

A STUDY OF THE EXTENT OF JOB SATISFACTION OF A GROUP
OF PROFESSIONAL NURSES WITH CERTAIN FACTORS
RELATIVE TO THEIR EMPLOYMENT

by

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A Study of the Extent of Job Satisfaction of a Group of
Professional Nurses with Certain Factors Relative
to Their Employment

Thesis directed by Assistant Professor K. Jane Grismer

The problem was to determine the extent to which a selected group of professional nurses employed on a part-time basis were satisfied with certain selected factors relative to their employment. It was the purpose of this study to (1) gather data from selected nurses employed on a part-time basis to determine the degree of satisfaction felt by each regarding certain predetermined factors which are representative of the integral parts of their particular employment; (2) analyze the data to determine which of the factors seemed to contribute most to the job satisfaction of the professional nurse employed on a part-time basis; and (3) present data which are of interest to, and can be utilized by, a director of nursing service to aid in planning for, and staffing with, professional nurses employed on a part-time basis.

The sample surveyed included 138 nurses employed on a part-time basis in six hospitals of a large metropolitan area of the Rocky Mountain region. The normative survey

method of research and the mail questionnaire technique were used to obtain the data.

The contents of the questionnaire included opinion-seeking questions concerning factors thought to contribute to job satisfaction of the professional nurse employed on a part-time basis, which might be relative to her particular situation. From the analysis of the data it may be assumed that the factors were contributory to job satisfaction. It was also considered that the areas of greatest satisfaction were those of job content, and the areas of least satisfaction were those of secondary elements which did not involve professional training, skills, or abilities. It was thus found that the professional nurses employed on a part-time basis were satisfied with those factors of their job involving total competency and were least satisfied with the factors that were matters of hospital policy, administration, and working conditions. This abstract of about 250 words is approved as to form and content. I recommend its publication.

Signed

Kathryn Jane Trismer
Instructor in charge of thesis

CHAPTER	TABLE OF CONTENTS	PAGE
	Scheduling of hours	18
CHAPTER	Assignments	19
	Professional growth and development	21
I. INTRODUCTION		1
	Summary	22
	The Problem	4
III. METHODOLOGY		24
	Statement of the problem	4
	Design of the Study	24
	Purposes	4
	Objectives	24
	Scope and limitations	5
	Method	24
	Need for the study	5
	Sample	25
	Definition of Terms Used	6
	Technique	27
	Professional nurse employed on a part-time Construction of the questionnaire	29
	basis	6
	Collection of Data	31
	Job satisfaction	7
	Permission to conduct the study	31
	Organization of Remainder of Thesis	7
	Cover letter	31
II. REVIEW OF THE LITERATURE		8
	Pre-test of the questionnaire	32
	Job Satisfaction	9
	Distribution of the questionnaire	33
	Factors Contributing to Job Satisfaction	11
IV. PRESENTATION AND ANALYSIS OF DATA		34
	Income	12
	Question I	37
	Supervision	13
	Question II A	37
	Recognition	13
	Question II B	39
	Interest in the work	14
	Question III	42
	Responsibility	15
	Question IV	44
	Working conditions	16
	Question V	46
	Job Satisfaction Studies in the Nursing Question VI	48
	Profession	17

CHAPTER	PAGE
Scheduling of hours	18
Assignments	19
Professional growth and development . . .	21
Summary	22
III. METHODOLOGY	24
Design of the Study	24
Objectives	24
Method	24
Sample	25
Technique	27
Construction of the questionnaire	29
Collection of Data	31
Permission to conduct the study	31
Cover letter	31
Pre-test of the questionnaire	32
Distribution of the questionnaire	33
IV. PRESENTATION AND ANALYSIS OF DATA	34
Question I	37
Question II A	37
Question II B	39
Question III	42
Question IV	44
Question V	46
Question VI	48

CHAPTER	PAGE
LIST OF TABLES	
Question VII	48
Question VIII	50
Question IX	53
I. Number and Percentage of Responses from 138 Nurses to Question I According to Three Satisfaction Groups	55
Question X A	57
Question X B	59
Question X C	61
II. Number and Percentage of Responses from 138 Nurses to Question II-A According to Three Satisfaction Groups	63
Question XI	63
Question XII	66
Summary	66
III. Number and Percentage of Responses from 138 Nurses to Question II-B According to Three Satisfaction Groups	66
V. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS . .	67
Summary	71
Conclusions	73
IV. Number and Percentage of Responses from 138 Nurses to Question III According to Three Satisfaction Groups	77
Recommendations	79
BIBLIOGRAPHY	81
APPENDIX A. Letter to Directors of Nursing Service . .	81
V. Number and Percentage of Responses from 138 Nurses to Question IV According to Three Satisfaction Groups	81
APPENDIX B. Cover Letter for Questionnaire	81
APPENDIX C. Questionnaire	81
VI. Number and Percentage of Responses from 138 Nurses to Question V According to Three Satisfaction Groups	81
VII. Number and Percentage of Responses from 138 Nurses to Question VI According to Three Satisfaction Groups	81

TABLE

PAGE

LIST OF TABLES

VIII. Number and Percentage of Responses from 138

TABLE Nurses to Question VII According to Three Satisfaction Groups PAGE

I. Number and Percentage of Responses from 138 51

IX. Number and Percentage of Responses from 138 Nurses to Question I According to Three

Satisfaction Groups 38

II. Number and Percentage of Responses from 138 52

X. Number and Percentage of Responses from 138 Nurses to Question II-A According to Three

Satisfaction Groups 40

III. Number and Percentage of Responses from 138 54

XI. Number and Percentage of Responses from 138 Nurses to Question II-B According to Three

Satisfaction Groups 41

IV. Number and Percentage of Responses from 138 56

XII. Number and Percentage of Responses from 138 Nurses to Question III According to Three

Satisfaction Groups 43

V. Number and Percentage of Responses from 138 58

XIII. Number and Percentage of Responses from 138 Nurses to Question IV According to Three

Satisfaction Groups 45

VI. Number and Percentage of Responses from 138 60

XIV. Number and Percentage of Responses from 138 Nurses to Question V According to Three

Satisfaction Groups 47

VII. Number and Percentage of Responses from 138 62

XV. Number and Percentage of Responses from 138 Nurses to Question VI According to Three

Satisfaction Groups 49

Satisfaction Groups 64

TABLE	PAGE
VIII. Number and Percentage of Responses from 138 Nurses to Question VII According to Three Satisfaction Groups	51
IX. Number and Percentage of Responses from 138 Nurses to Question VIII According to Three Satisfaction Groups	52
X. Number and Percentage of Responses from 138 Nurses to Question IX According to Three Satisfaction Groups	54
XI. Number and Percentage of Responses from 138 Nurses to Question X-A According to Three Satisfaction Groups	56
XII. Number and Percentage of Responses from 138 Nurses to Question X-B According to Three Satisfaction Groups	58
XIII. Number and Percentage of Responses from 138 Nurses to Question X-C According to Three Satisfaction Groups	60
XIV. Number and Percentage of Responses from 138 Nurses to Question XI According to Three Satisfaction Groups	62
XV. Number and Percentage of Responses from 138 Nurses to Question XII According to Three Satisfaction Groups	64

CHAPTER I

INTRODUCTION

The director of nursing service in almost any medical facility throughout the country faces an acute staffing problem because of the limited number of professional nurses available for full-time employment. To alleviate this shortage and to supplement the full-time nursing staff, the director has had to rely upon and utilize advantageously the services of the professional registered nurse employed on a part-time basis.¹

The importance of the professional nurse employed on a part-time basis was recognized on an international level when the agenda of the Governing Body of the International Labour Office, at its 138th Session, listed part-time employment of the professional nurse as an item for discussion. The Committee on Employment and Conditions of Work of Nurses reported their recommendations to the Governing Body as follows:

... [that there be] planned and realistic arrangements for the part-time employment of

¹U.S. Department of Labor, Nurses and Other Hospital Personnel, Their Earnings and Employment Conditions (Washington: Government Printing Office, 1961), p. 7.

professional nurses, and in this connection to introduce the necessary flexibility into work schedules and to promote the co-operation indispensable to good morale, efficient service and effective utilization of nursing resources.²

The Consultant Group on Nursing to the Surgeon General's Office of the United States recognized the expansion of employment of professional nurses employed on a part-time basis would be difficult unless current personnel policies were revised. The present expansion of professional nurses employed on a part-time basis is demonstrated by the fact that between 1950 and 1962 the number of professional nurses employed on a part-time basis in the United States doubled.³

A study prepared by the American Nurses' Association, the National League for Nursing, and the United States Public Health Service reported that by January, 1962, 117,000 professional nurses were employed on a part-time basis, and, because of the lack of complete data, this figure was estimated to be lower than the actual number. In a two-year period from 1960 to 1962, the figure

²International Labour Office, Employment and Conditions of Work of Nurses (Geneva: LaTribune De Geneve, 1960), p. 167.

