

JOB SATISFACTION IN A GROUP OF
FAMILY NURSE PRACTITIONERS

by

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ABSTRACT

This study dealt with the question "What is the expressed satisfaction in a group of Family Nurse Practitioners in terms of the intrinsic and extrinsic factors of their jobs?" A validated questionnaire was used to collect data on the overall job satisfaction, the intrinsic satisfaction of challenge, and the extrinsic satisfactions of pay, comfort, co-worker relations, and job resources.

The sample consisted of 11 Family Nurse Practitioners. The age range was 26 to 54 years. Six were graduates of baccalaureate programs in nursing. Five were graduates of diploma programs in nursing. The range was 4 to 30 months employment in the practitioner setting at the time the data were collected.

The findings revealed that 55 per cent (6) were "very satisfied" with their jobs and 45 per cent (5) were "somewhat satisfied" with their jobs. None reported that they were "not too satisfied" or "not at all satisfied" with their jobs. The average satisfaction score for the sample was 83 per cent. The sample was most satisfied for the intrinsic factor of challenge and the extrinsic of co-worker relations. They were somewhat less satisfied in the extrinsic factors of resources and comfort. They were least satisfied in the extrinsic factor of pay.

CHAPTER 1

INTRODUCTION

In the past decade nurses have been involved with a concept of expanding their roles in order to become more actively engaged in the delivery of primary health care to patients. Presently, nurses are functioning as practitioners in the areas of pediatrics, adult medicine, family medicine, obstetrics, gynecology, geriatrics, and in clinics specializing in the management of various chronic diseases of adults. The movement has greatly accelerated in the past five years. This acceleration has been accompanied by numerous articles and studies appearing in both medical and nursing literature. The emphasis of this literature has been on determining the acceptability of the care provided by the Family Nurse Practitioner from the standpoint of patient and physician satisfaction. The conclusion is that the care rendered and the patient health outcomes are comparable to care and outcomes available from physicians (Greenberg et al., 1974; Sackett et al., 1974; Taller and Feldman, 1974). Nurse practitioners have received high ratings in both patient and physician acceptance in relation to the care that they provide (Lewis and Resnik, 1967; Lewis et al., 1969; Charney and Kitzman, 1971; Merenstein and

Rogers, 1974). Few studies, however, have focused on the nurse practitioners' feelings related to the satisfactions attainable from their practice.

In September, 1967, the National Commission on Nursing and Nursing Education was organized to begin a comprehensive study of the nursing profession. One of the recommendations of this ongoing Commission was to re-examine the basic satisfactions of the nursing profession. The Commission reported that:

. . . the social behavior of nursing is rewarded by a variety of benefits; if the sum total of these benefits is truly reinforcing to the individual (and relatively more reinforcing than alternative occupations) then we would expect to find career enhancement and increased duration of individual activity within the career pattern; if the sum total of these benefits has limited reinforcement for the individual (and alternative occupations offer rewards) then we would expect to find withdrawal, turnover, and frustration symptoms within the occupation and its career pattern. In this light, nursing obviously suffers from a lack of sufficiently rewarding conditions (Lysaught, 1973, p. 368).

A 1971 study by Kramer and Baker supported the Commission's finding that it is the "lack of sufficiently rewarding conditions" which contributes to the career dropout in nursing. In a nationwide sample of 218 baccalaureate degree nurses, 28.9 per cent left the profession citing job dissatisfaction and role conflict as the primary reasons for their exodus (Kramer and Baker, 1971).

Kramer (1968) reported that job satisfaction and professionalism were once thought to go hand in hand, and at

one time it was thought that baccalaureate nursing programs would bring about the changes needed to assure nurses of more satisfying professional careers. She found, however, that the opposite result may have occurred. An increased amount of job dissatisfaction among baccalaureate degree nurses was found among those whose professional ideals were in conflict with bureaucratic hospital work policies.

Within professional occupations, the satisfaction and rewards generally arise from the intrinsic nature of the work itself (Herzberg, Mausner, and Snyderman, 1959). That is, the work itself is interesting, challenging, and the performing of such work fulfills various human needs for satisfaction.

In blue collar occupations, the satisfactions must generally arise from the extrinsic factors, that is, those factors of work which surround the actual performance of the job. Where the job is uninteresting, repetitive, and task segmented, the rewards must come from factors extrinsic to this work. In our society these factors take the form of fringe benefits, hours, wages, working conditions, and social relations.

Family Nurse Practitioners are functioning professionals in the health care delivery system. The satisfactions that they are able to realize from their total work situation will be of interest to other members of the nursing profession.

Statement of the Problem

What is the expressed satisfaction of a group of Family Nurse Practitioners in terms of the intrinsic and extrinsic factors of their jobs?

Significance of the Problem

With the legitimization of the nurse practitioner role it becomes important for nursing to focus attention on whether expanded roles can contribute to the growth and development of the profession. This can be done, in part, through the study of factors contributing to and detracting from the job satisfaction of those nurses functioning in the practitioner setting.

The nurse practitioner role may offer an area of practice where patient contact, responsibility, and professionalism are heightened and where bureaucratic involvement may be lessened. The success of the role in meeting patient demands for improved health care delivery may be directly related to the degree of satisfaction offered by the role.

Purpose of the Study

This study was designed to measure the job satisfaction of twelve Family Nurse Practitioners. Knowledge of those factors contributing to Family Nurse Practitioner job satisfaction should provide meaningful direction for future Family Nurse Practitioner education programs as well as

information regarding the Family Nurse Practitioner work setting and role development process.

Theoretical Framework

People work to satisfy a variety of human needs. The categorization of human needs and the rewards that lead to feelings of satisfaction in relation to work is the subject of much theoretical thought and research.

