First, job satisfaction will be discussed, including a general review of the studies in nursing related to job satisfaction. Secondly, measures of job

satisfaction will be covered to include discussions on interpersonal relations, supervision, promotional opportunities, employee benefits, and job content-unit specialty. Thirdly, job turnover will be discussed relative to job satisfaction.

Concept of Job Satisfaction. The intent of job satisfaction studies has changed greatly since the early experiments of Frank Taylor (1911) who assumed that job satisfaction related completely to monetary rewards. Workers were considered as part of the machinery to be managed in the most efficient way as seen by their employer.

Industrial studies that considered the worker as a human being with needs and feelings did not appear until the 1930s. Hoppock (1935) interviewed a cross-section of workers and concluded that work satisfaction was only part of general satisfaction with life and was related to the individual's ability to adapt to situations, ability to relate to others, relative status in the socioeconomic group with which one identified, and the nature of the work relative to abilities, interest, and job preparation.

Elton Mayo's Hawthorne Studies (1945), experimenting with a group of factory workers, concluded that the most important determinant of job satisfaction was group

interaction; morale increased within the experimental group at every change in conditions, whether better or worse. Although his findings stressed the importance of group interaction over any of the other needs being met by the work situation (security, esteem, affiliation, intrinsic interest in the job, or achievement), his was the first industrial study to consider the worker from a psychologic perspective, and it provided the basic framework for later job satisfaction studies.

Vroom (1964) stated that terms "job satisfaction" and "job attitudes" were typically used interchangeably, and that both refer to the affective orientation of the individual towards the work role he is occupying at the time. He further stated that positive attitudes towards the job are conceptually equivalent to job satisfaction, and that negative attitudes towards the job are conceptually equivalent to job dissatisfaction. Similarly Smith, Kendall, and Hulin (1969) have defined job satisfaction as the feelings an individual has about his job; "job satisfactions are feelings or affective responses to facets of the situation" (Smith et al., 1969, p. 6). Smith et al. hypothesized that these feelings are associated with a perceived difference between what is expected as a fair and reasonable return; or when the evaluation of future prospects is involved, what is aspired to; and

what is actually experienced, in relation to possible alternatives available. The relationship of job satisfaction to behavior depends upon how the individual conceives that form of behavior to be of help to him in achieving the goals he has accepted. Smith et al. (1969) substantiated their position by suggesting that:

> Basically our general model subsumes what is common to those posed by many other (e.g. Brown 1969; England, Korman, & Stein, 1961; England & Stein, 1961; Georgoplulus, Mahoney, & Jones, 1957; Guion, 1958; Harding & Bottenberg, 1961; Jaquez, 1961; Kahn & Morse, 1951; Katzell, Barrett, & Parker, 1961; Lawler & Porter, 1967; Mann, 1953; Morse, 1953; Patchen, 1960, 1961; Porter, 1962; Rotter, 1960; Thomsen, 1943; Vroom, 1964; Zaleznik, Christenson, & Roethlisberger, 1958).
>
> (Smith et al., 1969, pp. 6-7)

Therefore, job satisfaction is viewed as a result or consequence of the individual's experience on the job in relation to his/her own values as to what one wants or expects from the job.

The term "morale" has been given a variety of meanings, some of which correspond closely to the concept of satisfaction. Likert (1961) defined job morale as an individual's mental attitude toward all features of his work and toward all of the people with whom he works. Guion (1958) has proposed that morale depends upon the extent to which the individual's needs are satisfied and the extent to which the individual perceived that satisfaction from his total job situation.

The definitions of job satisfaction and morale have a common denominator in that both deal with the complex system of need satisfaction. Although job satisfaction and job morale have conceptually been found to be basically similar by most investigators, others have proposed that job satisfaction is part of job morale and that morale is a more hypothetical construct.

Since greater agreement exists on the definition of job satisfaction and since its measurement will lend itself to greater reliability and validity, the concept of job satisfaction will be the central variable in this investigation.

Maslow's Hierarchy of Needs Theory. Abraham Maslow (1954) developed a theory of motivation stating that human beings' needs were hierarchical and that as one level was filled the next level became of primary importance. These levels were:

1. Physiological (Food, Shelter, etc.)
2. Security Needs
3. Companionship
4. Esteem
5. Self-Actualization or realization of one's potential to the fullest.

Maslow (1954) and Everly and Falcione (1976) believed the lower or extrinsic needs, such as physiologic and safety, had to be fulfilled before the upper needs such as compan-

ionship and esteem (both extrinsic and intrinsic) could be acquired. Self-actualization, rarely achieved by most humans, is considered intrinsic in nature.

Two nursing research studies, Slocum, Susman, and Sheridan (1972) and McCloskey (1974) applied Maslow's theory to job satisfaction. Using a multitrait scale plus a job satisfaction questionnaire, Slocum et al. (1972) discovered that professional nurses scored higher than nonprofessionals on attaining Maslow's basic needs. Job satisfaction in self-actualization was also noted to be obtained with the nurses' job performance. Therefore, one might say that the nurses' jobs, when satisfying, were meeting the nurses' needs.

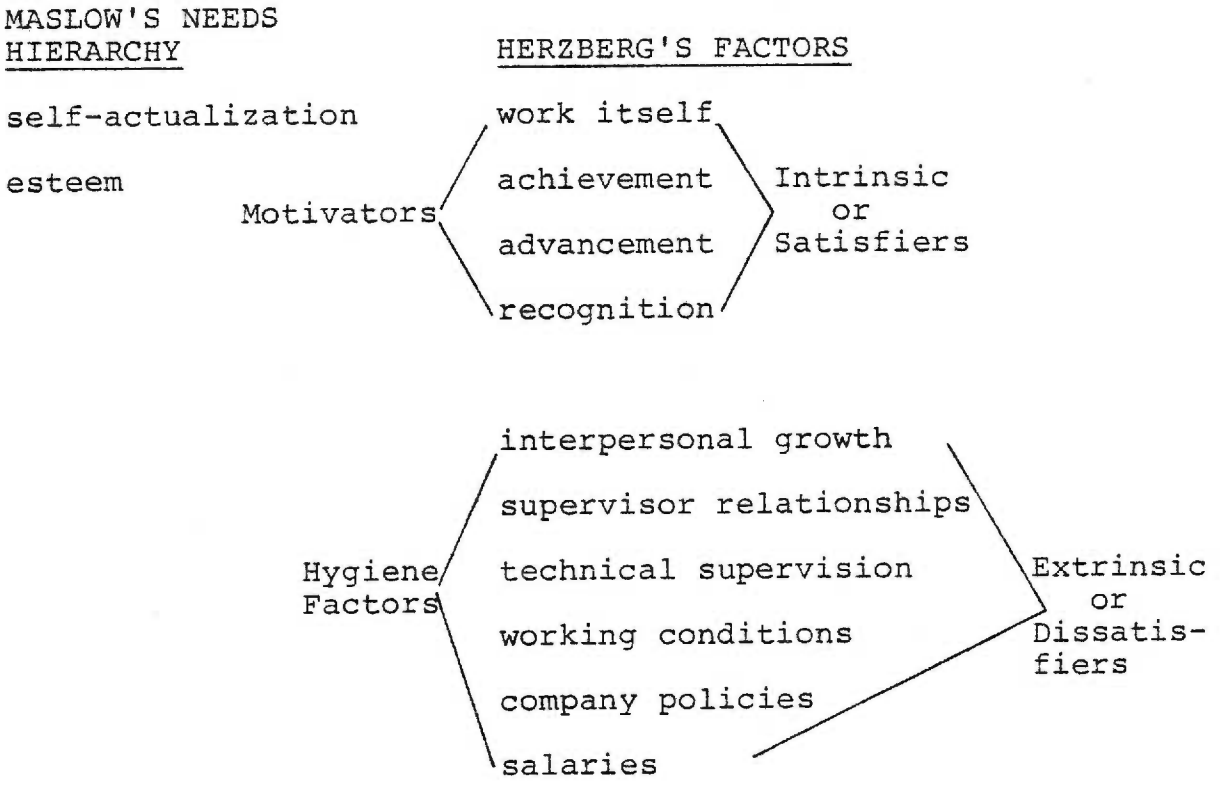
More recently, McCloskey (1974) evaluated needs of nurses for job satisfaction. Her study as well as one by Donovan (1980) showed that nurses 25 years of age and under, whether married or single, left jobs stating dissatisfaction with work as the cause. Donovan's (1980) study showed that nurses under 25 years of age on the average change jobs every 1.5 years. McCloskey's (1974) study indicated that the nurse's duty area, spouse's income, or pay on the last job did not correlate with the length of stay on the job. It was also important to note that on her questionnaire psychological rewards were rated highest, safety needs next and social rewards lowest.

Herzberg's Two-Factor Theory. In 1957, Herzberg, Mausner, and Snyderman (1958), proposed a duality in the theory of job satisfaction. Their critical incidence technique consisted of interviews asking people to relate incidents at work that were extremely good and extremely bad.

The analysis suggested that when respondents felt happy with their work they most frequently described task and event factors, indicating they were successfully performing their work and professionally growing. These were labeled intrinsic factors or motivators and included: achievement, recognition, work itself, responsibility, and advancement. Their factors were labeled satisfiers because they satisfied the person's need for self-actualization at work.

Conversely, feelings of dissatisfaction were not associated with the job itself, but with the conditions that surrounded doing the job. Herzberg, et al. (1959) proposed a motivation versus hygiene theory. The conditions that dealt with doing the job were called "hygiene" factors. These included: supervision, interpersonal relationships, working conditions, company policy, administration, benefits, and security. When these factors declined below what the employee considered as optimal, the job dissatisfaction appeared.