³U.S. Department of Health, Education and Welfare, Toward Quality in Nursing, Needs and Goals, Report of the Surgeon General's Consultant Group in Nursing, Public Health Service Publication No. 992 (Washington: Government Printing Office, 1963), pp. 31, 47.

rose by 27,000. This report stated that there was a higher percentage of increase in the number of professional nurses employed on a part-time basis than in the number of professional nurses employed on a full-time basis.⁴

The "Personnel Summary," published annually by Hospitals, disclosed that in the state of Colorado 435 professional nurses were employed on a part-time basis in ninety-four hospitals during 1955. Four years later, in 1959, ninety-three hospitals in Colorado reported the employment of 761 professional nurses on a part-time basis, an increase of 326, nearly double the number in 1955.⁵

Inasmuch as the employment of the professional nurse on a part-time basis is expected to increase,⁶ it is necessary to devise realistic plans and methods to handle this anticipated expansion. This study focuses on the professional nurse employed on a part-time basis and her reactions to certain factors of her employment which tend to contribute to her job satisfaction.

⁴New Jersey Nurse, XIX (March, 1963), 28.

⁵"Personnel Summary," Journal of American Hospital Association, XXIX (August, 1955), 68; and XXXIII (August, 1959), 428.

⁶U.S. Department of Health, Education and Welfare, op. cit., p. 21.

Scope and limit I. THE PROBLEM

a metropolitan Rocky Mountain area. The sample consisted

of 138 Statement of the problem. The problem was to determine the extent to which a selected group of professional nurses employed on a part-time basis were satisfied with certain selected factors relative to their employment.

not to the total nursing population; and (2) no attempt was made to relate the material to specific hospitals or to specific individuals.

Purposes. The purposes of the study were:

1. To gather data from selected nurses employed on a part-time basis to determine the degree of satisfaction felt by each regarding certain predetermined factors which are representative of the integral components of their particular employment.

2. To analyze the data obtained by the survey to determine which of the selected factors seemed to contribute most to the job satisfaction of the professional nurse employed on a part-time basis.

3. To present data which are of interest to, and can be utilized by, a director of nursing service to aid in planning for, and staffing with, professional nurses employed on a part-time basis.

⁷ Ibid., p. 31.

⁸ The American Journal of Nursing, LXIII (March, 1963), 69.

Scope and limitations. This study was conducted in a metropolitan Rocky Mountain area. The sample consisted of 138 professional nurses employed on a part-time basis. Limitations of the study were (1) a relatively small group of nurses were questioned, and the results obtained can be applied only to this particular group and not to the total nursing population; and (2) no attempt was made to relate the material to specific hospitals or to specific individuals.

Need for the study. Over 100,000 professional nurses are employed on a part-time basis.⁷ Seventy thousand new part-time practitioners were added to the ranks from 1950 to 1962.⁸ The demand for professional services and the increase in numbers, which is expected to continue, makes it vitally important for a director of nursing service to recruit and retain the professional nurse employed on a part-time basis.

To recruit and retain this individual, a director of nursing service must provide a satisfactory work environment. The nursing staff can make their full contributions only when conditions are conducive to job

⁷Ibid., p. 31.

⁸The American Journal of Nursing, LXIII (March, 1963), 69.

satisfaction.⁹ There were no studies found in the literature which related to the professional nurse employed on a part-time basis and what she believed contributed to her job satisfaction. Indeed, there was a paucity of information concerning the professional nurse employed on a part-time basis as a professional entity.

If the professional nurse employed on a part-time basis is to utilize her knowledge effectively, perform her skills in a satisfactory manner, and practice her profession as an art and science, it is necessary to determine which factors relative to her employment contribute most to her satisfaction. On the basis of this information, some of which this study provides, a director of nursing service will be able to provide a more satisfying work environment which will aid in the recruitment and retention of the professional nurse employed on a part-time basis.

II. DEFINITION OF TERMS USED

Professional nurse employed on a part-time basis.

The professional nurse employed on a part-time basis is any registered nurse who works less than forty hours per

⁹International Labour Office, op. cit., p. 45.

week on a regularly planned schedule, and who does not work in the anesthesia department.

Job satisfaction. Job satisfaction is this study is a subjective term used to describe some of the facets of personal and professional satisfaction which are experienced by the individual professional nurse employed on a part-time basis, relative to her working relationships and conditions of employment.

III. ORGANIZATION OF REMAINDER OF THESIS

A discussion of the search of the literature pertaining to the professional nurse employed on a part-time basis follows in Chapter II. Job satisfaction and its contributory factors as found in business and industry, as well as nursing, are included in the search of the literature. Chapter III presents a discussion of the methodology used in collecting the data and preparing the thesis. The analysis of the material obtained by the survey and a discussion of the data are found in Chapter IV. Summary of the findings, conclusions, and recommendations for future study comprise the material appearing in Chapter V.

CHAPTER II

REVIEW OF THE LITERATURE

The literature was searched to determine what information was available on the subject of job satisfaction within the nursing profession. There were some studies reported on this subject, but they focused upon the professional nurse employed on a full-time basis. Very little information was found pertaining to the general area of the professional nurse employed on a part-time basis, and no studies were discovered in which the elements contributing to the job satisfaction of the professional nurse employed on a part-time basis were defined, described, or analyzed.

As a result, the literature was reviewed further to determine if there were studies which specified the factors which contributed most to job satisfaction of workers in other professional areas and in business and industry. These studies were analyzed to determine if the elements of job satisfaction in allied fields were similar to those listed in the studies of the full-time professional nurse.

The studies conducted in business and industry provided a comprehensive series of rated job satisfaction components. By comparing these industrial rankings with known as job satisfaction studies had their beginning in

the items listed as significant to professional nurses employed on a full-time basis, it was possible to make a comparison between the two groups and to arrive at certain factors which appeared to be important to both groups, although the terminology in which they were expressed was divergent. It was then assumed that these cross-group factors would have equal validity as items for the analysis of job satisfaction of the professional nurse employed on a part-time basis. American research of worker attitudes. The literature which was reviewed included certain periodicals of the nursing profession, i.e., The American Journal of Nursing, Nursing Outlook, and Nursing Research, from 1953 to date. Selected pamphlets and textbooks in the field of nursing were surveyed. Texts and periodicals in the field of industrial management and business were reviewed. "out your job (work), how satisfied are you with it?" The overall view of job satisfaction, the specific factors contributing to job satisfaction as found in studies of business and industry, and the studies of job satisfaction in the nursing profession are discussed in Trends in Modern Society (Berkeley, Calif.: Institute of this chapter. tations, 1960), p. 339.

²Keith Davis, Human Relations in Business (New York: McGraw-Hill Book Company, Inc., 1957), Chap. III.

I. JOB SATISFACTION

³Nancy Morse, Satisfaction in the White Collar Job (Ann Arbor: University of Michigan Press, (n.d.)), p. 5.

Present day or systematic or attitudinal surveys

Blauner, op. cit., p. 341.

known as job satisfaction studies had their beginning in

the 1920's.¹ Management leaders discovered that qualitative and quantitative production depended upon satisfying the needs of the individual worker. Business and industry came to realize that satisfaction of the intangible needs of the worker was as important as, if not more important than, satisfaction of the tangible needs.² The extent to which these needs are met determines the willingness of the individual to remain with the organization.³

The most recent American research of worker attitudes which has been carried out supports the generalization that "even under existing conditions, which are far from satisfactory, most workers like their jobs."⁴ Eighty per cent or more of the labor force surveyed in six studies expressed satisfaction with their work in response to the question: "Taking into consideration all the things about your job (work), how satisfied are you with it?" These six studies were conducted in different areas relative importance of these factors to the individual worker varied from study to study.

¹Robert Blauner, Work Satisfaction and Industrial Trends in Modern Society (Berkeley, Calif.: Institute of Industrial Relations, 1960), p. 339.

²Keith Davis, Human Relations in Business (New York: McGraw-Hill Book Company, Inc., 1957), Chap. III.

³Nancy Morse, Satisfaction in the White Collar Job (Ann Arbor: University of Michigan Press, [n.d.]), p. 5.

⁴Blauner, op. cit., p. 341.

and included 3,162 workers in various occupations in labor and the professions.⁵

Job satisfaction is subjective in nature. It is a relative condition affected by many variables. Since it varies from person to person, and within any one person of from time to time, there is no common standard. What an individual desires, and what he receives, from the job situation determines the extent of his job satisfaction.⁶

II. FACTORS CONTRIBUTING TO

JOB SATISFACTION

A review of the studies of the subject indicated that there were numerous factors which contributed to job satisfaction.⁷ Most studies cited as important the factors of income, supervision, working conditions, and the interest and skills intrinsic in the job itself.⁸ The relative importance of these factors to the individual worker varied from study to study.

⁹N. R. F. Maier, Psychology in Industry (Boston: Houghton Mifflin Company, 1946), p. 268.

⁵Ibid., p. 340.