Maslow (1970) stated that people are motivated to achieve by unfilled needs in five hierarchical levels. The first or lowest need is that of the physiological needs. This is the most basic level necessary for survival; hence, if a person is not fulfilled for example in his food needs, his entire motivation will be to satisfy this survival need level. If all needs are unsatisfied the physiological needs will dominate and push the motivation necessary to obtain the satisfaction of all higher needs into the background. As soon as these physiological needs are satisfied other higher level needs emerge and dominate, thus gratification is as important a concept as deprivation in motivation theory. When physiological needs are satisfied they no longer act as behavior determinants and behavior is then organized by unsatisfied needs. The next level is composed of safety needs such as security; stability; freedom from fear, anxiety, and chaos; and the need for structure and limits. The third level needs are for belongingness and

love. These needs can emerge to organize behavior for need satisfaction after most of the security needs have been met. The fourth level needs are for self-esteem through achievement, mastery, competence, independence, freedom, reputation, prestige, status, and recognition. Satisfaction of these needs leads to feelings of general self-confidence. The highest level needs are those of self-actualization; that is, the need that arises after all others are relatively satisfied, to become all that one is capable of becoming; to do what one is most individually fitted for. Normally, an individual is partially satisfied and partially unsatisfied in all need levels on a percentage gradation at the same time. The physiological needs may be 85 per cent satisfied, the safety needs 70 per cent, love needs 50 per cent, self-esteem needs 40 per cent, and self-actualization needs may be 10 per cent fulfilled. The degree of satisfaction of the lower need determines the amount of the next higher need allowed to emerge. This emergent need then becomes the behavior determinant. Thus behavior and motivation are controlled by the degree of need satisfaction.

Herzberg et al. (1959) in answer to the question "What do people want from their jobs?" found evidence to support Maslow's (1970) theory that the need for recognition, responsibility, achievement, and personal growth through advancement and the challenge of the work itself constitute the strongest job satisfiers.

Two types of job satisfaction are generally thought to exist. Intrinsic satisfaction is that which results from actually doing the job itself and extrinsic satisfaction that which arises within the areas surrounding the performance of the job tasks; working conditions, co-worker relations, salary and fringe benefits, and administration policy (Herzberg et al., 1959). According to these same researchers, true "satisfiers" relate to the actual job performance. These "satisfiers" are grouped into three main categories: (1) achievement and recognition; (2) the work itself, responsibility, and advancement; and (3) salary. An interesting fact about salary is that it acts as an intrinsic job satisfier only when it accompanies actual achievement and advancement. Across the board type wage increases are classified as extrinsic satisfiers because these are associated with the conditions surrounding the work itself. Satisfaction of intrinsic factors acts as a performance motivator while satisfaction of the extrinsic factors does not promote actual job satisfaction as much as job tolerance.

Overall job satisfaction is made up of a combination of intrinsic and extrinsic factors. According to Maslow (1970) and Herzberg et al. (1959), a worker must first be partially satisfied in the lower level needs characterized by the extrinsic factors of satisfaction. Once these needs are somewhat fulfilled, the higher need for self

actualization emerges to motivate behavior toward satisfaction of this need. Self actualization needs can only be fulfilled through the intrinsic nature and challenge of the work itself.

Neff (1968, p. 141) disagrees with the concepts of self-actualization as a primary motivator in job satisfaction and states that "people work for money." He states that in the total absence of monetary recompense these other motivators such as the desire for self-esteem and self-actualization needs will not operate effectively. "Money is the essential medium of exchange and the prerequisite for material existence. It is also the chief means by which people estimate the quantity and quality of their work."

Job satisfaction and performance motivation can be elusive qualities greatly influenced by individual personalities. The delivery of primary health care by Family Nurse Practitioners provides an opportunity to investigate some job qualities which may or may not satisfy various human needs in nurses engaged in such practice.

Assumptions

1. All Family Nurse Practitioners answered the questionnaire to the best of their ability.
2. The way the Family Nurse Practitioners answered on a given question was typical of how they felt about their jobs.

Definitions

For the purposes of this study, the following definitions of terms were used:

1. Intrinsic factor--the challenge involved in doing the work itself; the self-actualizing aspect of work.
2. Extrinsic factors--the conditions surrounding the performance of the actual job, including physical comfort, work resources, co-worker relations, and financial rewards.
3. Job satisfaction--the feeling or attitude of accomplishment and self-esteem resulting from the performance of the job itself (intrinsic factor) and the conditions surrounding the job performance (extrinsic factors).
4. Family Nurse Practitioner--a professional, registered nurse who had completed the pilot twelve-month family nurse practitioner course at The College of Nursing, The University of Arizona.

CHAPTER 2

REVIEW OF THE LITERATURE

What makes work important and satisfying has been the subject of interest for many investigators. Marx, cited by Bell (1960, p. 122), has said that "Man becomes man, becomes alive, through work for through work man loses his isolation and learns to become a social or cooperative being and thus learns of himself; . . ."

An interesting facet in the review of the literature on work and satisfaction is that the word "worker" identifies a male worker to the social scientist and that if the subject is women then the term "women workers" is specifically employed. Neff (1968, p. 41) also noted that:

Very little of the literature on work is concerned with the working woman. . . . Why the comparative silence on the woman worker? It can be argued that it is simply because almost all of the literature on work has been produced by males. However, while ordinary bias is undoubtedly a factor, it is not the whole story. There is a widespread and deeply held belief that the work of women is accidental and temporary. Although this belief is illusory, . . . it is held not only by most men but also by large numbers of women.

This prevailing attitude has most certainly contributed in its subtle way to the lack of job satisfaction research in the nursing profession. Abdellah and Levine (1965) noted, in discussing a 45-item questionnaire designed

in 1957 by Wright to evaluate all aspects of working conditions that could affect the job satisfaction of nursing personnel in hospitals, that the instrument has not been widely used and suggested that the reason for this might be that the information from such a questionnaire could touch on sensitive areas that some administrators would rather avoid. She suggested that more theoretically oriented research is necessary in this area of the satisfaction gain gained by nurses actively employed in the profession.