Comparing Maslow's theory to Herzberg's theory, it suggests that personal growth and esteem (both higher level needs) related to motivators which are intrinsic or satisfiers. The lower level needs, such as physiological, safety, and social-affection relate to hygiene factors which are extrinsic or dissatisfiers. These theories are summarized below:



With regard to nursing, theory suggests that turnover is high because the poor extrinsic factors in nurses' job settings outweigh the benefits of the intrinsic factors (Godfrey, 1975). Ullrich (1978) studied job satisfaction and turnover in nurses and analyzed that dissatisfaction

with intrinsic factors may play a minor role in a decision to leave a position. His data provided evidence that dissatisfaction with both intrinsic and extrinsic factors may be associated with turnover among nursing personnel, a finding considerably at variance with the dual factor theory (Ullrich, 1978). His data also suggests an alternative interpretation of the theory that intrinsic factors are sources of motivation while extrinsic factors are sources of dissatisfaction. Instead Ullrich suggests that individuals experience satisfaction when they have achieved those things which they struggle to obtain. Dissatisfaction results when they are unable to reach this aspiration (Ullrich, 1978).

White and McGuire (1973) applied Herzberg's dual theory to nursing supervisors. Thirty-four randomly selected nursing supervisors from Atlanta, Georgia were interviewed from six similar hospitals. Each supervisor was to describe an extremely satisfying job experience and an extremely dissatisfying job experience. After analyzing these experiences, White and McGuire isolated 13 factors; six motivating factors, six hygiene factors, and one unclassified factor. Also from their analysis, they concluded that job satisfaction for these nursing supervisors included these motivator factors: advancement, challenge, creativity, and recognition.

Since the initial impact of the dual factor theory, there has been much criticism of it. One of the most basic attacks was that it works well only with the critical incident technique. A theory that is bound to one methodology for support is a weak one (Ewen, 1964). A study of the methodology of the dual factor theory indicates that the dimensions proposed by Herzberg, when represented as items on a questionnaire, do not result in homogeneous groupings. Other critics of the theory feel that the classification system is oversimplified, rigid, and contrived, and does not take individual difference enough into account. These critics include Friedlander (1963), Werimont (1966), and Longest (1974). Most of their evidence revolves around the fact that both hygienes and motivators can cause either satisfaction or dissatisfaction with the motivators usually the more important variables.

Dimensions and Measurement of Job Satisfaction. Job satisfaction has been considered by some authors to be a single variable, but most have treated it as a complex set of variables. As discussed by Vroom (1964), one basis for making conceptual distinctions among various dimensions of attitude toward or satisfaction with work situations is to determine the amount of association between these dimensions. Measures of persons' attitudes towards

a large number of aspects of a work situation can be obtained and intercorrelated. This method was used by Smith, Kendall, and Hulin (1969).

Smith et al. (1969) results showed positive intercorrelations between measures of different aspects of job satisfaction. The most frequent dimensions that emerged were: 1) attitudes toward company policy and its management; 2) attitudes toward promotional opportunities; 3) attitudes toward supervision; 4) attitudes toward content of work; 5) attitudes toward financial rewards; 6) attitudes toward fellow workers, and 7) attitudes toward working conditions.

When considering research on job satisfaction, it is important to keep in mind the many interpretations of research findings and the multiple ways in which it can be conceived and measured. Although there are many ways of measuring job satisfaction, one measure, the Cornell Job Descriptive Index (JDI), is regarded by many workers as the most carefully developed instrument for measuring job satisfaction (Smith, et al., 1969). The scale consists of five subscales for work, pay, promotion, supervision, and co-worker, and each scale consists of a number of items. These factors, which appear to discriminate workers' satisfaction from dissatisfaction are similar to those outlined by Vroom (1964). These five areas of job

satisfaction also agree with studies by Everly and Falcione, 1976; McCloskey, 1974; Munson and Heda, 1974; Porter, 1963; Slocum et al., 1972; and White and Maguire, 1973.

Factors Affecting Job Satisfaction. The specific dimensions which have emerged within the general concept of job satisfaction have been pointed out earlier. As a result, work itself, pay, promotional opportunities, supervision, and co-workers will be reviewed individually.

Job Content. A further variable which has received increasing attention in the organization-individual dilemma is job content or work itself. One aspect in the realm of job content is the job level and its relation to job satisfaction. Certain investigators have found a positive relationship between job satisfaction and the status or level of the individual's job (Gurin, Veroff, & Feld, 1964). Their findings, from a national sample, indicate substantial differences between the levels of satisfaction listed by individuals in different occupations.

A study by Howell (1973) discovered that repetitious jobs were satisfying to many individuals because they are not competitive. It demonstrated that many workers liked the informal tasks because of their limited demands on mind and body and because of their personal inability to focus on tasks for long periods of time.

Studies by Vroom (1964) using his "good" and "bad"

periods at work usually related to problems with company policy, administration, supervision, salary, and working conditions. The "good" periods at work were associated with achievement, responsibility, and the work itself.

Many researchers have discovered that work itself is an important part of job satisfaction (Simon & Olson, 1960; Marlow, 1966; Bowden, 1967; Benton & White, 1974). The work itself can serve as a source for numerous intrinsically valued outcomes, for example, feelings of achievement, recognition, and personal growth. According to Hackman and Lawler (1971), a job possessing the following task characteristics offers such valued outcomes: 1) skill variety--the opportunity to utilize a variety of valued skill; 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. Hackman and Lawler (1971) and Brief and Aldag (1975) found that degree to which each of these task characteristics is present in a job is positively associated with job satisfaction as well as with level of motivation and degree of involvement.

Kreuger (1971) suggests that many professional nurses are underutilized. Corwin (1961) and Rushing (1962) agree

with Kreuger and state because of this underutilization, nurses' expectations are not met. These data also indicate that sufficient levels of skill variety, task identity, autonomy, and feedback are lacking. If these data are proved valid, then one might be led to conclude that it is the nurse's work itself that is associated with nurse dissatisfaction and ultimately with turnover and inactivity.

Marlow (1966) lists job content as important to job satisfaction of registered nurses. However, she shows no indication of how satisfaction varies from a medical to orthopedic or intensive care unit. Because these units vary greatly, it would be expected that there would be differences with satisfaction. More recently, Roberts (1978) using the Cornell Job Satisfaction Index, studied registered nurses. Her study reflected that work itself had a significant effect on the JDI scores which revealed that OB-Nursery respondents scored lowest while Medical, Surgical, Critical Care, and Operating Room respondents scored moderate to high on the JDI.

Nichols (1978) also studied job satisfaction of registered nurses. Her study discovered greater satisfaction scores with work and co-workers. She also notes that this is consistent with studies by Vroom, 1964; Herzberg, 1966; Smith et al., 1969; Maslow, 1970; and McCloskey, 1974 which note that job content and co-workers are the two

major influences upon a worker in feeling satisfied on the job.

In summary, research suggests that job content plays an important role in job satisfaction. The role of unit specialty is less well defined. However, if employees are dissatisfied with their working unit, absenteeism and turnover will increase.

Pay-Employee Benefits. Employee benefit factors such as personnel policies, salary, promotional opportunities, and security, for example, have been studied from different points of view. As an example, economists tend to stress the importance of financial return to job satisfaction. Rothe (1960) in reviewing a number of studies, conclude that, although the studies generally showed a positive relationship between wages and productivity, the effects of wages on job satisfaction were only by implication.

Research by Hulin and Smith (1965) indicated that as salary increased, satisfaction increased. Conversely, Benton and White (1974) conducted a study of registered nurses and discovered that pay was one of the least important items.

More recently, Godfrey (1978) discovered that salary was not very high up on the list of things nurses put first when looking for a new position. Eighty-two percent of female nurses said salary was important to their job satis-

faction while 94 percent of the male nurses labeled it very important. Donovan's (1980) survey of 1,051 nurses found that 60 percent rated income as "very important" with only 17.5 percent satisfied with their paychecks. Donovan's survey reported that pay was even more crucial for those nurses if they planned to change jobs in the near future; 27 percent said yes with 16.5 percent giving their main reason for changing as poor salary. McCloskey's (1975) study also stated that pay was an important factor in nurse turnover.

In summary, the literature is limited with information on the effects of wages on job satisfaction for registered nurses. The most recent report by Donovan (1980) shows that salary is becoming an important factor in what nurses want from a job. Forty-eight percent of the nurses in the survey listed inadequate salary as a crucial problem in nursing.

Promotional Opportunities. Opportunities for promotion have been noted to have a positive relationship with job satisfaction. Patchen (1960), in a study of a Canadian oil refinery, demonstrated that there was a higher frequency of absences and turnover among those who felt that they should have been promoted compared to those who did not feel that they had been "overlooked." He also found significantly greater absences and turnover among employees who

indicated that their present chance for promotion would be better than among those who said the promotions were as good as they should be. Similarly, Hulin and Smith (1965) showed a positive relationship between promotion expectations and job satisfaction.

More recently, Donovan (1980) discovered that 42 percent of the nurses surveyed listed opportunity for advancement as very important. Only 17 percent of the 1,051 nurses that were surveyed were satisfied with their present opportunity for promotion. Similarly, both Roberts (1978) and Nichols (1979) showed that nurses listed promotional opportunities as the lowest score on the JDI in both studies. Roth related that hospital policy regarding promotional opportunities was the main factor with the nurses' dissatisfaction. Both studies included a large sample of associate degree nurses. Promotional opportunities at both institutions were limited for ADN and Diploma graduates.

In summary, importance of the opportunity for promotions in nursing varies. While the results of various studies (Marlow, 1966; Benton & White, 1974) have found promotion to be low priority for nurses; others (Simon & Olson, 1960; McCloskey, 1974; Longest, 1974; Roberts, 1978; Nichols, 1979; Donovan, 1980) indicate promotion important to nurses. More recently, as inflation increases, Donovan (1980) reported that younger nurses are rating opportunities for advancement as "very important."