⁶Chris Argyris, Personality and Organization (New York: Harper and Brothers, 1957), p. 201.

⁷Blauner, loc. cit.

⁸Ibid., p. 343.

Income. Salary occupied a flexible position in most surveys in regard to its relative contribution to job satisfaction, but it was constantly considered an important factor. In a study conducted by Maier on five different work groups, high pay was the third ranking item of importance in a list of ten job satisfaction items.⁹ The weight assigned to salary as a contributing factor appeared to be contingent upon the occupational level of the employee. At the lower level salary was deemed to be of great importance.¹⁰ This primary ranking was also demonstrated by Reynolds in a study of 11,000 workers.¹¹ Studies conducted by the life insurance industry produced similar results.¹² However, in a study of 200 engineers and accountants, salary placed sixth on the list in importance.¹³ It is apparent, therefore, that as the occupational level increases, other factors tend to displace salary as an item of paramount consideration.

⁹N. R. F. Maier, Psychology in Industry (Boston: Houghton Mifflin Company, 1946), p. 268.

¹⁰Argyris, op. cit., p. 111.

¹¹Ibid.

¹²Ibid. (George R. Terry, Principles of Management (Homewood: Richard D. Irwin, Inc., 1953), p. 472.

¹³Frederick Herzberg, Bernard Mausner, and Barbara Block Snyderman, The Motivation to Work (second edition; New York: John Wiley and Sons, 1959), p. 70.

Supervision. In addition to salary, the quality and type of supervision under which a person worked emerged as a prominent ingredient of job satisfaction. Maier studied five different work groups and found that having a "good boss" placed sixth in the list of ten items contributing to job satisfaction.¹⁴ Jacobson et al. have hypothesized that job satisfaction tends to increase as the employee experiences satisfactory relationships with his superiors.¹⁵ In addition, effective supervision and leadership are desired by the worker.¹⁶

Recognition. Most individuals desire recognition throughout their life span. This desire is one of the strongest motivating factors underlying human efforts.¹⁷ Recognition was the second item of importance in the Herzberg study of factors which contributed to job satisfaction.¹⁸ The lack of praise or other positive forms of recognition has often resulted in a form of behavior which

¹⁴Maier, loc. cit.

¹⁵Argyris, op. cit., p. 201. Parent Care (New York: Russell Sage Foundation, 1962), p. 21.

¹⁶George R. Terry, Principles of Management (Homewood, Ill.: Richard D. Irwin, Inc., 1953), p. 472.

¹⁷Maier, loc. cit.

¹⁸Herzberg, Mausner, and Snyderman, loc. cit.

suggests that the individual has lost interest.¹⁹ When the individual lacks recognition, he has been denied the approval he desires; but when he is satisfied with the reward system (both material and non-material), his satisfaction with his job increases.²⁰ Recognition, then, is a need and desire of the worker which ranks high in relative importance. It definitely contributes to job satisfaction. Job satisfaction was found to vary by occupation.

The highest level of satisfaction was found in the professions.

Interest in the work. Another vital need of the employee is that he have a real interest in his work.

Normally an individual performs his best in, and derives the most pleasure and satisfaction from, work in which he is interested.²¹ Job enlargement is one method that has been instituted to increase work interest.²²

Job enlargement, or increasing the number of tasks along the flow of work, causes the use of more of the employee's abilities, thus increasing his job interest and satisfaction. These findings have been confirmed by a

¹⁹ Newer Dimensions of Patient Care (New York: Russell Sage Foundation, 1962), p. 21.

²⁰ Argyris, loc. cit.

²¹ Terry, loc. cit.

²² Argyris, op. cit., p. 111.

study conducted by Schwab.²³ A survey of several hundred different units of Sears Roebuck Company demonstrated that job enlargement was effective in increasing job satisfaction.²⁴ Researchers in the field of employee satisfaction agreed upon the fact that, as work became more complex and skilled, the likelihood increased that the employee would feel highly satisfied with the content of his work.²⁵

Job satisfaction was found to vary by occupation. The highest level of satisfaction was found in the professions and business.²⁶ Dedication to his work and an intense intrinsic interest in his area of specialization were the reasons given for the high satisfaction level of the professional individual.

Responsibility. Job enlargement cannot be restricted to the increase of tasks. More power over, or responsibility for, his work environment must be given to the employee.²⁷ Responsibility, authority, and a voice in decisions which affect his work lead to satisfaction with

²³Ibid., p. 178.

²⁴Ibid.

²⁵Ibid.

²⁶G. Reynolds and Joseph Shieter, Job Horizons (Blauener, loc. cit. and Brothers, 1949), p. 9.

²⁷Argyris, op. cit., p. 181.

the work content.²⁸ Responsibility rated high on lists of employee desires.

Working conditions. Another factor which earned a high rank in the lists of desires was good working conditions. The direct relationship of good physical environment and good working conditions to job satisfaction has been demonstrated clearly by Maier,²⁹ Reynolds and Shister,³⁰ and Terry.³¹ These studies of business and industry indicated, therefore, that those factors contributing to job satisfaction which were ranked highest by employees were. The income, supervision, recognition, interesting work, in the responsibility, and good physical working conditions, although not necessarily in that order. The only factor not clearly related to industry was the scheduling of hours. Yet, in some instances, this has been considered by industrial investigators to be included on a secondary level in the area of good working conditions.

²⁸ Ibid.

²⁹ Maier, loc. cit.

³⁰ Lloyd G. Reynolds and Joseph Shister, Job Horizons (New York: Harper and Brothers, 1949), p. 9.

³¹ Terry, op. cit., p. 647.

considered III. JOB SATISFACTION STUDIES IN THE
 nurse employed on a NURSING PROFESSION the professional
 nurse employed on a part-time basis are: (1) the schedul-

Studies of job satisfaction of the nursing profes-
 sion were confined to professional nurses employed on a
 full-time basis. The studies set forth elements of
 employment which have an affect on the nurse's satisfac-
 tion with her job. In some instances, these elements
 loosely parallel the needs and desires of the industrial
 worker. For example, the assignment of nurses to areas of
 their special interest seemed to have a counterpart in the
 "interest in work" factor in the industrial studies. The
 opportunity for professional growth and development in the
 nursing profession embraces an intangible feeling which
 related to the responsibility factor in industry. The
 only factor not clearly related to industry was the
 scheduling of hours. Yet, in some instances, this has
 been considered by industrial investigators to be included
 on a secondary level in the area of good working condi-
 tions.

Those factors which were found to contribute to the
 job satisfaction of the professional nurse employed on a
 full-time basis, and which have some industrial counter-
 part, were assumed to apply to the professional nurse
 employed on a part-time basis. Those factors which were

considered to be of equal concern to the professional nurse employed on a full-time basis and the professional nurse employed on a part-time basis are: (1) the scheduling of hours, (2) the manner in which the nurse was assigned to the clinical area, and (3) the opportunity for professional growth and development.

Scheduling of hours. There is a general consensus of opinion among researchers that the work schedule, in so far as it relates to the hours of duty, has a direct affect on the degree of satisfaction a nurse derives from her job. Consideration of a nurse's request for certain duty hours tends to increase her satisfaction.³² Diamond and Fox³³ and a study conducted at the Hartford Hospital³⁴ confirm this result.

The scheduling of working hours may play an even larger role in creating job satisfaction for the professional nurse employed on a part-time basis. Although any

Assignments. There is a general tendency among people ³²Mary Marvin Wayland, The Hospital Head Nurse (second edition; New York: The Macmillan Company, 1944), p. 55.

³³Lorraine K. Diamond and David J. Fox, "Turnover among Hospital Staff Nurses," Nursing Outlook, VI (July, 1958), 338-91.

³⁴Mary E. Brackett, "What Nurses Like and Dislike about Their Jobs," Modern Hospital, LXXXIX (December, 1957), 53-58.

professional nurse employed on a full-time basis who has outside responsibilities faces the need to make adjustments, the very fact that she is working on a full-time basis creates a subtle difference in her attitude; for she will probably look upon her employment as her primary responsibility.

The professional nurse employed on a part-time basis, however, must juggle the demand of two roles and maintain a delicate balance between their needs. The scheduling of her hours may very well play a major role in determining how satisfied she is with her job; for if a work schedule imposes unnecessary hardship upon her,³⁵ particularly in such matters of ordinary routine as transportation, child care, shopping, and so forth,³⁶ she may express resentment toward her job which seems to be in no way related to observable conditions of employment.

Assignments. There is a general tendency among people to identify closely with their areas of

³⁸ Joann S. Maryo and Julian J. Lasky, "A Work Satisfaction Survey among Nurses," The American Journal of Nursing, LIX (April, 1959), 501-3.

³⁵ Dorothy Reese and Stanley E. Seigel, "Vacancies for Professionals," International Labour Office, Employment and Conditions of Work of Nurses (Geneva: LaTribune De Geneve, 1960), p. 45.