In response to the question of what American workers want from their jobs, Quinn and Cobb (1971, p. 1) report that ". . . it has been asserted, for example, that women are less 'intrinsically' oriented toward their jobs than men and are more concerned than men with relations with their co-workers." According to the theories of Maslow (1970) and Herzberg et al. (1959) this could be attributed to the fact that the few occupations open mainly to women in the past offered little satisfaction of their self-actualization and esteem needs by the inherent characteristics of the work itself. Neff (1968) pointed out that the majority of women workers are found in a small number of occupations; certain service industries, teaching, social work, and nursing. It is possible that this artificial clustering is not due to choice and results in the realization that satisfaction of the higher needs cannot be achieved. Thus, the emphasis is

on the achieving of lower level needs which have to do with social and co-worker relations by women in the work force.

As part of the evaluation of the pilot pediatric nurse program at the University of California at Los Angeles in 1971, Bullough (1974) studied the job satisfaction in three groups of nurses. The responses of the 17 pediatric nurse practitioners before and after completion of the seven month course were compared with the responses of 18 extended role nurses and 38 registered nurses functioning in the traditional role. The pediatric nurse practitioners rated highest both in intrinsic and overall job satisfaction. Twelve of the 17 pediatric nurse practitioners said they were satisfied with their work after having completed the Pediatric Nurse Practitioners course. There were significant differences in the levels of intrinsic job satisfaction between the pediatric nurse practitioners and the other nurses. All the respondents saw the extended role as calling for more creativity, greater use of skills and more responsibility than the traditional role and they rated the job of the pediatric nurse practitioners as more interesting and important on a Likert-type scale. The graduates of the Pediatric Nurse Practitioners course scored highest on the job satisfaction scale with the agency-trained extended role nurses intermediate and the traditional role nurses scoring lowest. On the questions testing whether nurses would find more intrinsic job satisfaction in the extended role than in

the traditional role the question is worded in the future tense and it is conceivable that the results measure hoped for satisfaction rather than actual job satisfaction. As this questionnaire was given at the end of their preceptorship it may have been too early to measure actual satisfaction with the job as separate from satisfaction with the role. The study revealed that intrinsic job satisfaction did not generalize into overall job satisfaction. Bullough (1974) speculates that this may be due in part to the pediatric nurse practitioners not having realized lower level needs (Maslow, 1970) for salary and recognition. This lag between increased job responsibilities and increased extrinsic rewards was seen to be a source of discontent.

. . . these complaints suggest that creative and interesting work is not the only element in work satisfaction and they may even cast doubt on work cited earlier which indicated that self-actualization through creative and interesting work was the important factor in the satisfaction of professional nurses (Bullough, 1974, p. 19).

In answer to the question, whether or not they would choose nursing as a career if they had the opportunity to do it over, it is interesting to note that the pediatric nurse practitioners scored the lowest here followed by the extended role nurses. The traditional role nurses were in this respect the most satisfied with their career choice in that 55 per cent would definitely choose nursing again for their career (Bullough, 1974). Possibly it is this lack of satisfaction that prompted the pediatric nurse practitioners

to enroll in the course to advance their knowledge and degree of responsibility and autonomy.

At the time the data were collected only 12 pediatric nurse practitioners had received any raise in pay related to their taking on a new role. None of the extended role nurses had received a pay raise. Many had replaced physicians in clinics; however, they were not given the same backup support. They were expected to manage the clinic as well as see their patients. ". . . a commonly voiced complaint was that the nurse who accepted the extended role was expected to carry out her old nursing responsibilities as well as the new ones" (Bullough, 1974, p. 19).

In a report evaluating the effectiveness of the first two consecutive nurse practitioner training programs at Yale University, Storms (1973) pointed out the importance of providing backup facilities for the nurse practitioner in the same way as they are provided for the physicians. This includes chart ordering, taking phone messages, scheduling of appointments and providing assistance with certain physical procedures. The study found that if auxiliary personnel and traditional role nurses were not educated in the new role expectations both for the nurse practitioner and for themselves they could do much to sabotage the effective functioning and consequently the job satisfaction of the nurse practitioner.

In a group of 59 recently graduated baccalaureate nurses Kramer (1968) found a 29 per cent dropout rate that was the result of job dissatisfaction caused by role deprivation. This figure did not include all those nurses not working because of marriage or childbirth responsibilities. A projection of these results was that frequent job changes by certain nurses represented an attempt to diminish the amount of role deprivation and consequently to increase the possibility of gaining more job satisfaction.

The relationship between role deprivation and job satisfaction was explored by Kramer, McDonnell, and Reed (1972) in a study of 195 baccalaureate degree nurses. They attributed job dissatisfaction to role deprivation. Nurses constitute a professional group almost exclusively employed by formal organizations. Nursing educators, especially collegiate educators, attempt to transmit to their students role concepts characteristic of the professional system with varying degrees of success in this endeavor. So these nurses represent a group almost sure to be faced with bureaucratic employment and as a consequence, potential role deprivation. The hypothesis was supported that the strong professional role concept was associated with a high degree of role deprivation among the nurses in the sample. Difficulties encountered by professionals in bureaucratic organizations were found to be due to the contrast and potential conflict between bureaucratic and professional systems for

organization of work. The bureaucratic system is organized on the principle of segmented routine tasks; that is, employees perform part of the total task and that part becomes routine. Since the task is routine and segmented only a few skills are required. "When individuals who have been socialized into the professional system are employed in the bureaucratic system some degree of conflict can be expected with resultant role deprivation" (Kramer, 1968, p. 461). The results of this study seem to warrant this assumption as being one cause of job dissatisfaction.