Supervision. The area of supervision has been of interest to researchers ever since the Hawthorne studies revealed the important supportive relationship between supervision, morale, and productivity. Herzberg, Mausner, Peterson and Capwell (1957) have given support to this by showing that, although supervision was not the most important factor, it did appear as one of the factors which affect job attitudes. The evidence to date seems to suggest that the satisfaction of subordinates is related to the consideration or employee orientation of their supervisors. Halpin and Winer (1957), for example, found a correlation of .64 between an index of crew satisfaction and consideration of 19 aircraft commanders as measured by the Leadership Behavior Questionnaire. Halpin (1966) substantiated his findings further in a study of 89 aircraft commanders. He found a correlation of .75 between consideration and crew satisfaction with their commander. Kahn and Katz (1960), summarizing a number of studies in complex organizations, suggested four classes of variables to be consistently related to the productivity of an organizational group and to the psychological returns which the group offers its members. These classes of variables were: 1) the supervisor's ability to play a differentiated role; 2) the degree or closeness of supervision; 3) the quality of supportiveness or employee orientation; and 4) the amount of group cohesion.

Vroom (1964), when studying leadership styles, discovered that groups of subordinates with egalitarian leaders tended to be characterized by increased interaction and positive attitudes between supervisors and workers while employees in groups where workers and supervisors were restricted and each employee was independent, were found to have more autocratic leaders. Marrow (1967) discovered workers had positive attitudes toward supervisors when the workers themselves were allowed to participate in decisions.

Earlier, Pelz (1952) concluded that if an influential supervisor attempts to help employees to achieve goals, his/her efforts will tend to succeed, concrete results will be achieved, and satisfaction of employees will rise. However, if a non-influential supervisor tries to get the same results, his/her efforts may often fail. Therefore, employee expectations would be frustrated and satisfaction levels might fall.

Roberts' (1978) and Nichols' (1979) studies both discovered that nurses were basically happy with their supervisors. Roberts (1978) again discovered the OB-Nursery nurses less satisfied when compared to nurses working on the Medical-Surgical units and Operating Room.

In summary, it is difficult to assess exactly how important supervision is to job satisfaction. It does seem appropriate to suggest that different types of leadership styles may have different effects on employees.

Interpersonal Relations--Co-workers. Elton Mayo strongly opposed principles of management based on the assumption that workers were strictly "economic men." To Mayo, "man's desire to be continuously associated in work with his fellow workers is a strong, if not the strongest, human characteristic" (Mayo, 1945, p. 111). It is easy for one to say that social interaction can be highly rewarding to most persons and that experiences with one's co-workers may be a major satisfaction at work. Social psychologists have completed research on the determinants of group cohesiveness and attraction of the conditions under which membership in a face-to-face work group is a source of satisfaction.

The importance of co-workers figures prominently as a factor in studies of job satisfaction. Herzberg et al. (1957) found that social aspects of the job were rated first, on average, in response to the question of what made people more satisfied or dissatisfied. The need also for social interaction with others was stressed as one of the basic lower level needs by Maslow.

Bass (1965) hypothesized that a group becomes more attractive if the rewards increase by being a member of the group. Similarly, Cartwright and Zander (1960) suggest that the valence of the group for a given person depends upon the nature and strength of his needs and upon perceived suitability of the group for satisfying these needs.

One of the necessary conditions in order for exchange of rewards to occur between person is some degree of interaction between them. In an early work, Holman (1950) hypothesized that, "If the frequency of interaction between two or more persons increases, the degree of their liking for one another will increase, and vice versa" (1950, p. 112). Therefore, the degree of attraction between any two members or groups of members should be directly related to the content to which they interact with each other while performing their role.

Kahn and Katz (1960) referred to the importance of group cohesiveness as it related to productivity and psychological returns of employees. Walker and Guest (1952), when comparing line operators and off-line operators in an assembly line industrial organization, found a distinct difference in what could be called "in-group awareness." Workers' satisfaction was related to their opportunity to interact with others on the job, and the off-line operators exhibited a marked esprit de corps not found among the bulk of the line operators. As mentioned earlier in this study, the classical Hawthorne studies also revealed the importance of companionship and group cohesion. Kerr, Koppelmeir, and Sullivan (1951) found a significant tendency for departments providing the least opportunity for conversation among workers to have the highest turnover rate.

This interaction with groups offers exchange of ideas. Jobs that involve isolation, with little or no interpersonal exchange, are disliked. Interaction helps relieve monotony of repetitious jobs and may lead to the emergence of positive or negative attitudes. It has been demonstrated that a cohesive group can exert considerable pressure on management to force change (Vroom, 1964).

Groups are attractive because they allow the individual to achieve a variety of goals, to receive social support, to increase self-esteem, and to enjoy social interaction as a pleasure in its own right. Slocum et al. (1972) found a relationship between the degree of job satisfaction and degree of group cohesiveness.

Nursing research cites interpersonal relations as a very important aspect of job satisfaction (Simon & Olson, 1960; Bowden, 1967; Longest, 1974). More recently, Roberts (1978) and Nichols (1979) both discovered their highest scores on job satisfaction to be in the category of co-workers.

These and other findings have pointed to the importance of the relationship with co-workers and the informal organization with co-workers and the informal organization of small groups in relation to job satisfaction. Work is a social experience, and most workers can fulfill some of their social needs through membership in small work groups. The importance of the size of the group, in that the small

work groups have a greater potential for improved employee performance and satisfaction, has been demonstrated by Wilensky (1957) among several other investigators. Whether this potential is realized depends in large measure upon the cohesiveness and goals of the group. A cohesive group is one whose members will observe group norms closely, whatever they are. A cohesive group is also likely to exhibit greater teamwork, and the members gain greater social satisfaction from working together. Further, they have higher morale and less turnover and absenteeism than a group with lack of cohesion (Wilensky, 1957). Seashore (1969) has pointed out that there is less variation in productivity within highly cohesive groups. The cohesive group can extend tremendous pressures on individuals to conform to group norms.

The Hawthorne studies showed that the values and the customs of the group were more important to the individuals composing it than any cash benefits (Mayo, 1945). Zelznik, Christensen, and Roethlisberger (1958) concluded that group membership and group rewards were major determinants to worker productivity and satisfaction, while rewards by management had no noticeable motivational effect.

More recently, Donovan (1980) discovered that 75 percent of the nurses surveyed under 25 years of age, listed fellowship with colleagues as "very important" to job satisfaction, while 58 percent of the nurses over 45 list it as "very important." Of the nurses surveyed, only 52 percent were

satisfied with their present relationship with co-workers.

In summary, the essential task of management would be to arrange organizational conditions and methods of operation in such a way that people would achieve their goals by directing their efforts toward organizational goals. To do this, it would be important for managers to observe the importance of the appropriate relationships of the individual with his/her co-workers, and the influence of the small workgroup on job satisfaction and productivity.

Job Satisfaction and Turnover. Several reviews of industrial psychology literature focusing on employee turnover have found evidence of a strong relationship between employee dissatisfaction and turnover (Brayfield & Crockett, 1955; Herzberg, 1957; Vroom, 1964; Porter & Steers, 1973). Regardless of the setting, the more an employee is satisfied with his/her job, the more likely he/she is to stay on the job (Brief, 1976).

If an employee feels that he/she is able to obtain valued outcomes by occupying a given position, then the employee experiences motivational forces to remain in the position. These valued outcomes may include such things as feeling one's work is interesting, demanding, or important (Vroom, 1964).

Donovan (1980) in a recent survey of 1,051 registered nurses discovered that nurses aged 45 and over averaged seven years per job while those in the 25-34 years of age bracket changed jobs every 3-4 years. Nurses under 25 years of age changed jobs approximately every 1.5 years. Form and Gesh-

wender (1962) also found that workers with 10 or more years of tenure were significantly more satisfied than those with less.

Some hospitals have instituted all-registered nursing staffs and primary nursing assignments to help improve job satisfaction and turnover. The nursing literature is replete with studies evaluating primary nursing. Marriam (1976) indicated more individualized care, greater satisfaction among nurses and clients, and cost savings--or at least no more cost than existing systems as the positive effects of primary nursing care plans and reduced turnover on all-registered nurse units. Bayfront Medical Center in St. Petersburg, Florida, initiated an all-registered nurse staff in 1975 with resulting decline in turnover and improvement in staffing (Olinski & Powals, 1980).

Dahlen (1978) has had an all-registered nurse staff since 1973 and reports that a few nurses have resigned because they did not enjoy primary nursing care. However, she also states morale is high and there is less friction between nurses.

In a study by Haussman, Hegyvary, and Neuman, it was noted that the weaker the registered nurse mix, the poorer the quality of care as cited by Millman (1978). Millman also states that the turnover rate was reduced from 48.7 percent in 1972 to 29.1 percent in 1976. Micheala (1977) states their turnover rates since initiation of all-registered nurse staff was 31 percent in 1975; 33 percent in 1976; 17 percent in 1977; and 31 percent in 1978 (Olinski & Powals, 1980).

In summary, hospitals seem to experience unusually high

turnover among professional nurses averaging from 35 to 60 percent yearly (Hackman & Oldham, 1976). Adjusted (for inflation) estimates of the cost for replacing a registered nurse range up to $2,000 (Tuchi, 1971; Tirney, 1973; Lawler, 1973). If indeed turnover is linked with job satisfaction, this problem may be solvable.

Summary. In this chapter through a selected review of related literature, an attempt was made to trace the development of administrative theory, first broadly and then specifically to nursing in relation to findings on the concept, dimensions and determinants of job satisfaction.

Determinants most often researched in the search for relationship with job satisfaction were selectively reviewed. A number of reviews of research in this area were shown to have brought out consistently at least five dimensions of job satisfaction which were distinct and independent of each other. They were: 1) the job itself; 2) pay or benefits; 3) promotional opportunities; 4) supervision or leadership; and 5) co-workers or group feelings. Smith et al. (1969) developed a valid and reliable tool for the measurement of job satisfaction--the Job Descriptive Index (JDI)--which will be used in this study.

CHAPTER II

METHODOLOGY

Sample and Setting

The subjects in this investigation were registered nurses employed in two acute care hospitals in the suburbs of a Pacific Northwest community. Hospital A is approximately 15 miles south of the greater metropolitan area while Hospital B is approximately 15 miles east of the greater metropolitan area. The two hospitals are similar in that they are both managed by the same corporation. Both serve a comparable socioeconomic population and both are approximately the same size--100 beds. The difference between the two is that Hospital A employs an all registered nurse (R.N.) staff while Hospital B has a mixed R.N., licensed practical nurse (L.P.N.), and aide staff. The comparison is summarized in Table 1.