³⁶ Cecelia M. Perrodin, Supervision of Nursing Personnel (Terry, loc. cit. Macmillan Company, 1954), p. 275.

specialization³⁷ and to resist any external force which does not allow them to use their special skills and knowledge.

Within the nursing profession, the practice of rotation, or moving individuals from one clinical area to another, has been discussed by several investigators.⁴² Maryo and Lasky,³⁸ and Reese and Seigel³⁹ have pointed out that rotation plays a definite part in determining the degree of satisfaction enjoyed by the professional nurse.

Perrodin stated that occasional changes cause little resentment but frequent changes that are traceable to poor planning are abhorred.⁴⁰ She believed that it is disturbing to personnel to be disconnected from a group with which they have established identification and to be placed with another without acceptance.

Another factor which affects the degree of satisfaction professional nurses feel is related to their

³⁷Ibid.

³⁸Joann S. Maryo and Julian J. Lasky, "A Work Satisfaction Survey among Nurses," The American Journal of Nursing, LIX (April, 1959), 501-3.

³⁹Dorothy Reese and Stanley E. Seigel, "Vacancies for Professional Nurses in Non-federal Hospitals," Hospital Management, LXXXVIII (November, 1959), 100-106.

⁴⁰Cecelia M. Perrodin, Supervision of Nursing Personnel (New York: The Macmillan Company, 1954), p. 275.

assignment to a clinical area and reflects the extent to which the individual's preference is considered.⁴¹ Placing professional nurses in a clinical area where they can utilize their special skills and training tends to increase their job satisfaction.⁴¹ Most individuals desire to utilize their full capacities and knowledge.⁴²

Professional growth and development. The Bureau of Labor Statistics, in cooperation with the Women's Bureau of the Department of Labor and the National Nursing Council, surveyed 44,000 nurses with the purpose of gaining better understanding of their attitudes toward their jobs. The findings indicated that the opportunity for professional growth and development was a contributory factor to the overall satisfaction of the nurse.⁴³

Provision for individual growth and development is important as it minimizes the possibility that the professional will develop mechanical tendencies.⁴⁴ Every undertaking by a hospital that permits professional growth and skills intrinsic in the job itself.

A review of the literature of the studies of job satisfaction⁴¹Wayland, loc. cit. profession revealed that cer-

⁴²Terry, op. cit., p. 472. ce to the professional

⁴³Lily Mae Davis, "The Economic Status of Nurses," The Monthly Labor Review, LXV (July, 1947), 20-21.

⁴⁴Perrodin, op. cit., pp. 187-88.

development of the individual is a means of (1) strengthening self confidence, (2) increasing job interest, and (3) increasing self assurance.⁴⁵

Studies of job satisfaction in the nursing profession revealed that three job satisfaction areas were most important to the professional nurse employed on a full-time basis. These factors seem to have a certain importance in so far as basic drives and needs are concerned. They approximate the needs of persons employed in other occupations and thus are relevant for the professional nurse employed on a part-time basis.

IV. SUMMARY

The review of the literature pertaining to job satisfaction among business and industrial management disclosed that the basic factors which contributed to the job satisfaction of the worker were: (1) salary, (2) supervision, (3) working conditions, and (4) the interest and skills intrinsic in the job itself.

A review of the literature of the studies of job satisfaction in the nursing profession revealed that certain items were of major importance to the professional

⁴⁵Newer Dimensions of Patient Care, op. cit.,
p. 140.

nurse. These factors were assumed to be of equal importance to the professional nurse employed on a part-time basis as well as to the professional nurse employed on a full-time basis. Those factors found to be of significance were: (1) the scheduling of hours, (2) the method of assignment to the clinical area, and (3) the opportunity for professional growth and development.

CHAPTER III

METHODOLOGY

The problem of this study was to determine the extent to which a selected group of professional nurses employed on a part-time basis were satisfied with certain selected factors relative to their employment.

I. DESIGN OF THE STUDY

Good further pointed out:

Objectives. To obtain the opinions about the job satisfaction factors, it was necessary to specify what was meant by "job satisfaction." On the basis of the literature eight factors were decided upon as being significant, and questions were formulated to cover these areas: (1) responsibility; (2) the nature and amount of supervision; (3) opportunity for professional growth; (4) assignment to the clinical areas; (5) degree of job interest; (6) working conditions, including the work schedule; (7) personal recognition; and (8) salary and fringe benefits. These questions were formulated to yield answers relevant to the basic purposes of the study.

¹Carter V. Good, Introduction to Educational Research (New York: Appleton-Century-Crofts (Division of Meredith), 1933).

Method. The normative survey was the method of study selected. The normative survey provides answers to

how people feel about a situation. It does not involve proof as to why they feel something, or that a particular feeling "A" is directly related to feeling "B," nor does it involve testing a hypothesis or making a comparison between variables.

It may involve procedures of induction, analysis, classification, enumeration or measurement. The term survey suggests the gathering of evidence relating to current conditions. The expression "normative" sometimes is applied to descriptive investigations because the purpose is to determine the normal or typical condition or practice.¹

Good further pointed out:

Descriptive studies may include present facts or current conditions concerning the nature of a group of persons, a number of objects, or a class of events"²

For the purpose of collecting data the normative survey was superior to other techniques such as observation and interviewing.

Sample. Two hundred nineteen professional nurses employed on a part-time basis in a metropolitan area of the Rocky Mountain region comprised the sample. To avoid confusion, a professional nurse employed on a part-time

¹Carter V. Good, Introduction to Educational Research (New York: Appleton-Century-Crofts [Division of Meredith Publishing Company], 1963), p. 244.

²Ibid.

basis was defined as any registered nurse who worked less than forty hours per week on a regularly planned basis and who was not employed in the anesthesia department. This eliminated from the study those nurses who are "called in" for occasional duty and who are employed on a part-time basis but whose employment is spasmodic.

The sample consisted of the total number of nurses employed on a part-time basis in five general hospitals and one specialized hospital. The sample was selected on the basis of the hospital, rather than from a random selection of nurses. This was done to be certain that the responses to the questions represented reactions to all types of hospital environment and were not accidentally confined to one type.

The six hospitals chosen included two under the aegis of a religious group, one Roman Catholic, one Protestant; one municipal tax-supported hospital; one state tax-supported hospital, embracing a research and training center; one private general hospital; and one private hospital specializing in pediatrics. The six hospitals represented a cross-section of working conditions and were felt to be representative of hospitals in general. They comprised one-sixth of the total hospital or sanitarium facilities in the area, including chiropractic, osteopathic, special purpose, and government hospitals.

When these latter institutions were eliminated from consideration, the six chosen hospitals represented one-third of the hospital facilities in the area. Assuming for both the investment. The hospitals selected supplied the names and addresses of all nurses employed on a part-time basis. Because no figures were available which gave the total number employed on a part-time basis in a particular area, it was not possible to determine what percentage of the total was represented by the 219 nurses in the sample. The hospitals supplying the data, however, were among the largest in staff and size in the area, and inasmuch as they constituted one-sixth of the total facilities available, it was concluded that the number of nurses employed on a part-time basis by them would comprise a reasonable sample for the purpose of this study.

Technique. The technique considered most suitable for the collection of the particular type of data required for the purpose of the study was the mail questionnaire with "fixed-alternative" or "closed-end" questions.

According to Selltiz et al., "Questioning is particularly suited to obtaining information about what a person knows, believes, or feels or wants, intends, or does or has

⁴ Ibid., p. 240.

⁵ Ibid., p. 239.

done."³ Although the personal interview method might have obtained the data necessary for this survey, it was eliminated because it would be time consuming for both the investigator and the participants and would be unmanageable with regard to the numbers of people to be contacted.

The mail questionnaire technique was decided upon as far superior to the personal interview for the purposes of the study. Besides affording opportunity for considered answers, the impersonality of the questionnaire reduces the possibility of undue influence on the part of the investigator.⁴ Further, it becomes an aid to the investigator because it assumes standardization of responses by specifying exactly how each question is to be answered.⁵ A mail questionnaire consists of a list of questions sent by the mail to the persons selected for the study sample. The form is to be completed by the respondent and returned to the sender.

A "fixed-alternative" or "closed-end" question is one in which the responses of the subject are limited to stated alternatives. In this study the alternative

³Claire Selltitz, Marie Jahoda, Morton Deutsch, and Stuart W. Cook, Research Methods in Social Relations (New York: Holt, Rinehart and Winston, 1961), p. 243.

⁴Ibid., p. 240.

⁵Ibid., p. 239.

consisted of a series of replies from which the respondent selected one as being closest to her position.

Construction of the questionnaire. A structured questionnaire was chosen as the basic survey form because it is definite, concrete, and pre-ordained in terms of items.⁶ The "fixed-alternative" or "closed-end question" was chosen because the information desired from the respondent involved value judgments about specific elements of her occupation. If a free-response questionnaire had been used, it was felt that the replies would tend to be ambiguous and shaded and would not yield to analysis. It has been found that in surveys where attitudes, values, or beliefs are involved, the "fixed-alternative" question facilitates accuracy on interpretation.⁷

The questionnaire presented twelve questions which covered eight general elements which had been selected as contributing to job satisfaction: (1) responsibility, (2) supervision, (3) professional growth and development, (4) assignment to the clinical area, (5) job interest, (6) working conditions, (7) recognition, and (8) salary

⁶Good, op. cit., p. 277.