Slocum, Sussman, and Sheridan in 1972 studied need satisfaction and job performance in a group of professional and paraprofessional hospital employees. The professional group was composed of registered nurses and the paraprofessional group was composed of licensed practical nurses, nurses' aides, and clerks. He found that for the 39 nurses in the study self-actualization needs were significantly less satisfied than all other needs except autonomy. This study supported the hypothesis that differences exist between paraprofessional and professional employees in the satisfaction of basic needs. The paraprofessionals' self-actualization satisfaction was much weaker than the professionals'. Among professionals, satisfaction of self-actualization needs was related to job performance. Slocum et al. (1972) therefore recommended that hospital administrations focus on reducing deficiencies in all needs but

especially in self-actualizing needs by providing on the job opportunities for nursing personnel to meet these expectations for growth, development, and self-fulfillment.

Clearly, it is desirable to have some baseline data relative to job satisfaction in the emerging role of the family nurse practitioner. It is hoped that this study will contribute to an understanding of the balance and interplay between the intrinsic and extrinsic factors that make up what is known as job satisfaction.

CHAPTER 3

METHODOLOGY

This chapter includes a description of the research design, the study participants, the measurement tool, the method of data collection, and the method of analysis of the data.

Research Design

This study was designed to obtain data to describe the job satisfaction in terms of intrinsic and extrinsic satisfaction in a population of 12 Family Nurse Practitioners. Additional questions assessed their overall feelings of job satisfaction and their attraction to work in general. Several demographic questions were designed to obtain general background information about the population.

Verbal permission was obtained from the nurse coordinator of the Family Nurse Practitioner education program at The University of Arizona to utilize the graduates of the first program as the research study participants. The study was approved by the Human Subjects Committee of The University of Arizona and conforms to Department of Health, Education, and Welfare regulations for protecting the study participants' psychological and social well-being (Appendix A).

The Study Participants

The population was a group of 12 Family Nurse Practitioners. The participants had completed a 12-month Family Nurse Practitioner program which consisted of 6 months of theory and associated clinical experience followed by a 6-month preceptorship with a physician engaged in family practice medicine. These 1974 graduates of the program were expected to have acquired skills in medical interviewing, physical examination of children and adults, assessment and management of selected acute and chronic diseases, as well as acute and common illness seen in routine practice. All the respondents were employed as Family Nurse Practitioners at the time the data were collected.

The Measurement Tool

The measurement tool chosen for the data collection was a validated job satisfaction questionnaire developed by the Survey Research center at The University of Michigan for the United States Department of Labor Employment Standards Administration in 1971 (Appendix B). The tool was developed for use with workers in various heterogeneous occupations and is not specific for any one occupational group (Quinn et al., 1971). The instrument has been replicated in studies of homogeneous occupational groups (Barnowe, Mangione, and

Quinn, 1972) and may represent a useful tool for the measurement of job satisfaction among family nurse practitioners.

The tool was developed from a probability sampling of 1,533 currently employed workers in 48 states, 16 years or older, if they worked for pay at least 20 hours per week. It was found that 23 statements identified work factors considered most important to a national sampling of American workers (Quinn et al., 1971).

The first part of the questionnaire included 23 positive statements relating to the five factors found to be the most important contributors to overall job satisfaction by Quinn et al. (1971). They were challenge (intrinsic factor), described by seven statements; comfort (extrinsic factor), described by seven statements; pay (extrinsic factor), described by three statements; co-worker relations (extrinsic factor), described by two statements; and resources (extrinsic factor), described by four statements. Each statement had four possible responses: 4--very true, 3--somewhat true, 2--not too true, and 1--not true at all, with 4 being the highest score and 1 being the lowest score. The possible score range was from 23-92. The higher the score, the greater was the respondent's satisfaction for the combined five quality of employment factors. The same scoring applies for each factor measured separately. A "very true" response to a statement indicated that the worker was "very satisfied" for that particular item. A

"somewhat true" response indicated that the worker was "somewhat satisfied" for a particular statement. A "not too true" response translated to "not too satisfied" and a "not at all true" response equalled "not at all satisfied."

The five factors measured by the questionnaire corresponded to Maslow's hierarchy of human needs as follows. The factor of pay corresponded to Maslow's first level of physiological needs, because needs for food, clothing, housing, and the essentials of life are satisfied by paying for these essentials with money. Factors of comfort and resources corresponded to Maslow's second level needs for security; stability; freedom from fear, anxiety, and chaos; and the need for structure and limits. The factor of co-worker relations corresponded to both second level needs and to third level needs for belongingness. Finally, the factor of challenge corresponded to the highest need level, the level where self-actualization needs may be satisfied.

Herzberg's "satisfiers" and performance motivators and the intrinsic factors of work itself corresponded to the indices of challenge and salary where it is in recognition of good work. These are similar to Maslow's higher level needs. Herzberg's extrinsic needs or the conditions surrounding the actual content of the job comprised the lower level needs and corresponded to the indices in this questionnaire of resources, co-worker relations, comfort, and pay.

The first 23 statements were job content specific for the five factors of job satisfaction. The developers recognized a limitation imposed by this type of questionnaire. Suppose, for example, that co-worker sex appeal is an important factor contributing to satisfaction or dissatisfaction. Since the questionnaire did not have a sex appeal specific statement, the test would not truly have described the worker's degree of job satisfaction if this was actually an important aspect of job satisfaction. For this reason, additional questions were developed as an independent measure of overall job satisfaction. These eight content or facet free questions (24-31) assessed a worker's satisfaction without reference to particular aspects of the job. The correlations which led to the construction of this index were based on a random half sample of the same 1,533 workers.

The positive and statistically significant inter-correlations among these eight content free questions were sufficiently high to justify their inclusion in a single index of overall content free job satisfaction (Quinn et al., 1971, p. 44).