Hospital A was dedicated in November 1973 and received its full accreditation from the Joint Commission on Accreditation of Hospitals (JCAH) in November 1975. The hospital has 99 individual care rooms plus an intensive care and coronary care unit. The facility has four surgical suites, complete laboratory, x-ray, physical therapy, and respiratory therapy facilities and a nuclear medicine department.

Hospital B was dedicated as a hospital in 1963, and has been kept in excellent condition over the years with frequent remodeling projects. The hospital is fully accredited by the JCAH. It has 113 beds which include an intensive and coronary care unit, two operating room suites plus a post anesthesia room, and a special alcohol care unit. The facility also has complete laboratory, x-ray, physical therapy, and respiratory therapy facilities.

Table 1

COMPARISON OF HOSPITALS

	Hospital A	Hospital B
Operated by	Same Corporation	Same Corporation
Location	15 miles from City Center - approx.	15 miles from City Center - approx.
Bed Size	99 beds	113 beds
Salary	Same	Same
Benefits	Same	Same
Shifts	8 hours	8 hours
Full time or four-fifths time R.N.'s	103 FT	54 FT + four-fifths
LPNs	0	35
Aides (direct care)	0	10
Unit Size	17 Med/Surg 14 ICU/CCU	Medical 44 Surgical 23 ICU/CCU 7 Alco Rehab 24
Nrse/Pt hours	4.1 Med/Surg 13.5 ICU/CCU	5.4
Client pop.	Essentially same	Essentially same

A random sample of 40 R.N.'s from each hospital was selected. Hospital A's sample included 40 full time R.N.'s from 130 full time R.N. employees. Hospital B does not employ 40 full time R.N.'s. As a result, R.N.'s working four-fifths time, or four days a week, were included to make the population 54. At both hospitals, all names were included and drawn from a hat to obtain the random sample of 40 subjects. All nurses had to have been employed by the facility for a minimum of six months. It was felt, by the researcher, that six months employment was needed to give an adequate opinion regarding their job satisfaction.

Data Collecting Instruments

Data was collected through two questionnaires which included: 1) a demographic information form; and 2) Job Descriptive Index (JDI) (Smith, et al., 1969).

Demographic information form. This form was designed to provide information pertinent to the study and also to provide data for continual revision of normative data for the JDI to Patricia C. Smith, Bowling Green State University. Age, nursing education, tenure, position, unit specialty, salary, and total nursing experience were selected as independent variables and therefore included in the demographic form (see Appendix A).

The dependent variables were scored by the JDI included work, pay, promotion, supervision, and co-workers.

Job Descriptive Index. In their book, The Measurement of Satisfaction in Work and Retirement, Smith, et al. (1969) developed over a period of years, in conjunction with painstaking validation, five scales which would measure five dimensions of job satisfaction (work, pay, promotion, supervision, and co-workers). The JDI has found wide acclaim and the five scales seem to be the best available in the measurement of job satisfaction of a multi-dimensional concept of satisfaction with work (see Appendix A).

Development of the Job Descriptive Index. Smith, et al. (1969) reported in detail the rationale and research used in the development of the JDI. They defined job satisfaction as the feelings an individual has about his/her job. They hypothesize that these feelings are associated with a perceived difference between what is expected as a fair and reasonable return (or, when the evaluation of future prospects is involved, what is aspired to), and what is experienced in relation to the alternatives in a given situation. They saw the relationship of job feelings to behavior dependent upon the way in which the individual expects that form of behavior to help achieve the goals he/she has accepted (Smith, et al., 1969).

The authors presented a model for the measurement of job satisfaction and set out to construct a series of scales which would measure satisfaction on the job within both an evaluative, general and long-term framework and a descriptive,

specific and short-term framework. They outlined and followed a research strategy in developing and validating the JDI and demonstrated that the five aspects of jobs are discriminantly different.

Smith, et al. further reported that the JDI scales of satisfaction (work, pay, promotion, supervision, and co-workers) were developed using a total of 988 subjects. On the basis of previous research and content analysis of critical incidents interviews, the item content of the scales had been established. The JDI items had been formulated in a check-list format balanced in number of favorable items (to control for response and acquiescence sets), and item analyzed against the extent to which each item discriminated between jobs which each worker indicated as best or worst for himself/herself, as well as against the total score for each scale. Ambiguous items had been eliminated.

The check-list format with only short descriptive phrases to be marked allows the JDI, according to the authors, to be used across a wide variety of educational levels ranging from no formal schooling to the Ph.D. degree (Smith, et al., 1969).

For each descriptive word or phrase, the respondents are asked to select one of the following options to indicate their degree of satisfaction: Y (yes), N (no), or ? (cannot decide). Positive and negative values have been assigned to each word or phrase by the authors such that scoring is

in the direction of satisfaction, higher scores indicating greater satisfaction, lower scores indicating dissatisfaction. As the index contains both positive and negative terms, scoring of the individual tool is conducted according to the following method for assigning weights:

Response	Weight
Yes to a positive item	3
No to a negative item	3
? on any item	1
No to a positive item	0
Yes to a negative item	0

Before the final version of the JDI was established, extensive validation studies to substantiate convergent and discriminant validity had been completed, and these reported by the authors (Smith, et al., 1969). Convergent validity is reported as having been established in relation to other measures of the same characteristics (average r = .70). The authors also demonstrated very clearly the discriminant validity of the five dimensions, despite the fact that the scales were positvely correlated (average r = .37) showing a general factor and/or a methods factor common to all scales (Smith, et al., 1969). The internal consistency reliability is also reported for the five scales ranging from .80 to .88 as determined by split-half correlations based on responses of 80 male employees from two different electronic plants.

The authors had further determined that the distributions of response for each scale were adequately dispersed to distinguish both situational and individual differences.

The scales correlated with other measures of satisfaction (average r = .70), and studies reported by the authors show that the scales are sensitive in being affected in the expected direction by individual, job, and situational differences (Smith, et al., 1969).

In summary, the JDI, using the direct scoring method, appears to meet the criteria set out by the authors initially. It appears to be valid in the sense that it is representative of other types of measures of satisfaction. In addition, it discriminates well among the various job dimensions. It demonstrates adequate internal reliability and is relatively free from obvious response biases such as acquiescence. It yields scores on five different areas of job satisfaction and is short, easily administered, and easily scored.

The authors also suggested that the JDI total score as a summary measure is thought to be useful to determine general satisfaction, particularly if it is desirable to compare groups concerning overall satisfaction, as in searching for institutional or company difference.

Data Collection Procedure

Permission to conduct the study was obtained from the Directors of Nursing Service at both hospitals. A folder consisting of JDI, consent form, data sheet, introduction letter with instructions, and self addressed stamped envelope was given to each of the randomly selected subjects by their

supervisor (see Appendix A & C).

Subjects were instructed to complete the data sheet, the JDI, and sign the consent form, then return them in the self addressed stamped envelope within 10 days. As data was returned, names were checked off from the code list. All subjects not returning the forms were given a follow-up packet with letter to be returned within 10 days (see Appendix C).

Analysis of the Data

To test the hypothesis of this investigation, the analysis of variance, ANOVA, was used. In addition, mean scores for each of the five variables plus total JDI score was calculated to determine characteristics of each group. Additional data related to age, education, tenure, position, unit specialty, salary, and years of nursing experience was analyzed by means of ANOVA and Chi-square techniques (Phillips, 1978).

CHAPTER III

RESULTS: ANALYSIS, INTERPRETATIONS, AND CONCLUSIONS

Job satisfaction of registered nurses was studied in the areas of work, pay, promotional opportunities, supervision, and co-workers in two acute care hospitals in the suburbs of a Northwest community. The two hospitals were similar in several areas such as: size, location from city center, managed by the same corporation, salary, benefits, and client populations. As to differences, Hospital A utilized an all registered nurse staff while Hospital B utilized a mixed registered nurse staff.

The total population for the study consisted of 80 registered nurses employed full time or four-fifths time at two hospitals. Sixty-three subjects or 78.5 percent of the total population returned usable instruments. This percentage of returns justifies the application of interpretations and conclusions based on the findings to be representative of those nurses selected for the study.

Results will be presented in five sections: 1) general description of population; 2) Hypothesis 1 - that nurses in an institution with an all R.N. staff will have higher job satisfaction scores than nurses in an institution with a mixed R.N., L.P.N., Aide staff; 3) Hypothesis 2 - that

there will be a lower turnover rate at the institution with an all R.N. staff than at the institution with a mixed R.N. staff; 4) a comparison of the dependent variables to the independent variables; and 5) conclusions.

General Description of the Population

Eighty registered nurses from two hospitals were invited to participate in this study and 63, or 78.5 percent of the sample, consented. Two nurses from Hospital B returned the consent form stating they did not wish to participate and one subject telephoned from Hospital A and stated she did not wish to participate. The response rate on the initial packet of materials was 45 or 56.3 percent. A follow-up packet was distributed and 18 additional returns were received to account for the total usable returns (see Table 2). The response rate for Hospital A was 82.5 percent and Hospital B was 75 percent with a difference of 7.5 percent. The difference was not statistically significant, ($\underline{X}^2 = 3.725$, n.s.). Therefore, the sample from both the hospitals may be assumed to be representative of those nurses selected for this study from each hospital. Chi-square was also calculated on each variable, listed below, to test for significant differences in each population at a .05 level.

Age. To describe the distribution of age of the subjects studied, the following age categories were chosen: 20-29, 30-39, 40-49, and 50-59. The frequency within the age

groups and for the total sample is noted in Table 2. Hospital A was represented with 72.7 percent of its nurses being under 40 years of age and 27.3 percent over 40 years of age, while Hospital B had 63.3 percent under 40 years of age with 36.7 percent over 40 years of age. It may be noted that the two hospitals did not differ in the proportion of nurses under or over 40 years of age ($\underline{X}^2 = 0.643$, n.s.).