⁷Selltiz, Jahoda, Deutsch, and Cook, op. cit., p. 257.

and fringe benefits. The questions were distributed sample within these areas as follows: (1) responsibility, one; (2) supervision, one with two parts; (3) professional growth and development, one; (4) assignment to the clinical area, one; (5) job interest, one; (6) working conditions, four including one with three parts; (7) recognition, one; and (8) salary and fringe benefits, two.

Each question was phrased to indicate the specific area of consideration and contained four categories for responses. The responses were numbered, and the respondent was asked to mark in a square the number of the answer which corresponded most closely to her feeling. Each request was sent to each following the interview (see Appendix). An identical letter was sent to directors of nursing services of five additional hospitals. Of the eight directors contacted, six granted permission and supplied mailing lists containing 219 names. One director did not respond to the letter, and one responded too late to be included in the study. After this permission was obtained, the questionnaires were mailed to the sample group. The standard forms for response, ranging from "most to least" and "superior to poor," were used. The traditional five-category question which calls for the neutral "no feeling" or "average amount" response was eliminated in favor of the four-part question because a specific judgment was desired from each respondent in terms of her own personal needs.

In the physical format the questionnaire was prefaced by a Personal Data sheet in which the respondent was asked to check appropriate squares pertinent to her particular status. Within the questionnaire specific

directions for making the response were given and a sample question was provided (see Appendix). All information would

be confidential and that no reference would be made to

II. COLLECTION OF DATA

Permission to conduct the study. Three directors of nursing services were interviewed to explain the purpose of the study, obtain their reactions to it, and request that they supply the investigator with the names and addresses of all professional nurses employed on a part-time basis in their hospitals. A formal letter of request was sent to each following the interview (see Appendix). An identical letter was sent to directors of nursing services of five additional hospitals.

Of the eight directors contacted, six granted permission and supplied mailing lists containing 219 names. One director did not respond to the letter, and one responded too late to be included in the study. After this permission was obtained, the questionnaires were mailed to the sample group.

Cover letter. A cover letter (see Appendix) was submitted with each questionnaire informing the participant that the investigator was a graduate student and that this questionnaire was part of a thesis. The letter stated the purpose of the study and requested that the

recipient participate by completing the enclosed questionnaire. The letter also stated that all information would be confidential and that no reference would be made to specific hospitals or individuals. included to facilitate the return of the questionnaire to the investigator.

Pre-test of the questionnaire. A pre-test is:

the analysis. a try-out of the questionnaire to see how it works and whether changes are necessary before the start of the full scale study. The pre-test provides a means of catching and solving unforeseen problems in the administration of the questionnaire such as the phrasing and sequence of questions, or its length. It may also indicate the need for additional questions or the elimination of others.⁸

The questionnaire was pre-tested by giving it to six nurses not included in the study. This was done to determine the clarity of the questions and to decide whether any changes might be necessary in either form or content of the questions. Following the pre-test each individual was asked if the questions were perfectly clear and unambiguous. The results of the pre-test indicated that all questions were free of ambiguity and the categories of response were appropriate to the questions. The questionnaire was then submitted to the sample group.

⁸Good, loc. cit.

Distribution of the questionnaire. The questionnaire was mailed to each participant with the request that it be returned in approximately ten days. A self-addressed envelope with postage was included to facilitate the return of the questionnaire to the investigator.

The following chapter contains the discussion of the analysis of the data.

CHAPTER IV

PRESENTATION AND ANALYSIS OF DATA

This chapter contains the presentation and analysis of the data collected by a mail questionnaire survey of nurses employed on a part-time basis in a large metropolitan area of the Rocky Mountain region. Approximately four weeks after the initial questionnaires had been distributed to the 219 nurses employed on a part-time basis, 165 or 65.34 per cent had been returned. This response was considered adequate to proceed with the study. Of the 165 questionnaires accounted for, nine were returned as undeliverable, and one could not be utilized since the respondent failed to follow the directions for completion of the questionnaire. If the respondent placed more than one answer opposite a question or failed to answer any one question, the entire questionnaire was eliminated. Seventeen questionnaires fell into this category. For the purpose of this study 138 questionnaires were utilized. As the individual questionnaires were received by the investigator, the information was transferred to key sort cards. Key sort cards permitted fast, accurate data processing without complex procedures being employed.

The personal data sheets revealed that seventy-eight of the respondents were between the ages of twenty-one and thirty-four, fifty-three were between the ages of thirty-five and forty-nine, and seven were over age fifty. The data on marital status of the respondents revealed that the greatest majority (122) were married, eight were single, one divorced, three widowed, and four did not answer this particular question. All but sixteen had one or more children. A little over a third of the respondents were found to be working as a means of supplementing the family income. Thirty-six per cent fell in this category. However, 31 per cent indicated that they were working because they enjoyed working. Twenty-three per cent of the group indicated that they were employed on a part-time basis because family responsibilities did not permit full-time employment. The remaining 10 per cent stated that they were working for other reasons, or failed to answer the question. Each questionnaire was totaled by adding the X's which had been placed in the squares opposite the questions by the participants. The total scores determined the amount or extent of satisfaction of the individual participant with the items selected for the questionnaire.

terms The questionnaires were divided on the basis of total score into groups signifying those most satisfied, those moderately satisfied, and those least satisfied. When category one was selected, the answer was classified as highly satisfied. When category two was selected, the answer was classified as slightly satisfied. Answer number three was rated as slightly dissatisfied, and answer number four as highly dissatisfied. If every question had been answered with a number one, or highly positive answer, the total possible score would have been fifteen. If every question had been answered with a number four, or highly negative answer, the total score would have been sixty. The range of scores in this survey was found to be twenty-four to forty-six. Those scores which fell between twenty-four and twenty-nine were considered to be the most satisfied. Those scores which fell between forty and forty-six were considered to be the least satisfied. Scores ranging between thirty and thirty-nine were classified as moderately satisfied. Twenty-two respondents, or 16 per cent of the group, were the least satisfied. Twenty-eight, or 20 per cent, were classified as most satisfied, and eighty-eight, or 64 per cent of the group, were moderately satisfied.

Tables accompanying each of the following sections present the questions and alternative answers analyzed in

terms of these three major subgroups: most satisfied, moderately satisfied, and least satisfied.

Question I. How much responsibility are you given?

As presented in Table I, the majority of the satisfied group felt that they received either adequate or more than enough responsibility to meet their needs. This was 96 per cent of the subgroup. Only one individual of the most satisfied group believed that she could have used more responsibility to meet her needs.

The moderately satisfied group felt the amount of responsibility they received was adequate or more than adequate. Only 12 per cent of the group expressed dissatisfaction.

The least satisfied group was more evenly divided. Fifty-nine per cent of the group expressed satisfaction, and 41 per cent expressed dissatisfaction with the amount of responsibility they received.

These figures would seem to indicate that the majority of each group were satisfied with the amount of responsibility they received. However, it contributed less to the satisfaction of the least satisfied group than to that of the other groups.

Question II A. How would you classify the amount of supervision you receive?

TABLE I

NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION I ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
How much responsibility are you given?						
1. More than enough to satisfy your needs	4	14	14	16	3	14
2. Adequate amount to meet your needs	23	82	63	72	10	45
3. Could use more to satisfy your needs	1	4	11	12	8	36
4. Definitely inadequate to meet your needs	0		0		1	5
Totals	28		88		22	

As presented in Table II, the most satisfied group indicated that they were either satisfied or highly satisfied with the amount of supervision they received. Those of the moderately satisfied group indicated 89 per cent satisfaction with the amount of supervision they received. Seventy-seven per cent of the least satisfied group felt that the amount of supervision received met their needs.

These percentages would seem to indicate that the majority of the respondents felt that the amount of supervision received met their needs.

Question II B. How would you classify the quality of supervision you receive?

The most satisfied group rated the quality of supervision received almost as high as the amount of supervision received. Ninety-six per cent of the group expressed satisfaction with the quality of supervision as compared with 100 per cent satisfaction with the amount of supervision. Twenty-two per cent of the moderately satisfied group indicated that they were dissatisfied with the quality of supervision as compared with the 11 per cent who were dissatisfied with the amount of supervision.