No changes were made in these questions. However, to question 26, "If a good friend of yours told you that he/she was interested in a job like yours, . . ." a fourth choice response was added: "Worker would recommend it with reservations." The other choices were: "Worker would strongly recommend it," "Worker would have doubts about recommending it," and "Worker would advise friend against

it." The Family Nurse Practitioner role is an emerging concept in health care delivery and the family nurse practitioners are expected to perform their jobs while acting as role change agents. This can present difficulties which might make one like a job but have reservations about recommending the job without advising the job seeker to inquire about a change in this facet of the employment situation.

A final question (32) was included by Quinn et al. (1971) to measure the worker's attraction to work in general.

For each of these questions, the respondent was asked to check an answer which most closely expressed feelings about the job and work in general. Of the nine questions, four have four possible responses, four have three possible responses, and one has two possible responses.

Where there were four possible responses they were categorized as very satisfied, somewhat satisfied, not too satisfied, and not at all satisfied. Where there were three possible responses they were described as very satisfied, somewhat satisfied, and not at all satisfied. Responses to questions 31 and 32 were reported individually.

Method of Data Collection

Contact with the twelve Family Nurse Practitioners was initiated through a combined introductory letter and consent form sent to each participant from the researcher

explaining the purpose of the study and the method of data collection (Appendix C). This was accompanied by a mailed 38-item questionnaire, two stamped addressed return mail envelopes, and one return mail postcard. The respondents were requested to sign only the consent form if they agreed to participate and to return the consent forms and the unsigned questionnaire in separate envelopes to assure their complete confidentiality. If they wished to receive an abstract of the study they were to return the postcard with their name and mailing address.

The mailed questionnaire was chosen as it represented an adequate means of obtaining data in a limited period of time from a widely scattered population.

Analysis of the Data

Individual questions were analyzed separately for trends indicating the influence of intrinsic and extrinsic factors of job satisfaction on the overall satisfaction of the respondents with their jobs. Frequency distributions and percentage tabulations were compiled to express the data. Scoring was employed to produce a numerical description of overall job satisfaction for the sample.

CHAPTER 4

PRESENTATION AND ANALYSIS OF THE DATA

This chapter presents the findings and the statistical analysis of the data collected on 11 Family Nurse Practitioners relative to their overall job satisfaction and the intrinsic and extrinsic factors of job satisfaction. Data describing the sample are presented first.

Characteristics of the Family Nurse Practitioner Sample

The mailed 38-item questionnaire was returned by 11 of the 12 Family Nurse Practitioners.

Table 1 presents the demographic categories of age and education completed characteristics for the Family Nurse Practitioner sample. The ages of the Family Nurse Practitioners ranged from 26 to 54 years and fell into groups at three age levels. Thirty-six per cent (4) were in the age range of 25 to 35 years. Eighteen per cent (2) were in the age range of 36 to 45 years; and forty-five per cent (5) were in the age range of 46 to 55 years. The mean age was 40 years and the median was 43 years. One hundred per cent (11) of the Family Nurse Practitioners were female. Fifty-five per cent (6) had completed baccalaureate programs in

Table 1. Distribution of Family Nurse Practitioners by Type of Educational Program Completed and Age

Age	Type of Educational Program Completed	
	Diploma (RN)	Baccalaureate (BS)
	No.	No.
46-55	2	3
36-45	2	
25-35	<u>1</u>	<u>3</u>
Total	5	6

nursing. Forty-five per cent (5) had completed diploma programs in nursing.

The marital status of the Family Nurse Practitioner sample is presented in Table 2. Sixty-four per cent (7) of the Family Nurse Practitioners were married, eighteen per cent (2) were divorced, nine per cent (1) were single, and nine per cent (1) were widowed.

At the time the data were collected the sample population (11) was employed as Family Nurse Practitioners.

Table 3 presents the number of months that the Family Nurse Practitioners had been employed in the setting at the time the data were collected. Thirty-six per cent (4) had been in the particular setting from 1 to 11 months, fifty-five per cent (6) had been in the setting from 12 to

Table 2. Distribution of Family Nurse Practitioners by Age and Marital Status

Marital Status	Age Groups in Years			Total
	25-35	36-45	46-55	
Single	1			1
Married	2	1	4	7
Divorced	1	1		2
Widowed			1	<u>1</u>
Total				11

Table 3. Number and Per Cent of Family Nurse Practitioners by Length of Time in the Job Setting

Months	Family Nurse Practitioners	
	No.	%
1-11	4	36
12-24	6	55
25-30	<u>1</u>	<u>9</u>
Total	11	100

24 months, and nine per cent (1) had been in the setting from 25 to 30 months. The mean length of time was 13 months in practice as Family Nurse Practitioners.

Table 4 presents the total number of years that the sample population had been actively employed as Registered Nurses before becoming Family Nurse Practitioners. Fifty-five per cent (5) were employed from 1 to 11 years, eighteen per cent (2) were employed from 12 to 21 years, and twenty-seven per cent (3) were employed from 22 to 31 years. The mean was 13 years active employment as a Registered Nurse.

Table 4. Number and Per Cent of Family Nurse Practitioners by Years of Previous Practice as Registered Nurses

Years	Family Nurse Practitioners	
	No.	%
1-11	6	55
12-21	2	18
22-31	<u>3</u>	<u>27</u>
Total	11	100

Presentation of the Findings for Overall
Job Satisfaction and the Intrinsic and
Extrinsic Factors of Satisfaction

The questionnaire measured the overall job satisfaction and the intrinsic and extrinsic factors of job satisfaction for the sample of 11 Family Nurse Practitioners.

Score percentages were utilized to arrive at a measure of overall job satisfaction for each Family Nurse Practitioner. For comparison of the overall job satisfaction with the intrinsic and extrinsic factors, the latter factors were also scored in the same manner. The means were computed for the sample for overall job satisfaction, the intrinsic factor and the extrinsic factors separately. A mean of the combined four extrinsic factors is also presented for comparison.