Educational Preparation. The greatest proportion of nurses from both hospitals came from diploma schools (46%). Baccalaureate graduates were second in rank for both hospitals with Associate degree nurses being the smaller percentage in each hospital (see Table 2). There were no masters prepared nurses in either sample. Statistical analysis of the three categories of nurses was not significant ($\underline{X}^2 = 1.199$, n.s.).

Number of Years Employed at Hospital. Hospital A has only been operating for 7 years while Hospital B has been open for 17 years as a hospital and as a nursing home before 1963. In Hospital A, 100 percent of the subjects had worked under 10 years while only 67 percent of Hospital B nurses have worked there for less than 10 years (see Table 3). The difference was statistically significant ($\underline{X}^2 = 12.885$, s.).

Position. In both hospitals, Head Nurses, Coordinators, Supervisors, and Directors are considered as Administration. As can be seen in Table 3, Hospital A had 15.2 percent administrative nurses while Hospital B had 23 percent. Hospital A

Table 2

GENERAL DESCRIPTION OF POPULATION

	Hospital A N = 33	Hospital B N = 30	Total Sample N = 63
Sample			
R.N.'s approached	40	40	80
R.N.'s participating	33	30	63
Response rate	82.5%	75%	78.8%
Age			
20-29	19	4	23
30-39	5 (72.7%)	15 (63.3%)	20 (68.2%)
40-49	6	7	13
50-59	3 (27.3%)	4 (36.7%)	7 (31.8%)
Basic Educational Preparation			
Associate Degree	9 (27.3%)	6 (29.0%)	15 (23.8%)
Diploma	13 (39.4%)	16 (53.3%)	29 (46.0%)
Baccalaureate	11 (33.3%)	8 (26.7%)	19 (30.2%)

included 85 percent of its nurses as staff or assistant head nurses while Hospital B had 76.7 percent. A statistical analysis comparing staff nurses to administrative nurses did not differ in the two hospitals ($\underline{X}^2 = 0.696$, n.s.).

Unit Specialty. For statistical analysis of data specialty areas were divided into three categories to include: 1) Medical/Surgical; 2) Specialty Care Areas to include E.R., O.R., Anesthesia, I.V., Alcohol Rehabilitation, and ICU/CCU; and 3) Administration (see Table 3). As noted in Table 3, Administration represented 9 percent of Hospital A and 13 percent of Hospital B. Specialty areas plus ICU/CCU nurses represented 33 percent of Hospital A and 50 percent of Hospital B. Medical/Surgical nurses comprised 57.6 percent of Hospital A dn 36.7 percent of Hospital B (see Table 3). The differences were not statistically significant ($\underline{X}^2 = 2.778$, n.s.).

Salary. In analyzing salary for this study, the samples were divided at $9/hour level. Staff nurses, Assistant Head Nurses, and Charge Nurses, according to data collection, were included in the salary range below $9/hour. Administrative nurses, which included the Head Nurses, Coordinators, Supervisors, and Directors were in the $9/hour and above category. Nurses earning a salary lower than $9/hour represented 75.8 percent at Hospital A and 73.3 percent at Hospital B (see Table 4). The differences were not statistica-ly significant ($\underline{X}^2 = 0.053$, n.s.).

Table 3

GENERAL DESCRIPTION OF POPULATION

	Hospital A N = 33	Hospital B N = 30	Total Sample N = 63
Number of Years Employed at Hospital			
0 - 5	26	11	37
5 - 10	7 (100%)	9	16 (67%)
10 - 15	0	5	5
15 - 20	0	5	5 (33%)
Positions			
Staff	26	13	39
Assist HN/Charge	2 (84.8%)	10 (77%)	12 (81%)
Head Nurse	2	3	5
Coordinator/Supv/ Assist Dir/Dir	3 (15.2%)	4 (23%)	7 (19%)
Unit Specialty			
Med/Surg	19 (57.6%)	11 (36.7%)	30 (47.6%)
Specialty (ER/OR/ Anes/IV/Alc Rehab)	4	12	16
ICU/CCU	7 (33.3%)	3 (50%)	10 (41.3%)
Administration	3 (9.1%)	4 (13.3%)	7 (11.1%)

Years of Nursing Experience. Seventy percent of the nurses at Hospital A have under 10 years of nursing experience while only 30 percent have under 10 years of experience at Hospital B. This difference was statistically significant ($\underline{X}^2 = 9.787$, s.) as noted on Table 4.

Summary. Subjects were similar in Hospital A and Hospital B with regard to the following: sample size, age, educational preparation, positions, unit specialty, and salary. Differences existed in years employed at each hospital and years of experience as a registered nurse.

Hypothesis 1

Hypothesis 1 stated that nurses in an institution with an all R.N. staff will have higher job satisfaction scores than nurses in an institution with a mixed R.N. staff. The analysis and interpretation which follows was based on the job satisfaction of the subjects as measured by the five scales of the Job Descriptive Index (Work, Pay, Promotion, Supervision, and Co-workers) and the total JDI.

The final sample, meeting the criteria numbered 63 subjects. Thirty-three subjects were from Hospital A (all R.N. staff) and 30 subjects were from Hospital B (mixed R.N. staff).

The differences between means on the first five scales and the total JDI were subjected to an Analysis of Variance. Results of the ANOVA are presented in Table 5. As can be seen, there was a significiant difference on Scale 1--Work

Table 4

GENERAL DESCRIPTION OF POPULATION

	Hospital A N = 33	Hospital B N = 30	Total Sample N = 63
Salary/hour			
$7	7	7	14
$8	18 (75.8%)	15 (73.3%)	33 (74.6%)
$9	6	6	12
$10	1	0	1
$11	0	2	2
$12	1 (24.2%)	0 (26.7%)	1 (25.4%)
Years of Nursing Experience			
0 - 5	13	4	17
5 - 10	10 (69.7%)	5 (30%)	15 (50.8%)
10 - 15	6	8	14
15 - 20	1	4	5
20 - above	3 (30.3%)	9 (70%)	12 (49.2%)

and the total JDI between the two hospitals. Hospital B had significantly higher mean scores for the dimensions dealing with Work ($F = 13.865$), and for total satisfaction ($F = 4.9251$). The groups were similar in their satisfaction with Pay, Promotion, Supervision, and co-workers (see Table 5).

This result suggests that the nurses at Hospital A were less satisfied with work itself, than their colleagues in Hospital B. Therefore, Hypothesis 1 was rejected.

Mean scores and standard deviations for each of the five subscales and total JDI are shown in Table 5. The rank order of the five scales with mean scores are shown below:

Hospital A	Mean Scores	Hospital B	Mean Scores
Promotion	16.06	Pay	21.20
Pay	19.40	Promotion	21.60
Work	35.30	Work	42.40
Supervision	42.94	Supervision	47.30
Co-workers	45.55	Co-workers	46.60

As noted above, rank order of mean scores was essentially the same except with regards to subscales Promotion and Pay. Hospital A, showed a lower subscale in Promotion which would be an expected result with an all R.N. staff. The competition for each head nurse position or other supervisory position would be more competitive and therefore, serve as a dissatisfier. It was also noted in the data collection that four of the five administrative subjects from Hospital A had been employed 6-7 years. Since Hospital A has been operating for only 7 years, chances for promotion would seem limited.

Table 5

MEAN JOB DESCRIPTIVE INDEX SCORES OF SUBJECTS IN HOSPITAL A AND B

Scale	Hospital A N = 33		Hospital B N = 30		
	Mean	S.D.	Mean	S.D.	F
Work	35.30	8.42	42.40	6.47	13.865*
Pay	19.40	11.47	21.20	14.41	.3056
Promotion	16.06	12.90	21.60	17.42	2.083
Supervision	42.94	12.08	47.30	7.24	2.9445
Co-workers	45.55	10.87	46.60	9.57	.1656
Total	159.24	34.94	179.10	36.05	4.9251*

* $p < 0.05$

Results of Roberts (1978) and Nichols (1979) studies, also using the JDI, correspond with the ranking of the subscales for the staff of Hospital A. Nurses in the present study, however, showed slightly lower scores in the areas of Pay and Promotion. Since all samples were similar, it may have indicated that pay and promotion are becoming more important as inflation continues in an upward direction and is a cause for increasing dissatisfaction as evidenced by the lower mean scores.

Distribution of scores on each subscale are further delineated in Table 6. Results indicate that 10 nurses at Hospital A scored in the low satisfaction range on the subscale work as opposed to none at Hospital B. In addition, more nurses at Hospital A scored in the low satisfaction range on subscales Pay, Promotion, and Supervision. It may also be seen that subjects of the present study rated satisfaction higher more often in the categories of Supervision and Coworkers and lower in the categories of Pay and Promotion.

Hypothesis 2

Hypothesis 2 states that there will be significantly lower R.N. turnover rates at the institution with an all R.N. staff.

The corporation operating both hospitals has changed computer systems recently and turnover rates were not retreivable as anticipated earlier in the study. Instead, the

Table 6

FREQUENCY DISTRIBUTION OF INDIVIDUAL JDI SCORES BY HOSPITAL

Scores on Satisfaction	Hospital A Work	Hospital B Work	Hospital A Pay	Hospital B Pay	Hospital A Promotion	Hospital B Promotion	Hospital A Supervision	Hospital B Supervision	Hospital A Co-workers	Hospital B Co-workers
High 43 - 54	7	16	0	3	0	5	20	24	24	24
Medium 30 - 42	16	14	9	6	6	5	8	5	7	3
Low 0 - 29	10	0	24	21	27	20	5	1	2	3

researcher searched payroll records for 1978 and 1979 for both hospitals with the assistance of the Directors of Nursing and Payroll Clerks. The total number of fulltime/four-fifths time R.N.'s employed at each hospital was totaled for each year by nursing unit. All terminated fulltime nurses (Hospital A) and fulltime/four-fifths time nurses (Hospital B) were then totaled. The number of terminated R.N.'s was then divided by the total R.N.'s employed to reach a turnover percentage for each year (see Table 7). Starting with 1980, the managing corporation will be compiling a statistical analysis of turnover rates quarterly.