As presented in Table III, 41 per cent of the least satisfied group expressed dissatisfaction with the quality of supervision they received. This figure nearly doubled

TABLE II

NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION II-A ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
How would you classify the amount of supervision you receive?						
1. More than enough to satisfy your needs	1	4	3	4	2	9
2. Adequate amount to satisfy your needs	27	96	75	85	15	68
3. Could use more to satisfy your needs	0		10	11	4	18
4. Definitely inadequate to meet your needs	0		0		1	5
Totals	28		88		22	

TABLE III

NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION II-B ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Rate the <u>quality</u> of supervision you receive						
1. Superior	11	39	9	10	2	9
2. Adequate	16	57	60	68	11	50
3. Mediocre	1	4	19	22	7	32
4. Poor	0		0		2	9
Totals	28		88		22	

the amount of dissatisfaction expressed by this group with the amount of supervision received.

These percentages would seem to indicate that the majority of each group were satisfied with the quality of supervision they received. However, the quality of supervision rated lower than did the amount of supervision in contributing to the job satisfaction of the respondents.

Question III. How much opportunity on the job do you have to increase your knowledge of nursing?

As presented in Table IV, 78 per cent of the most satisfied group expressed satisfaction with the opportunity presented to increase their knowledge of nursing. The moderately satisfied group was evenly divided. Fifty per cent believed that they received enough opportunity on the job to increase their knowledge of nursing. An equal amount of the group thought that they did not receive adequate opportunity to increase their knowledge of nursing.

The least satisfied group were dissatisfied with the opportunity they had to increase their knowledge of nursing. Ninety-five per cent of the group expressed this dissatisfaction.

It would seem, then, that only the most satisfied group believed that they had adequate or more than adequate opportunities to increase their knowledge of nursing

TABLE IV

NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION III ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
How much opportunity on the job do you have to increase your knowledge of nursing?						
1. More than enough to meet your needs	9	32	9	10	0	
2. Adequate to meet your needs	13	46	35	40	1	5
3. Could use more to meet your needs	5	18	40	46	17	77
4. Definitely inadequate to meet your needs	1	4	4	4	4	18
Totals	28		88		22	

on the job. The opportunity to increase their knowledge of nursing on the job did not seem adequate to meet the needs of the other two groups.

Question IV. Classify the manner in which you are assigned to a clinical area.

As presented in Table V, the majority of the most satisfied group felt that an adequate amount of consideration or much consideration was given to their preference of assignment. Ninety-three per cent of that group expressed satisfaction with the method of assignment.

The individuals comprising the moderately satisfied group were less satisfied with the manner in which they were assigned to a clinical area. Only 63 per cent of this group believed that adequate or much consideration was given to their preference.

Over two-thirds of the least satisfied group were unhappy with the manner in which they were assigned to a clinical area. Sixty-eight per cent thought that there was either a definite lack of consideration given their preference or only a slight amount of consideration given.

This would seem to indicate that the manner in which the respondents were assigned to a clinical area was a source of satisfaction. Over 63 per cent of the total group expressed satisfaction and thought that consideration

TABLE V

NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION IV ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Classify the manner in which you are assigned to a clinical area						
1. Much consideration given to your preference	10	36	23	26	1	5
2. Adequate consideration given to your preference	16	57	33	37	6	27
3. Slight amount of consideration given to your preference	2	7	26	30	9	41
4. Definite lack of consideration given to your preference	0		6	7	6	27
Totals	28		88		22	

was given to their preference. Over one-third of the moderately satisfied group and over two-thirds of the least satisfied group expressed the belief that little consideration or a definite lack of consideration existed.

Question V. How much interest does your job provide?

As presented in Table VI, the majority of the most satisfied group expressed satisfaction with the amount of interest that their job provided. Only 7 per cent of the group indicated that they believed that their jobs could provide more interest.

Seventy-six per cent of the moderately satisfied group expressed satisfaction with the amount of interest which their job provided. However, the least satisfied group indicated that they did not believe that their jobs provided enough interest to meet their needs. Sixty-eight per cent of this group expressed dissatisfaction with the amount of interest provided by their jobs.

Nearly three-fourths of all the groups combined believed that their jobs provided enough interest. Over two-thirds of the least satisfied group and over one-fifth of the moderately satisfied group believed that their jobs did not provide enough interest to meet their needs.

TABLE VI

NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION V ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
How much interest does your job provide?						
1. More than enough to meet your needs	12	43	14	16	0	
2. Adequate amount to meet your needs	14	50	53	60	7	32
3. Could provide more to meet your needs	2	7	20	23	15	68
4. Definitely inadequate to meet your needs	0		1	1	0	
Totals	28		88		22	

Question VI. Rate the manner in which your hours are scheduled.

The entire group of the most satisfied category expressed satisfaction with the manner in which their hours were scheduled. Eighty-six per cent of this group rated the manner in which their hours were scheduled as superior.

The moderately satisfied group expressed satisfaction with the manner in which their hours were scheduled. Ninety per cent of the group rated it either superior or adequate.

Fifty-nine per cent of the least satisfied group were satisfied with the manner in which the hours were scheduled in view of their needs. This group tended to be more evenly divided on this question.

As presented in Table VII, the majority of each group seemed to indicate that the manner in which their hours were scheduled in terms of their needs was adequate or more than adequate. The greatest amount of dissatisfaction was expressed by the least satisfied group.

Question VII. Under your working conditions rate the quality of nursing care you are giving.

Ninety-six per cent of the most satisfied group believed that the quality of nursing care given under

TABLE VII
NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION VI ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Rate the manner in which your hours are scheduled in terms of you and your need						
1. Superior	24	86	47	53	4	18
2. Adequate	4	14	32	37	9	41
3. Mediocre	0		8	9	8	36
4. Definitely inadequate	0		1	1	1	5
Totals	28		88		22	

their working conditions was superior or adequate. Only one individual thought the quality of care which she gave was mediocre.

The majority of the moderately satisfied group rated the care which they gave as either adequate or superior. Ninety per cent of the group expressed this opinion.

The least satisfied group, again, was more evenly divided. Fifty-nine per cent of this group believed that the quality of the care which they gave under their working conditions was either adequate or superior, and 10 per cent of the group indicated the care was either mediocre or poor.

As presented in Table VIII, the quality of care rated by the majority of all groups was adequate or superior. The least satisfaction was expressed by the least satisfied group.

Question VIII. How much recognition do you receive for your work?

As presented in Table IX, the most satisfied group expressed complete satisfaction with the amount of recognition they received for their work. The amount of recognition given was either adequate or more than enough to meet their needs.

TABLE VIII
NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION VII ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Under your working conditions rate the quality of nursing care you are giving						
1. Superior	18	64	13	15	1	5
2. Adequate	9	32	65	74	12	54
3. Mediocre	1	4	9	10	7	32
4. Definitely inadequate	0		1	1	2	9
Totals	28		88		22	

TABLE IX

NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION VIII ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
How much recognition to you receive for your work?						
1. More than enough to meet your needs	10	36	5	6	0	
2. Adequate amount to meet your needs	18	64	74	84	10	45
3. More could be provided to meet your needs	0		9	10	9	41
4. Definitely inadequate	0		0		3	14
Totals	28		88		22	

Ninety per cent of the moderately satisfied group believed they received enough or more than enough recognition to meet their needs. Only 10 per cent of this group thought that more recognition could be provided to meet their needs, or that there was a definite lack of recognition.

The majority of the least satisfied group believed that there was either not enough or a definite lack of recognition to meet their needs. Fifty-five per cent of the group fell into this category.

These figures would seem to indicate that the majority of the individuals believed that they received sufficient recognition for their work to meet their needs. The greatest amount of dissatisfaction expressed was by the least satisfied group.

Question IX. Classify the availability of supplies, equipment, and clinical facilities in your immediate working environment.

As presented in Table X, the most satisfied group rated the availability of supplies, equipment, and clinical facilities in their immediate working environment as either superior or adequate. Eighty-two per cent of the moderately satisfied group indicated the same rating.

TABLE X
NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION IX ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Classify the availability of supplies, equipment, and clinical facilities in your immediate working environment						
1. Superior	18	64	20	23	0	
2. Adequate	10	36	52	59	10	45
3. Mediocre	0		13	15	7	32
4. Definitely inadequate	0		3	3	5	23
Totals	28		88		22	

Forty-five per cent of the least satisfied group indicated ratings of either superior or adequate.

The majority of the most satisfied and moderately satisfied groups indicated satisfaction with the availability of supplies, equipment, and clinical facilities in their immediate working environments. The least satisfied group was, again, less than satisfied.

Question X A. Classify the physical environment of the hospital in regard to the parking facilities.

Eighty-two per cent of the most satisfied group believed the parking facilities to be adequate or superior. Slightly over a fourth believed they were mediocre or definitely inadequate.

The moderately satisfied group were less satisfied with the parking facilities than the most satisfied group. Fifty-four per cent of the moderately satisfied group rated the parking facilities as adequate or superior.

Less than a third of the least satisfied group believed the parking facilities were adequate. No one in this group indicated the superior rating.