Each Family Nurse Practitioner receive a score for questions 1 to 23 which equalled an overall job satisfaction score. Each of the five factors in statements 1 to 23 was scored separately to produce five scores. Therefore, each Family Nurse Practitioner received 6 scores for statements 1 to 23. The responses were scored as follows: 4--very true, 3--somewhat true, 2--not too true, and 1--not at all true. The scores were also expressed as percentages for comparison purposes.

Table 5 presents the possible numerical score ranges for the six categories and the actual score ranges for those six categories. For overall job satisfaction, the possible

Table 5. Possible and Actual Score Ranges for Overall Job Satisfaction, Challenge, Comfort, Pay, Co-Worker Relations, and Job Resources by Family Nurse Practitioners

	Possible Score Range	Actual Score Range
Overall Job Satisfaction	23-92	53-91
Challenge	7-28	20-28
Comfort	7-28	15-28
Pay	3-12	5-12
Co-Workers	2-8	4-8
Resources	4-16	8-16

range was 23 to 92 with 23 being the lowest score and 92 being the highest score. The actual range for overall job satisfaction was from 53 to 91. For the intrinsic factor of challenge, the possible low score to high score range was 7 to 28 with the actual range from 20 to 28. For the extrinsic factor of comfort the possible score range was 7 to 28 and the actual range was 15 to 28. For the extrinsic factor of pay, the possible range was 3 to 12 with the actual range from 5 to 12. The possible range for the extrinsic factor of co-worker relations was 2 to 8 and the actual range was 4 to 8. The possible score range for the

extrinsic factor of resources was 4 to 16 and the actual score range was 8 to 16.

Table 6 presents the raw scores and percentages in six categories: overall job satisfaction, challenge, comfort, pay, co-worker relations, and job resources. Each Family Nurse Practitioner was scored separately in each category. The eleven score percentages were totaled and averaged in each category. A mean satisfaction score of 83 per cent was computed for overall job satisfaction. A mean score of 89.5 per cent was tabulated for the intrinsic factor of challenge. A mean of 71.1 per cent was recorded for the extrinsic factor of comfort. The mean for the extrinsic factor of pay was 77.2 per cent, while for the extrinsic factor of co-worker relations the mean satisfaction score was 87.5 per cent. For the extrinsic factor of resources, the mean satisfaction score was 84.9 per cent.

Table 7 presents the data for the comparison of mean score percentages for overall job satisfaction, the intrinsic factor of challenge, and a combined mean for the four extrinsic factors of comfort, pay, resources, and co-worker relations. The mean overall job satisfaction score for the sample population of Family Nurse Practitioners was 83 per cent. The mean score for the intrinsic factor of challenge was 89.5 per cent, and the mean score for the combined extrinsic factors was 79 per cent.

Table 6. Scores and Percentages for Overall Job Satisfaction, the Intrinsic Factor of Challenge, and the Extrinsic Factors of Comfort, Pay, Co-Worker Relations and Job Resources by Family Nurse Practitioners

FNP ^a Code	Overall Job Satisfaction		Intrinsic Factor		Extrinsic Factors							
			Challenge		Comfort		Pay		Co-Worker		Resources	
No.	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
50	91	99	28	100	27	96	12	100	8	100	16	100
44 ^b	86	93	28	100	24	86	10	83	8	100	16	100
52	85	92	28	100	24	86	10	83	8	100	15	94
43	83	90	27	96	25	89	9	75	8	100	14	88
42	82	89	24	86	23	82	12	100	8	100	15	94
40 ^c	81	88	25	89	28	100	10	83	5	50	14	88
47	79	86	26	93	22	79	10	83	7	86	14	88
45	72	78	25	89	18	64	9	75	8	100	12	75
51	71	77	24	86	22	79	6	50	5	63	14	88
53	64	70	21	75	15	54	9	75	8	100	11	69
46 ^d	53	58	20	71	15	54	5	42	6	63	8	50
Means	77	83	25	89.5	22	71.7	9.3	77.2	7	87.5	13.5	84.9

^aFamily Nurse Practitioner questionnaire code number.

^b44 = no response to statement no. 6 on comfort factor.

^c40 = no response to statement no. 19 on co-worker factor.

^d46 = no response to statement no. 20 on resource factor.

Table 7. Distribution of Overall Job Satisfaction, Intrinsic Factor and Extrinsic Factors by Family Nurse Practitioners' Mean Percentage Scores

	Overall Job Satisfaction	Intrinsic Factor	Extrinsic Factors
Means of Percentage Scores	83%	89.5%	79%

Presentation of the Findings for the Individual Responses to Statements on the Five Factors of Job Satisfaction

Table 8 presents the responses to the items related to the comfort factor. When all the statements for the factor were combined, a mean of 46 per cent reported that the combined seven statements on the extrinsic factor of comfort were "very true" of their jobs. A mean of 34 per cent reported that the combined seven statements on the comfort factor were "somewhat true" of their jobs. A mean of 13 per cent reported that the combined seven statements on the extrinsic factor were "not too true" of their jobs, while a mean of 7 per cent reported that the combined comfort factors were "not at all true" of their jobs.

Table 9 presents the data for the intrinsic factor of job satisfaction, challenge. One hundred per cent (11)

Table 8. Number and Per Cent of Responses by Family Nurse Practitioners to Statements on the Extrinsic Factor of Comfort

Comfort Factor Statements	Response							
	Very True		Somewhat True		Not too True		Not at All True	
	No.	%	No.	%	No.	%	No.	%
1. Travel to and from work is convenient.	5	45.5	4	36.4	1	9.1	1	9.1
2. The hours are good.	6	54.5	3	27.3	2	18.2		0
3. Physical surroundings are pleasant.	6	54.5	1	9.1	3	27.3	1	9.1
4. I have enough time to get the job done.	5	45.5	5	45.5		0	1	9.1
5. I am not asked to do excessive amounts of work	4	36.4	5	45.5	2	18.2		0
6. I can forget about my personal problems. ^a	5	54.5	2	18.2	1	9.1	1	9.1
7. I am free from conflicting demands other people make of me.	3	27.3	6	54.5	1	9.1	1	9.1
Means	5	46	3.1	34	1.4	13	.7	7

^aOne Family Nurse Practitioner did not respond to statement no. 6.