Table 7

TURNOVER RATES

Year	Hospital A	Hospital B
1978	6.40%	5.96%
1979	3.18%	4.58%

As noted in Table 7 in 1978, Hospital B (mixed R.N. staff), which had the higher job satisfaction scores, had a 5.96 percent turnover rate compared to Hospital A's turnover rate of 6.4 percent. In 1979, Hospital A, which had the lower satisfaction scores, had the lower turnover rate of 3.18 percent compared to Hospital B with a 4.58 percent. The differences were not statistically significant for 1978 and

1979 when compared ($\underline{X}^2$ = 0.302, n.s.). Therefore, Hypothesis 2 was rejected.

It was surprising to this research to find no significance in turnover rates of R.N.'s at either hospital. When compared to other studies (Micheala, 1977; Millman, 1978; Olsinski & Powals, 1980), the turnover was significantly lower. The above studies were all at large medical centers in large metropolitan areas. The difference in this study may indicate that there is a lower turnover rate because both hospitals are the only hospital in the immediate area and both are several miles from city center. Both directors stated their nursing staffs are drawn primarily from the area located close to the hospital. The researcher also feels the distance from home to work will become of more importance to nurses as gas prices increase and inflation increases.

Comparison of Variables

Finally, the dependent variables: work, pay, promotion, supervision, and co-workers, were analyzed by comparing the independent variables: age, education, years employed at the hospital, position, unit specialty, salary, and nursing experience, against hospitals. Forty-two Analyses of Variance were conducted, such as work was compared to age and hospital. Results from these Analyses of Variance indicated statistical significance in only one area: the JDI category of Work ($\underline{F}$ = 3.3721, s.) indicating that Hospital B nurses in the age

group of 40-49 were significantly happier with work content than were Hospital A nurses (see Table 8).

Table 8

VARIABLE WORK COMPARED TO AGE BY HOSPITAL

Age	Hospital A N = 33 Mean	S.D.	Hospital B N = 30 Mean	S.D.	F
20-29	33.79	8.85	41.75	6.50	
30-39	34.00	5.34	41.67	5.72	
40-49	42.33	8.24	44.71	6.63	3.372*
50-59	33.00	4.58	41.75	10.28	

*$p < 0.05$

Of the 13 nurses in this age group, 5 were considered as Staff and 1 was in Administration at Hospital A while 2 were Staff and 5 in Administration in Hospital B. One might hypothesize that position and age combined contributed to Hospital B nurses increased satisfaction scores.

One interpretation of this result is suggested by previous research conducted by Bass and Barrett (1972), which concluded that important personality changes emerge as persons approach the age of 30, and that the personality changes may affect satisfaction and other job related factors. An earlier study by Hoppock (1960), indicated that people gen-

erally become more satisfied with their jobs as they get older until pre-retirement when satisfaction declines partially due to decline in physical status. In results of several studies on age and satisfaction prior to 1960, a U-shaped curve emerged, indicating that people began working at a high level of satisfaction, then became increasingly dissatisfied through the years and then became increasingly more satisfied again (Ivancevich & Donnelly, 1968). Hulin and Smith (1965) reject this U-sharped model as a result of their findings that job satisfaction increases in relationship with age. Findings of the present study would concur with their analysis.

Conclusions. Statistical analysis revealed that, for this study, work content had the greatest affect on JDI scores. The all R.N. staff had 10 nurses, or 30 percent, scoring low satisfaction in work content. In further analysis of individual subjects that scored low in work content, it was discovered that they were divided between: all units; every age range; every title from staff to supervisor; tenure from 9 months to 6.5 years; A.D., Diploma, and Baccalaureate graduates; and salary ranges from $7 to $10/hour. Therefore, the researcher concludes that the low satisfaction with work content might be that nurses do not like total client care, but would like the assistance of an L.P.N. and/or aid for client care. There were no nurses scoring a low satisfaction score in work content at Hospital B

with the mixed R.N., L.P.N., Aide staff (see Table 6).

Turnover rates at both hospitals were very low when compared to studies by Micheala (1977), Millman (1978), and Olinski and Powals (1980). Results showed no significance for either hospital for the years of 1978 and 1979. However, in this study, only full-time/four-fifths time registered nurses were figured into the turnover percentage (see Table 7).

Finally, mean scores for the two scales of pay and promotional opportunities were very low for both hospitals. These two factors accounted for the majority of dissatisfaction at both institutions and may indicate a need for policy change in these areas by the operating agency. An incentive program in which nurses who administer superior client care can be recognized both monetarily and by written recognition for outstanding performance. Restriction of movement through the salary scale should not always require upward position or title change.

CHAPTER IV

SUMMARY AND RECOMMENDATIONS

Summary. One can read about the registered nurse shortage in almost every hospital in the community by searching the newspaper ads. Directors of nursing service are constantly seeking answers to their high nurse turnover rates. Research has demonstrated that turnover in nursing is partially due to nurse job satisfaction or dissatisfaction.

This present study examined job satisfaction in the areas of work, pay, promotional opportunities, supervision, and co-workers at two 100-bed hospitals in the suburbs of a large Northwest community. It further compared these areas of job satisfaction with an all R.N. staff (Hospital A) to a mixed R.N., L.P.N., and Aide staff (Hospital B). Next, the turnover rates of the two staffs were compared with their job satisfaction scores. Finally, the dependent variables of work, pay, promotional opportunities, supervision, and co-workers were compared with the independent variables of age, education, tenure, title, unit specialty, salary, and years of nursing experience.

Two hypotheses were studied. They were: 1) nurses in an institution with an all R.N. staff will have higher job satisfaction scores than nurses in an institution with a mixed R.N. staff; and 2) there will be significantly lower

R.N. turnover rate at the institution with an all R.N. staff than at the institution with a mixed R.N. staff.

Sixty-three randomly sampled nurses from two similar hospitals participated in the study. All the nurses in Hospital A (all R.N. staff) were employed full-time. Due to the small number of full-time R.N.'s, Hospital B's sample was collected from full-time and four-fifths-time nurses. An initial packet was distributed to 40 nurses at each hospital. The packet included: 1) letter of introduction with instructions (Appendix C); 2) Consent Form (Appendix A); 3) Job Descriptive Index (Appendix A); 4) Demographic Information Form (Appendix A); and 5) a self-addressed envelope. As the forms were returned, they were scored and placed on the raw data sheet (Appendix B) according to code number. After 10 days, a follow-up packet was distributed with letter (Appendix C) to all subjects not returning the initial packet. Data collection was then discontinued 10 days after the follow-up packet was distributed.

Subjects were categorized by hospital (all R.N. staff versus mixed R.N. staff). Scores from the total Job Descriptive Index comprised the dependent variables of this study. An Analysis of Variance (ANOVA) was computed on the dependent variables by hospital. Results of the analysis indicated that nurses in Hospital B had significantly higher job satisfaction scores in the area of work content and total JDI scores. The turnover rates were calculated for both

hospitals for 1978 and 1979. The turnover rate was not significant for either institution. Therefore, both hypotheses were rejected for this study. It appears that the mixed R.N. staff was happier in all areas tested with significant findings in work and total JDI score.

Certain other findings in this study are of interest. First, the rank order of the subscales matched those described by Smith et al. (1969), Roberts (1978), and Nichols (1979). Second, this study showed that job satisfaction with work increases as one grows older. This concurs with studies by Hoppock (1960), Bass and Barrett (1972), Hulin and Smith (1965) and Roberts (1978).

Although no significance was shown, other findings, according to mean scores, were of interest. Diploma nurses scored high in areas of work and co-workers. Baccalaureate nurses had higher means in the pay and supervision categories while A.D. graduates scored high in the area of promotional opportunities.

Although not significant, the mean scores of nurses in tenure for 10-15 years were higher in all five areas. Nurses in the age group 40-49 also had higher mean values in the work, supervision, and co-worker categories. Nurses in specialty areas of ER, OR, Anes., IV, and Alcohol Rehabilitation had high scores on work content. Finally, ICU/CCU nurses scored second in the work content area.

In summary, it can be concluded that the nurses were

more satisfied with the assistance of L.P.N.'s and Aides. This study also showed evidence that job satisfaction tends to increase with age. Pay and opportunity for promotion repeatedly scored low satisfaction in the entire sample which may dictate a policy change in one or both of these areas.

Recommendations. It is recommended for further research that:

1. a replication of this study be done using a larger sample population from larger institutions.

2. a replication of this study comparing a private hospital to an HMO or religious affiliated hospital.

3. a replication of this study comparing a private hospital to a state or federally operated hospital.

4. a future study of job satisfaction and age groups in nursing.

5. future research in job satisfaction relating to different nursing shifts.

6. future study in job satisfaction titles in nursing.

7. future research in job satisfaction specifically in pay and promotion areas.

8. a research study on job turnover of registered nurses.

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APPENDIX A

CONSENT FORM AND QUESTIONNAIRES

UNIVERSITY OF OREGON HEALTH SCIENCES CENTER

SCHOOL OF NURSING

INFORMED CONSENT FORM

I, _____, agree to participate
First M. I. Last Name

in the study entitled, "Job Satisfaction of Registered Nurse: (All R.N. Staff VS Mixed R.N., L.P.N., Aide Staff)," by G. D. (Jay) Woldt, R.N. under the supervision of Marie Berger, M.S. The study will try to determine the job satisfaction of registered nurses working with an all RN staff and compare the job satisfaction scores with the mixed RN staff. Turnover rates will also be compared with the all RN and Mixed RN staffs.

My participation in the study entails answering a Job Descriptive Index (JDI) questionnaire plus a Demographic Information Sheet which will take less than 30 minutes to complete. I may not benefit from this study personally, but this study may aid administrators when making decisions regarding changes in future staffing plans. Participation in this study will not involve any known risks to me or my employment.

Information obtained from all questionnaires will be confidential. My name will NOT appear on any records and anonymity will be insured by the use of code numbers. Completed findings will be presented to both institutions involved at the completion of the study.