As presented in Table XI, the figures indicate that slightly over half of the total number of respondents believed that the parking facilities were adequate or superior. More than half of the least satisfied group and

TABLE XI
NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION X-A ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Classify the physical environment of the hospital parking facilities						
1. Superior	13	46	8	9	0	
2. Adequate	10	36	40	45	7	32
3. Mediocre	4	14	20	23	8	36
4. Definitely inadequate	1	4	20	23	7	32
Totals	28		88		22	

slightly less than half of the moderately satisfied group indicated that the parking facilities were either mediocre or inadequate.

Question X B. Classify the physical environment of the hospital in regard to the dining facilities.

As presented in Table XII, the most satisfied group expressed satisfaction with the dining facilities in their hospitals. Thirty-six per cent of this group indicated the superior rating.

Sixty-seven per cent of the moderately satisfied group believed that the dining facilities were adequate or superior. One third of this group believed that the dining facilities were either mediocre or inadequate.

The least satisfied group expressed more dissatisfaction than satisfaction with the dining facilities. Forty-one per cent of the group rated the facilities as adequate. No one rated the dining facilities as superior. Fifty-nine per cent of the group rated either mediocre or inadequate.

The dining facilities provided, while a source of satisfaction to the most satisfied group, proved to be satisfactory to two-thirds of the moderately satisfied groups and satisfactory to two-fifths of the least satisfied group.

TABLE XII
NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION X-B ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Classify the physical environment of the hospital dining facilities						
1. Superior	10	36	5	6	0	
2. Adequate	18	64	54	61	9	41
3. Mediocre	0		21	24	8	36
4. Definitely inadequate	0		8	9	5	23
Totals	28		88		22	

Question X C. Classify the physical environment of your hospital in regard to the lounge facilities.

Only 39 per cent of the most satisfied group believed that the lounge facilities were either superior or adequate. Sixty-one per cent rated the lounge facilities as mediocre or inadequate.

Twenty per cent of the moderately satisfied group indicated superior or adequate ratings for the lounge facilities. Only one individual in this group gave the superior rating. Eighty per cent indicated that the lounge facilities were either mediocre or inadequate. Fifty per cent of the group believed that the lounge facilities were inadequate.

Only 5 per cent of the least satisfied group expressed satisfaction with the lounge facilities. This 5 per cent indicated the lounge facilities as superior. No one indicated the adequate or mediocre ratings. Ninety-five per cent of the group rated the lounge facilities as inadequate.

As presented in Table XIII, these figures indicate that over 78 per cent of the combined groups believed that the lounge facilities were mediocre or inadequate. All groups indicated dissatisfaction with the lounge facilities.

TABLE XIII
NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION X-C ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Classify the physical environment of the hospital lounge facilities						
1. Superior	2	7	1	1	1	5
2. Adequate	9	32	17	19	0	
3. Mediocre	4	14	26	30	0	
4. Definitely inadequate	13	47	44	50	21	95
Totals	28		88		22	

Question XI. Rate the amount of salary received for the caliber of work done.

As presented in Table XIV, the most satisfied group was the only group expressing satisfaction with the amount of salary received for the caliber of work done. Seventy-one per cent of the group thought the amount of salary was either adequate or more than adequate.

The majority of the moderately satisfied group thought the amount of salary could either be more or was definitely inadequate. Only 33 per cent of the group thought the amount of salary was adequate. No one believed the amount of salary was more than enough for the caliber of work done.

Ninety-one per cent of the least satisfied group rated the salary as inadequate or could be more for the caliber of work. Only 9 per cent thought the salary adequate. Again, no one rated the salary as being more than enough for the caliber of work done.

These figures indicate that only slightly more than a third of the combined groups believed that the salary received was adequate or more than adequate for the caliber of work done. Over two-thirds of the moderately satisfied group and nine-tenths of the least satisfied group expressed dissatisfaction with the salary.

TABLE XIV
NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION XI ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Rate the amount of salary you receive for the caliber of work done						
1. More than adequate	2	7	0		0	
2. Adequate	18	64	29	33	2	9
3. Could be more	8	29	49	56	11	50
4. Definitely inadequate	0		10	11	9	41
Totals	28		88		22	

Question XII. Rate your fringe benefits such as sick time, holiday time, and vacation time.

Sixty-eight per cent of the most satisfied group indicated that the fringe benefits were more than adequate or adequate. Forty-seven per cent of the moderately satisfied group believed that the fringe benefits were adequate. Only 3 per cent indicated that the fringe benefits were more than adequate. Forty-one per cent of the least satisfied group indicated that the fringe benefits were adequate. No one in this group believed that they were more than adequate.

As presented in Table XV, these figures indicate that nearly a third of the most satisfied group and more than half of the other two groups believed that the fringe benefits were either inadequate or could be more. Nearly half of the combined groups expressed dissatisfaction with the fringe benefits received.

SUMMARY

An analysis was made of the data obtained from the questionnaires submitted to 219 professional nurses employed on a part-time basis. The analysis revealed that the factors selected were relevant to job satisfaction for professional nurses employed on a part-time basis. These

TABLE XV

NUMBER AND PERCENTAGE OF RESPONSES FROM 138 NURSES TO
QUESTION XII ACCORDING TO THREE
SATISFACTION GROUPS

Question	Most Satisfied		Moderately Satisfied		Least Satisfied	
	Number	Per cent	Number	Per cent	Number	Per cent
Rate the fringe benefits such as sick time, holiday time, and vacation time						
1. More than adequate	3	11	3	3	0	
2. Adequate	16	57	39	44	9	41
3. Could be more	3	11	18	21	6	27
4. Definitely inadequate	6	21	28	32	7	32
Totals	28		88		22	

factors and opinions have been discussed by question as it was presented on the questionnaire.

The following chapter contains the summary, the conclusions to be drawn, and recommendations for future study.

classified as the least satisfied with the selected factors relevant to their employment.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

II. CONCLUSIONS

I. SUMMARY

Based on the findings of this study the following conclusions were made.

The problem of this study was to determine the extent to which a selected group of professional nurses employed on a part-time basis was satisfied with certain selected factors in their employment. received, (b) the manner The sample group consisted of professional nurses employed on a part-time basis in six hospitals in a large metropolitan area of the Rocky Mountain region. Each was a registered nurse employed for less than forty hours per week on a regularly planned schedule and not employed in the anesthesia department.

A questionnaire was devised in order to secure the data relevant to the study. The questionnaire was distributed by mail to 219 nurses. A total of 165 was returned. Of this number 138 were utilized for the purpose of this study.

The results of this study indicated that 84 per cent of those studied could be classified as either moderately satisfied or most satisfied with selected factors relative to their employment. Sixteen per cent were

classified as the least satisfied with the selected factors relevant to their employment.

II. CONCLUSIONS

Based on the findings of this study the following conclusions were made.

1. The factors with which all the professional nurses employed on a part-time basis were most satisfied were (a) the quantity of supervision received, (b) the manner in which their hours were scheduled to meet their needs, and (c) the recognition they received.

2. Those factors with which the professional nurses employed on a part-time basis were least satisfied were (a) the lounge facilities, (b) the salary received for the caliber of work, (c) the opportunity for professional growth and development, and (d) the fringe benefits.

3. Within the subgroups, the most satisfied group indicated they were most satisfied with (a) the amount of supervision received, (b) the manner the hours were scheduled to meet their needs, (c) the amount of recognition received, (d) the availability of supplies and equipment, and (e) the dining facilities. Each of these items

received satisfactory ratings from 100 per cent of the most satisfied group.

Those factors with which the most satisfied group indicated the least satisfaction were (a) the lounge facilities, (b) the fringe benefits, (c) the salary for the caliber of work done, and (d) the manner in which they were assigned to the clinical area. The lounge facilities were the only item with which more than 50 per cent of this group expressed dissatisfaction.

4. Those items which the moderately satisfied group rated as most satisfying were (a) the scheduling of hours to meet their needs, (b) the amount of recognition received, (c) the amount of supervision received, and (d) the amount of responsibility given.

Those factors which the moderately satisfied group indicated to be the least satisfactory were (a) the lounge facilities, (b) the salary for the caliber of work done, and (c) the fringe benefits. More than 50 per cent of this group expressed dissatisfaction with each of these items.

5. The items with which the least satisfied group indicated the most satisfaction were (a) the amount of responsibility given, (b) the amount of supervision given, (c) the quality of supervision given, and (d) the manner

in which the hours were scheduled to meet their needs. These were the only items with which over 50 per cent of the group expressed satisfaction. (10) that the parking. Those items which were least satisfactory to the least satisfied group were (a) the opportunity for professional growth, (b) the lounge facilities, and (c) the salary received for the caliber of work. (14) that the fr. A composite picture of the professional nurse employed on a part-time basis would show that she is between the ages of twenty-one and thirty-four, that she is married, that she has one or more children, and that she is employed on a part-time basis because she needs to supplement the family income. on were those secondary elements Her beliefs in regard to selected factors relative to her employment are (1) that she is usually satisfied with the amount of responsibility she is given; (2) that she is usually satisfied with the amount and quality of supervision she receives; (3) that she does not receive an adequate opportunity for professional growth and development; (4) that adequate consideration is given to her preference of assignment to a clinical area; (5) that her needs are considered in the scheduling of hours; (6) that her job provides an adequate amount of interest; (7) that she gives adequate nursing care under her working conditions; (8) that she receives an adequate amount of

recognition for her work; (9) that the availability of supplies, equipment, and clinical facilities in the immediate working environment is adequate; (10) that the parking facilities are adequate; (11) that the dining facilities are adequate; (12) that the lounge facilities are inadequate; (13) that the salary is inadequate or could be more for the caliber of work done; and (14) that the fringe benefits are adequate or mediocre.