Table 9. Number and Per Cent of Responses by Family Nurse Practitioners to Statements on the Intrinsic Factor of Challenge

Challenge Factor Statements	Response							
	Very True		Somewhat True		Not too True		Not at All True	
	No.	%	No.	%	No.	%	No.	%
8. I have enough authority to do my job.	8	72.8	2	18.2	0	0	1	9.1
9. I can see the results of my work.	7	63.6	4	36.4	0	0	0	0
10. The work is interesting.	11	100.0	0	0	0	0	0	0
11. I am given a lot of freedom to decide how I do my work.	8	72.8	3	23.3	0	0	0	0
12. I have an opportunity to develop my special abilities.	6	54.5	3	23.3	2	18.2	0	0
13. I am given a chance to do the things I do best.	5	45.4	5	45.5	1	9.1	0	0
14. The problems I am asked to solve are hard enough.	6	54.5	4	36.4	1	9.1	0	0
Means	7.3	66.2	3	27.3	.6	5.2	.1	1.3

of the sample population reported that they found the statement "the work is interesting" "very true" of their jobs. When all the responses were combined, the mean frequency per cent for the intrinsic factor of challenge showed that 66.2 per cent of the sample population reported these statements "very true" of their jobs. A mean of 27.3 per cent of the sample found the combined seven statements on the challenge factor "somewhat true" of their jobs. A mean of 5.2 per cent reported that the statements were "not too true" of their jobs, and a mean of 1.3 per cent reported that the combined challenge statements were "not at all true" of their jobs.

Table 10 shows the data for the extrinsic factor of job satisfaction, pay. When all the statements were combined a mean of 36.4 per cent reported that the combined three statements on the pay factor were "very true" of their jobs. A mean of 39.4 per cent reported that the statements were "somewhat true" of their jobs. A mean of 21.2 per cent reported that the statements were "not too true" of their jobs, and a mean of 3 per cent reported that the statements were "not at all true" of their jobs.

Table 11 presents the data for the extrinsic factor of job satisfaction, co-worker relations. An average of 68.1 per cent reported that the combined statements of this factor were "very true" of their jobs. An average of 13.7 per cent reported that the combined statements were

Table 10. Number and Per Cent of Responses by Family Nurse Practitioners to Statements on the Extrinsic Factor of Pay

Pay Factor Statements	Responses							
	Very True		Somewhat True		Not too True		Not at All True	
	No.	%	No.	%	No.	%	No.	%
15. The pay is good.	4	36.4	5	45.5	2	18.2	0	0
16. The job security is good.	4	36.4	4	36.4	2	18.2	1	9.1
17. My fringe benefits are good.	4	36.4	4	36.4	3	27.3	0	0
Means	4	36.4	4.3	39.4	2.3	21.1	.3	3

Table 11. Number and Per Cent of Responses by Family Nurse Practitioners to Statements on the Extrinsic Factor of Co-Worker Relations

Co-Worker Factor Statements	Responses							
	Very True		Somewhat True		Not too True		Not at All True	
	No.	%	No.	%	No.	%	No.	%
18. My co-workers are friendly and helpful.	8	72.7	1	9.1	1	9.1	1	9.1
19. I am given a lot of chances to make friends. ^a	7	63.6	2	18.2	1	9.1	0	0
Means	7.5	68.1	1.5	13.7	1	9.1	.3	3

^aOne response to question 19 was omitted because the Family Nurse Practitioner replied that "she works alone."

"somewhat true" of their jobs. An average of 9.1 per cent reported that these satisfaction factors were "not too true" of their jobs, while an average of 9.1 per cent reported that these factors were "not at all true" of their jobs.

Table 12 presents the data for the extrinsic factor of job satisfaction, resources. A mean of 54.5 per cent reported that the combined four statements on the resource factor were "very true" of their jobs. A mean of 36.4 per cent reported that the combined statements were "somewhat true" of their jobs. A mean of 4.6 per cent reported that the combined statements were "not too true" of their jobs, and a mean of 2.3 per cent reported that the combined statements were "not at all true" of their jobs.

Table 13 shows how true the five factors of job satisfaction were, on an average, for the group of 11 Family Nurse Practitioners. A mean of 66 per cent found the positively worded combined statements on the intrinsic challenge factor of job satisfaction "very true" of their jobs. An average of the means for the combined four extrinsic factors showed that a mean of 51.3 per cent reported the statements on these factors to be "very true" of their jobs.

A mean of 27.3 per cent reported that the combined statements on the intrinsic factor of challenge were "somewhat true" of their jobs. A mean of 29.5 per cent reported that the combined statements on the extrinsic factors of their jobs were "somewhat true."

Table 12: Number and Per Cent of Responses by Family Nurse Practitioners to Statements on the Extrinsic Factor of Job Resources

Resource Factor Statements	Responses							
	Very True		Somewhat True		Not too True		Not at All True	
	No.	%	No.	%	No.	%	No.	%
20. I have enough information to get the job done. ^a	5	45.5	5	45.5	0	0	0	0
21. My responsibilities are clearly defined.	4	36.4	5	45.5	1	9.1	1	9.1
22. I receive enough help and equipment to get the job done.	6	54.5	4	36.4	1	9.1	0	0
23. My supervisor is competent in doing his job.	9	81.8	2	18.2	0	0	0	0
Means	6	54.5	4	36.4	.5	4.6	.25	2.3

^aOne Family Nurse Practitioner did not respond to statement number 20.