G. D. (Jay) Woldt has offered to answer any questions that I might have about my participation in this study. I understand that I am free to refuse to participate or withdraw from participation in the study at any time without effect on my relationship with, and employment at _____.
Name of Institution

In accordance with the University of Oregon Health Sciences Center, the following statement must be included on the consent form:

> "It is not the policy of the Department of Health, Education, and Welfare, or any other agency funding a research project in which you are participating, to compensate or provide medical treatment for human subjects in the event the research results in physical injury. The University of Oregon Health Sciences Center, as an agency of the State, is covered by the

state liability fund. If you suffer any injury from the research project, compensation would be available to you only if you establish that the injury occurred through the fault of the Center, its officers, or employees. If you have further questions, please call Dr. Michael Baird, M.D. at 503-225-8014."

_____

Signature of Subject

I have read the foregoing.

_____

Signature of Witness

_____

Date

DEMOGRAPHIC INFORMATION FORM

1. Age: 20-29____; 30-39____; 40-49____; 50-59____; 60-69____

2. Basic nursing preparation:
   Associate Degree_____
   Diploma_____
   Baccalaureate_____

3. Additional degrees:
   Baccalaureate_____
   Master's_____
   Other_____

4. How long have you been employed at this hospital? ___years.

5. Current position:
   Staff_____
   Charge_____
   Assist. Head Nurse_____
   Head Nurse_____
   Coordinator_____
   Supervisor_____
   Other--Specify_____

5. Specialty Area:
   Medical_____
   Surgical_____
   Float_____
   Specialty (ICU, PAR, ORTHO, OR, etc.), Please specify
   _____

6. Salary per hour:
   $6-6.99_____
   7-7.99_____
   8-8.99_____
   9-9.99_____
   $10-10.99_____
   11-11.99_____
   12-12.99_____
   13-13.99_____
   over 14.00_____

7. Total years in nursing experience_____.

THE JOB DESCRIPTIVE INDEX*

Code Number_____

Company_____

City_____

*Copied for printing from Smith, et al., 1975
Bowling Green State University

Think of your present work. What is it like most of the time? In the blank beside each word given below, write

_Y_ for "Yes" if it describes your work
_N_ for "No" if it does NOT describe your work
_?_ if you cannot decide

.....

WORK ON PRESENT JOB

_____Fascinating
_____Routine
_____Satisfying
_____Boring
_____Good
_____Creative
_____Respected
_____Hot
_____Pleasant
_____Useful
_____Tiresome
_____Healthful
_____Challenging
_____On your feet
_____Frustrating
_____Simple
_____Endless
_____Gives sense of accomplishment

Go on to next page....

Think of the pay you get now. How well does each of the following describe your present pay? In the blank beside each word, put

_Y_ if it describes your pay
_N_ if it does NOT describe it
_?_ if you cannot decide

.....

PRESENT PAY

_____Income adequate for normal expenses
_____Satisfactory profit sharing
_____Barely live on income
_____Bad
_____Income provides luxuries
_____Insecure
_____Less than I deserve
_____Highly paid
_____Underpaid

Now please turn to the next page....

Think of the opportunities for promotion that you have now. How well does each of the following words describe these? In the blank beside each word put

__Y__ for "Yes" if it describes your opportunities for promotion
__N__ for "No" if it does NOT describe them
__?__ if you cannot decide

.....

OPPORTUNITIES FOR PROMOTION

_____Good opportunities for promotion
_____Opportunity somewhat limited
_____Promotion on ability
_____Dead-end job
_____Good chance for promotion
_____Unfair promotion policy
_____Infrequent promotions
_____Regular promotions
_____Fairly good chance for promotion

Go on to the next page....

Think of the kind of supervision that you get on your job. How well does each of the following words describe this supervision? In the blank beside each word below, put

__Y__ if it describes the supervision you get on your job
__N__ if it does NOT describe it
__?__ if you cannot decide

.....

SUPERVISION ON PRESENT JOB

_____Asks my advice
_____Hard to please
_____Impolite
_____Praises good work
_____Tactful
_____Influential
_____Up-to-date
_____Doesn't supervise enough
_____Quick tempered
_____Tells me where I stand
_____Annoying
_____Stubborn
_____Knows job well
_____Bad
_____Intelligent
_____Leaves me on my own
_____Around when needed
_____Lazy

Please go on to the next page....

Think of the majority of the people that you work with now or the people you meet in connection with your work. How well does each of the following words describe these people? In the blank beside each word below, put

__Y__ if it describes the people you work with
__N__ if it does NOT describe them
__?__ if you cannot decide

.....

PEOPLE ON YOUR PRESENT JOB

_____Stimulating
_____Boring
_____Slow
_____Ambitious
_____Stupid
_____Responsible
_____Fast
_____Intelligent
_____Easy to make enemies
_____Talk too much
_____Smart
_____Lazy
_____Unpleasant
_____No privacy
_____Active
_____Narrow interests
_____Loyal
_____Hard to meet

APPENDIX B

RAW DATA

RAW DATA

PERSONAL VARIABLES AND JOB DESCRIPTIVE INDEX SCORES

The following coding system was used for column entries for the Raw Data Table which follows. The JDI scores are listed for each subject after Demographic Data. In order to protect anonymity, the data returns were compiled in a scrambled order.

	CODE
AGE	1 - 20-29 years 2 - 30-39 years 3 - 40-49 years 4 - 50-59 years
ED (Educational Preparation)	1 - Associate Degree 2 - Diploma 3 - Baccalaureate Degree
EMPLY (Tenure)	1 - 0 - 5 years 2 - 5 - 10 years 3 -10 - 15 years 4 -15 - 20 years
TITLE (Position)	1 - Staff 2 - Assist. Head Nurse/Charge 3 - Head Nurse 4 - Supervisor/Coordinator Assist Dir/Director
UNIT	1 - Medical/Surgical 2 - Specialty Care (E.R./O.R./ I.V./Anes./Alcoh Rehab) 3 - ICU/CCU 4 - Administrative
SALARY	1 - $ 7 - 8/hour 2 - $ 8 - 9/hour 3 - $ 9 - 10/hour 4 - $10 - 11/hour 5 - $11 - 12/hour 6 - $12 - 13/hour
EXPER (Nursing Experience)	1 - 0 - 5 years 2 - 5 - 10 years 3 - 10 - 15 years 4 - 15 - 20 years 5 - 20 + years

RAW DATA

AGE	ED	EMPLY	TITLE	UNIT	SALARY	EXPER	WORK	PAY	PROMO	SUPV	CO-WK	TOTAL
1	3	1	1	1	2	1	15	30	16	43	54	158
3	2	3	3	2	3	5	54	50	54	51	52	261
3	1	1	1	1	2	2	46	30	14	54	54	198
4	3	4	2	2	2	5	46	50	44	54	54	248
1	3	1	1	1	2	2	45	38	22	52	42	199
2	2	1	2	2	2	3	43	32	42	48	50	215
1	3	1	1	1	2	1	43	32	40	54	54	223
1	1	2	2	2	1	2	48	12	42	24	51	177
1	3	1	1	1	1	1	36	20	12	50	54	172
1	3	1	2	2	2	1	41	20	0	40	26	127
2	1	2	1	1	2	3	37	22	28	54	49	190
2	1	1	1	3	1	1	52	30	22	54	54	212
1	2	1	1	1	2	1	39	18	38	54	51	200
2	2	1	2	3	2	3	39	0	20	43	44	146
1	2	1	1	1	2	2	34	16	26	49	46	171
3	2	3	4	4	2	5	48	36	24	54	52	214

RAW DATA

AGE	ED	EMPLY	TITLE	UNIT	SALARY	EXPER	WORK	PAY	PROMO	SUPV	CO-WK	TOTAL
1	2	1	1	1	2	2	28	24	14	37	30	133
2	1	1	1	1	1	1	37	0	6	44	46	133
1	1	1	1	1	1	1	26	26	38	50	46	186
2	2	3	1	2	1	3	43	8	6	39	50	146
3	1	1	1	1	1	2	43	6	6	52	54	161
3	2	4	3	2	3	5	33	12	0	48	48	141
1	1	1	3	2	2	2	24	30	8	12	14	88
2	2	1	2	2	2	3	49	6	18	49	54	176
1	3	1	1	1	2	2	21	20	0	41	51	133
3	2	4	2	2	2	5	49	24	18	54	54	199
2	2	2	4	4	3	3	30	14	18	36	54	152
4	2	4	1	2	5	5	54	28	6	51	51	190
2	1	2	4	4	4	3	36	24	12	21	33	126
3	3	3	4	4	5	3	43	12	18	51	48	172
4	1	1	1	1	3	4	38	10	2	50	48	148
2	2	1	1	1	2	3	33	18	32	50	35	168

RAW DATA

AGE	ED	EMPLY	TITLE	UNIT	SALARY	EXPER	WORK	PAY	PROMO	SUPV	CO-WK	TOTAL
1	2	1	1	3	2	1	41	0	6	16	54	117
2	1	1	1	1	2	3	36	6	48	31	48	169
1	3	1	1	3	1	1	38	2	20	33	49	142
1	2	1	1	1	1	1	33	36	20	45	47	181
1	2	1	1	3	2	1	42	36	18	51	54	201
2	2	2	2	1	3	2	48	44	48	51	13	204
4	1	2	1	1	2	2	29	2	0	43	46	120
2	3	1	1	1	2	3	34	14	2	42	40	132
3	2	2	4	4	6	5	41	28	22	49	51	191
2	3	2	4	4	3	3	44	24	38	51	49	206
1	3	1	1	1	2	1	29	38	40	50	32	189
2	1	2	1	2	2	4	48	0	0	50	28	126
4	2	2	1	1	3	5	32	10	0	54	48	144
2	3	2	1	2	2	2	40	22	0	48	50	160
3	3	1	1	1	2	3	46	6	18	40	36	146
3	2	2	2	1	1	3	42	12	30	54	54	192