The data suggest that the factors selected did contribute to the satisfaction of the professional nurse employed on a part-time basis. The areas of greatest satisfaction were those dealing with the job content, and the areas of least satisfaction were those secondary elements which did not involve professional training, skills, and abilities.

It may thus be considered that the majority of the professional nurses employed on a part-time basis are satisfied with the factors of their job involving total competency. They are primarily dissatisfied with the factors that are matters of hospital policy, administration, and working conditions.

5. That a similar study be conducted to determine what other items contributing to job

III. RECOMMENDATIONS
nurses employed on a part-time basis.

On the basis of the data obtained, the following
6. That a similar study be conducted to determine
recommendations are made:

1. That efforts be continued to improve the salary
schedules of the professional nurse employed
on a part-time basis.
2. That investigation be made into the possibility
of providing additional fringe benefits for
the professional nurse employed on a part-
time basis.
3. That the lounge and parking facilities avail-
able be enlarged or improved upon.
4. That a similar study be conducted in conjunc-
tion with the Minnesota Multiphasic
Personality Test to determine whether those
individuals who are least satisfied might
tend to be dissatisfied by their general
disposition, and those most satisfied might
tend to be satisfied by nature of their
general disposition.
5. That a similar study be conducted to determine
what other items contributing to job

satisfaction are desired by professional nurses employed on a part-time basis.

6. That a similar study be conducted to determine the extent of job satisfaction with the same selected items of the professional nurse employed on a full-time basis in the same institutions.

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APPENDIX A

LETTER TO DIRECTORS OF NURSING SERVICE

APPENDIX A

LETTER TO DIRECTORS OF NURSING SERVICE

3

1075 Dawson Street
Aurora 8, Colorado
May 18, 1963

Name
Director of Nursing Service
Street Address
Denver, Colorado

Dear Miss :

The number of part-time nurses has doubled in the past ten years. Approximately twenty-one per cent of the nurses employed in the United States today are employed on a part-time basis. Part-time nurses exceed the number of permanent personnel in some hospitals. Knowledge of those factors which the professional part-time nurse believes contributes to her job satisfaction should prove of interest to directors of nursing services.

As a graduate student at the University of Colorado I am working on a thesis primarily concerned with determining just what the factors contributing to job satisfaction of the professional part-time nurse might be. To complete my study I will need to submit a questionnaire to as many professional part-time nurses as possible. Would you be so kind as to release the names of the professional part-time nurses employed at your hospital, excluding those who may be employed in the anesthesia department. For the purpose of this study the professional part-time nurse is defined as any R.N. who works less than forty hours per week on a regularly planned schedule.

Enclosed is a copy of the questionnaire which I would like to submit to those nurses whose names you might be so kind as to give me. I would appreciate it if you would either send a list of the names to the above address or contact me at 364-4515 so that I might be able to call at your convenience for the names of the personnel. A summary of the study will be forwarded to you if you so desire. No identification will be made in the study of specific hospitals or specific nurses.

Your co-operation will be greatly appreciated.

Very truly yours,

Marion L. Smith

APPENDIX B

COVER LETTER FOR QUESTIONNAIRE

1075 Dawson Street
Aurora 8, Colorado
May 24, 1963

Nurses employed on a part-time basis are making a valuable contribution to the health needs of the community and the nation. The number of part-time nurses has doubled in the past ten years, and in some cases the number of the part-time nurses exceeds the number of permanently employed personnel. Knowledge of those factors which the professional part-time nurse believes contributes to her job satisfaction should be of assistance to directors of nursing services in their efforts to recruit and maintain their nursing staffs.

As a graduate student at the University of Colorado I am working on a thesis primarily concerned with determining just what the factors contributing to the job satisfaction of the professional part-time nurse might be. I am asking you to cooperate with me by completing the enclosed questionnaire. Ten minutes of your time to answer the questions will be greatly appreciated. The enclosed envelope may be used to return the questionnaire to me by .

No reference will be made in the study of specific hospitals or specific nurses. Please do not let the code number at the upper right hand corner of the questionnaire alarm you. This is merely to aid me in follow-up and in tabulating the material. All information given will remain confidential.

Very truly yours,

Marion L. Smith

APPENDIX C

QUESTIONNAIRE

QUESTIONNAIRE

PERSONAL DATA

DIRECTIONS: Please place the appropriate number in the square on the

DIRECTIONS: Please check the appropriate square.

Age: 21 - 34 ☐ 35 - 49 ☐ 50 - 75 ☐

Marital status: Single ☐ Married ☐

Divorced ☐ Widowed ☐

Age of children: Pre-school ☐ School age ☐

College age ☐ Adults ☐

No children ☐

I. How much responsibility are you given?
Main reason that you work part-time. Select only one.

(1) More than enough to satisfy your needs ☐

Family responsibilities too great to permit

(3) full time employment. ☐

Need to supplement income. ☐

II(A). How would you classify the amount of supervision you receive?
Enjoy working. ☐

(1) More than enough to satisfy your needs ☐

Other. Adequate amount to satisfy your needs ☐

(3) Could use more to satisfy your needs

(4) Definitely inadequate to meet your needs

8 II(B). Rate the quality of supervision you receive.

(1) Superior ☐

(2) Adequate

(3) Mediocre

(4) Poor

QUESTIONNAIRE

DIRECTIONS: Please place the appropriate number in the square on the right side of the page.

Example:

What color is an orange?

Number of selection

(1) Purple

3

(2) Red

(3) Orange

(4) Blue

I. How much responsibility are you given?

Number of selection

(1) More than enough to satisfy your needs

(2) Adequate amount to meet your needs

(3) Could use more to satisfy your needs

(4) Definitely inadequate to meet your needs

II(A). How would you classify the amount of supervision you receive?

(1) More than enough to satisfy your needs

(2) Adequate amount to satisfy your needs

(3) Could use more to satisfy your needs

(4) Definitely inadequate to meet your needs

II(B). Rate the quality of supervision you receive.

(1) Superior

(2) Adequate

(3) Mediocre

(4) Poor

III. How much opportunity, on the job, do you have to increase your knowledge of nursing?

- (1) More than enough to meet your needs
- (2) Adequate to meet your needs
- (3) Could use more to meet your needs
- (4) Definitely inadequate to meet your needs

☐

IV. Classify the manner in which you are assigned to a clinical area.

- (1) Much consideration given to your preference
- (2) Adequate consideration given to your preference
- (3) Slight amount of consideration given to your preference
- (4) Definite lack of consideration for your preference

☐

V. How much interest does your job provide?

- (1) More than enough to meet your needs
- (2) Adequate amount to meet your needs
- (3) Could provide more to meet your needs
- (4) Definitely inadequate to meet your needs

☐

VI. Rate the manner in which your hours are scheduled in terms of you and your needs.

- (1) Superior
- (2) Adequate
- (3) Mediocre
- (4) Definitely inadequate

☐

VII. Under your working conditions rate the quality of nursing care you are giving.

- (1) Superior
- (2) Adequate
- (3) Mediocre
- (4) Definitely inadequate

☐

VIII. How much recognition do you receive for your work?

- (1) More than enough to meet your needs
- (2) Adequate amount to meet your needs
- (3) More could be provided to meet your needs
- (4) Definitely inadequate

☐

IX. Classify the availability of supplies, equipment, and clinical facilities in your immediate working environment.

- (1) Superior
- (2) Adequate
- (3) Mediocre
- (4) Definitely inadequate

☐

X. Classify the physical environment of the hospital.

A. Parking facilities

- (1) Superior
- (2) Adequate
- (3) Mediocre
- (4) Definitely inadequate

☐

1075 Dawson St.

Aurora 8, Colorado

B. Dining facilities

- (1) Superior
- (2) Adequate
- (3) Mediocre
- (4) Definitely inadequate

☐

C. Lounge facilities

- (1) Superior
- (2) Adequate
- (3) Mediocre
- (4) Definitely inadequate

☐

XI. Rate the amount of salary you receive for the caliber of work done.

- (1) More than adequate
- (2) Adequate
- (3) Could be more
- (4) Definitely inadequate

☐

XII. Rate your fringe benefits such as sick time, holiday time, and vacation time.

- (1) More than adequate
- (2) Adequate
- (3) Could be more
- (4) Definitely inadequate

☐

Thank you very much for completing this questionnaire. Please return it to:

Marion L. Smith

1075 Dawson St.

Aurora 8, Colorado