RAW DATA

AGE	ED	EMPLY	TITLE	UNIT	SALARY	EXPER	WORK	PAY	PROMO	SUPV	CO-WK	TOTAL
1	3	1	1	1	1	1	44	26	2	49	54	175
2	3	2	4	4	3	4	40	38	28	52	54	212
3	2	2	2	2	3	5	27	8	6	52	54	147
3	2	4	3	1	3	5	44	24	8	52	52	180
1	2	1	1	1	2	1	30	8	36	54	51	179
2	2	1	1	1	2	2	39	18	14	51	50	172
2	2	1	2	2	3	2	27	4	2	21	40	94
1	1	2	1	3	1	2	45	18	48	51	51	213
2	3	1	3	3	3	3	40	30	32	54	47	203
4	3	3	2	1	2	5	36	36	12	51	51	186
3	2	1	1	2	2	3	51	6	2	36	54	149
4	2	4	1	1	2	5	31	6	0	36	42	115
1	3	1	1	3	2	2	25	18	2	26	13	84
1	2	1	1	3	1	1	41	30	10	39	48	168
1	1	1	1	3	1	1	41	28	20	41	38	168

APPENDIX C

CORRESPONDENCE

COPY

15890 S. W. Serena Court
Tigard, Oregon 97223
11 January 1980

Patricia Cain Smith
Department of Psychology
Bowling Green State University
Bowling Green, Ohio 43403

Dear Dr. Smith:

I am a Graduate Student in Nursing Administration at the University of Oregon Health Sciences Center (UOHSC), Portland, Oregon. I am presently starting my Thesis and want to do a study on Job Satisfaction of Registered Nurses. I am planning to compare an all RN staff with a mixed nursing staff (RN, LPN, Aides, Orderlies).

Today, while reviewing your article in the 1974 Journal of Applied Psychology regarding discrimination of job satisfaction, I noticed you used the Job Descriptive Index (JDI) as an instrument for measurement. Would you please send me a copy of the JDI so I could review it and check the possibility of its use for my study?

Thank you in advance for any assistance you can give me.

Sincerely,

G. D. (Jay) Woldt

COPY

4 April 1980

Dear Registered Nurse:

Daily we hear and read about low or poor job satisfaction among registered nurses. In recent years, collective bargaining with resulting strikes have occurred in this area and across the nation.

The purpose of this study is to develop normative data on job satisfaction for registered nurses. With this type of data, administrators can make better decisions on staffing patterns. Besides collecting data, the author will compare scores from two very similar hospitals in the metropolitan area; one with an all R.N. staff and one with a mixed R.N., L.P.N., Aide staff, to see if there is any significant finding with job satisfaction scores and staffing patterns.

Your name was randomly selected from a roster of all registered nurses at this hospital, as a potential subject for this study. Your honest answers to the enclosed questionnaires will be helpful in achieving the already stated purposes of this investigation.

The Job Descriptive Index (JDI), Demographic Information Form, and Consent Form are enclosed for your completion. If you are willing to participate in this study, please fill out all forms, sign only the consent form, and mail them in the self-addressed envelope. The JDI and Demographic Forms are coded so all information will remain confidential. If you do not wish to participate, please state this on the self-addressed envelope. This will prevent you from receiving a follow-up packet.

A copy of my study will be presented, for you examination, to the Director of Nurses at each hospital.

Thank you in advance for your cooperation. If you have any questions regarding the study or completion of these forms, please feel free to phone me at 620-2403.

Sincerely,

G. D. (Jay) Woldt, R.N.
Masters Candidate
University of Oregon Health Sciences Center

COPY

15890 S.W. Serena Court
Tigard, Oregon 97223
9 April 1980

Ms. Aris Painter, R.N.
Director of Nursing Service
Gresham Community Hospital
5th and Beech
Gresham, Oregon 97030

Dear Ms. Painter:

Thank you for meeting with me 7 April 1980. I appreciated talking with you and want to thank you for your permission to conduct my thesis investigation at Gresham Community Hospital.

As we discussed, I am a graduate student in nursing administration at the University of Oregon Health Sciences Center. I wish to do part of my research at Gresham Community Hospital with a random sample of the registered nurses.

Also as discussed, the packets I prepared will be distributed to the subjects selected by the nursing office. The packet includes: a Demographic Information Form; Job Descriptive Index; Consent Form; a letter of introduction with instructions included; and a self-addressed envelope for return of the forms. My phone number is included in the letter if any clarification is needed. In all cases, anonymity of the nurses will be maintained by the use of code numbers. A copy of my study will be presented to you at the completion of the study.

Thank you again for your assistance.

Sincerely,

G. D. (Jay) Woldt, R.N.
Graduate Nursing Student

COPY

15890 S. W. Serena Court
Tigard, Oregon 97223
9 April 1980

Ms. Alice Dahlen, R.N.
Director of Nursing Service
Meridian Park Hospital
19300 S.W. 65th
Tualatin, Oregon 97062

Dear Ms. Dahlen:

Thank you for meeting with me on 4 April 1980. I appreciated talking with you and want also to thank you for your permission to conduct my thesis investigation at Meridian Park Hospital.

As we discussed, I am a graduate student in nursing administration at the University of Oregon Health Sciences Center. I wish to do part of my research at Meridian Park Hospital with a random sample of the registered nurses.

Also as discussed, the packets I have prepared will be distributed to the subjects selected by the nursing office. The packet includes: a Demographic Information Form; Job Descriptive Index; Consent Form; a letter of introduction with instructions included; and a self-addressed envelope for return of the forms. My phone number is included in the letter if any clarification is needed. In all cases, anonymity of the nurses will be maintained by the use of code numbers. A copy of my study will be presented to you at the completion of the study.

Thank you again for your assistance.

Sincerely,

G. D. (Jay) Woldt, R.N.
Graduate Nursing Student

COPY

12 April 1980

Dear Colleague:

Although the returns of my survey have been encouraging, I need answers from everyone originally contacted. I am fully aware of the busy time of the year and the fact that little time is available to deal with filling out questionnaires; however, a mere 20 minutes of your time would be of great importance in the successful completion of my study. Please give this your most serious consideration.

In case you have mislaid the original instruments, or perhaps not even received them, I am taking the liberty to enclose a duplicate of the original set.

Thank you.

Yours sincerely,

G. D. (Jay) Woldt, R.N.
Masters Candidate
University of Oregon Health Sciences Center

COPY

15890 S. W. Serena Court
Tigard, Oregon 97223
6 May 80

Mrs. Aris Painter, R.N.
Director of Nursing Service
Gresham Community Hospital
5th & Beech
Gresham, Oregon 97030

Dear Aris:

I wish to thank you and all your staff who took time to complete and return the forms required for my thesis, "Job Satisfaction of Registered Nurses: (All R.N. staff VS Mixed R.N., L.P.N., Aide staff). The return was excellent at 75 percent.

The chapters on analysis, conclusions, summary, and recommendations are being finalized. Oral defense will be scheduled shortly. I will be in contact with you as soon as the defense is completed to discuss the results of the study. A copy will also be presented to the department of nursing service at that time.

Again, thanks to you, Sandy, and all the participants. Their response was greatly appreciated.

Sincerely,

G. D. (Jay) Woldt, R.N.
Graduate Nursing Student
University of Oregon Health Sciences Center

COPY

15890 S. W. Serena Court
Tigard, Oregon 97223
6 May 80

Mrs. Alice Dahlen, R.N.
Director of Nursing Service
Meridian Park Hospital
19300 S. W. 65th
Tualatin, Oregon 97062

Dear Alice:

I wish to thank you and all of your staff who took time to complete and return the forms required for my thesis, "Job Satisfaction of Registered Nurses: (All R.N. staff VS Mixed R.N., L.P.N., Aide staff). The return was excellent at 82.5 percent.

The chapters on analysis, conclusions, summary, and recommendations are being finalized. Oral defense will be scheduled shortly. I will be in contact with you as soon as the defense is completed to discuss the results of the study. A copy will also be presented to the department of nursing service at that time.

Again, thanks to you, Ricky, Sue, and all the participants. Their response was greatly appreciated.

Sincerely,

G. D. (Jay) Woldt, R.N.
Graduate Nursing Student
University of Oregon Health Sciences Center

APPENDIX D

ABSTRACT

AN ABSTRACT OF THE THESIS OF

G. D. (JAY) WOLDT

FOR THE MASTERS OF NURSING

Date of Receiving this Degree: June 8, 1980

Title: JOB SATISFACTION OF REGISTERED NURSES: (ALL R.N. STAFF VS MIXED R.N., L.P.N., AIDE STAFF)

Approved: [redacted]

Professor in Charge of Thesis

Sixty-three registered nurses from two similar hospitals in a Northwest community representing three educational levels and all position levels from staff to director of nurses participated in this study. A Job Descriptive Index (JDI) was administered to all the nurses to determine scores in job satisfaction in the areas of work, pay, promotional opportunities, supervision, and co-workers (dependent variables). Demographic data (independent variables) examined included: age, educational preparation, tenure, title, unit specialty, salary, and nursing experience. This data was collected and scores were compared between Hospital A, which had an all R.N. staff, and Hospital B, which had a mixed R.N., L.P.N., Aide staff, to see which nurses had higher job satisfaction scores. Also, the turnover rates from both hospitals for 1978 and 1979 were compared to job

satisfaction scores.

ANOVA, one way Analysis of Variance, was performed on both dependent and independent variables by hospital and total population. The statistical analysis revealed that, for this study, the mixed R.N. staff had significantly higher satisfaction scores in work content and the overall total JDI score. The turnover rates for registered nurses for 1978 and 1979 when compared to job satisfaction showed no significance for either hospital. When variables were compared, nurses in the 40-49 age group scored significantly higher in work content at both hospitals. Mean scores were low for both pay and promotional opportunities at both hospitals.

From the results of this study, it can be concluded that the nurses were more satisfied with the assistance of L.P.N.'s and Aides. Satisfaction also tends to increase with age. Pay and opportunity for promotion repeatedly scored low satisfaction in the entire sample which may dictate a policy change in one or both of these areas.

Recommendations for further study were included.