Table 13. Combined Mean Percentages Frequencies of the Five Factors of Job Satisfaction by the Four Possible Responses by Family Nurse Practitioners

Response	Intrinsic Factor	Extrinsic Factors				Means
	Challenge	Comfort	Pay	Co-Workers	Resources	
Very True	66.2	46.0	36.4	68.1	54.5	51.3
Somewhat True	27.3	34.0	34.0	13.7	36.4	29.5
Not Too True	5.2	13.0	21.2	9.1	3.0	11.5
Not True At All	1.3	7.0	3.0	3.0	.3	3.3

A mean of 5.2 per cent reported that the combined statements on the challenge factor were "not too true" of their job while a mean of 11.5 per cent reported that the combined statements on the extrinsic factors were "not too true" of their jobs.

A mean of 1.3 per cent reported that the combined statements on the intrinsic challenge factor were "not at all true" while a mean of 3.3 per cent reported that the combined statements on the extrinsic factors were "not at all true."

Presentation of Findings for Feelings
of Overall Job Satisfaction and
Attraction to Work in General

The job satisfaction questionnaire included questions to describe the overall feelings of job satisfaction and attraction to work in general.

When asked "how satisfied would you say you are with your job . . ." 55 per cent (6) were "very satisfied" and 45 per cent (5) replied that they were "somewhat satisfied."

When asked "how often do you get so wrapped up in your work that you lose track of time?" 82 per cent (9) replied that they were "very often" wrapped up. Eighteen per cent (2) responded that they were "pretty often" wrapped up in their work so that they lost track of time.

Thirty-four per cent (4) would "strongly recommend" their type of job to a friend while 64 per cent (7) would recommend the job "with reservations."

In answer to the question, "knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide?" 91 per cent (10) would "decide to take the same job without hesitation." Nine per cent (1) would "have some second thoughts."

When asked "how often do you leave work with a good feeling that you've done something particularly well" 45 per cent (15) responded "very often" while another 45 per cent (5) responded "pretty often." Ten per cent (1) responded "once in a while."

In response to the question "taking everything into consideration, how likely is it that you will make a genuine effort to find a new job with another employer within the next year . . ." 64 per cent (7) replied that they are "not at all likely to look for a new job." Twenty-seven per cent (3) reported that it is "somewhat likely that worker will look for new job." Nine per cent (1) responded that it was "very likely that worker will look for new job."

When asked, "in general, how well would you say that your job measures up to the sort of job you wanted when you took it?" 64 per cent (7) reported that it was "very much like the job the worker wanted." Thirty-six per cent (4) reported that the job was "somewhat like the job wanted."

When the sample population of Family Nurse Practitioners was asked "if you were free to go into any type of job you wanted, what would your choice be?" 73 per cent (8) reported that they would want the same job they had at the time the data were collected. Twenty-seven per cent (3) would prefer some other job.

When asked "if you were to get enough money to live as comfortably as you'd like for the rest of your life, would you continue to work?" 100 per cent (11) responded that they would continue to work.

Results of individual questions are in Appendix B.

CHAPTER 5

DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

This chapter discusses the relationship of the theoretical framework and the study findings as they relate to the review of the literature. The conclusions and the recommendations are also presented.

The study addressed the question, "What is the expressed satisfaction in a group of Family Nurse Practitioners in terms of the intrinsic and extrinsic factors of their jobs?"

The theoretical framework for this study was taken from theories of satisfaction. Maslow (1970) claimed that human behavior is organized by unfulfilled needs in five levels. Only after lower level needs were substantially satisfied could behavior be motivated toward fulfilling higher level needs of self-actualization. Herzberg et al. (1959) agreed with Maslow and argued further that only through the intrinsic nature of work, that is the challenge of work itself, can humans satisfy their highest level needs for self-actualization. Neff (1968), however, disagreed with the concept of self-actualization as a primary factor in job satisfaction. He stated that money is the primary factor in job satisfaction and that without this factor, the

challenge and self-actualization will not, in themselves, motivate and satisfy human needs in relation to work.

The instrument used in this study to collect the data was a two part questionnaire. This tool enabled the researcher to describe findings related to overall feelings of job satisfaction and satisfaction specifically related to the intrinsic and extrinsic factors of work in a group of eleven Family Nurse Practitioners.

Quinn and Cobb (1971) reported that it has been asserted that women are less intrinsically oriented toward their jobs than men and are more concerned than men with relations with their coworkers. Slocum et al. (1972) in their study pointed out, however, that self-actualization through the intrinsic nature of work was found to be important for nurses' feelings of job satisfaction. In the present study, the group of Family Nurse Practitioners scored highest, 89.5 per cent, on the challenge factor. This was the measure of their intrinsic job satisfaction for this group and tends to support the conclusions of Slocum et al. that intrinsic satisfaction enhances overall job satisfaction for nurses.

Herzberg et al. (1959) reported that "professionals" were more likely to find satisfaction through the intrinsic nature of their work. In contradistinction, blue collar workers' satisfactions arose primarily through the extrinsic factors of their jobs. The data would appear to coincide

with Herzberg et al.'s conclusions regarding "professionals." The Family Nurse Practitioners, on an average, scored higher for the intrinsic job satisfaction than they did for the extrinsic factors of job satisfaction.

Herzberg et al. (1959) also found that intrinsic job satisfaction acted as a job performance motivator, whereas extrinsic job satisfaction promoted only job tolerance. On the basis of this sample's satisfaction with the intrinsic factor of their work, one could postulate that this group of Family Nurse Practitioners was motivated in the performance of their jobs.

In the frequency distribution for the challenge factor, 100 per cent reported that the statement "the work is interesting" was "very true" of their jobs. A mean of 66.2 per cent reported that the combined challenge factor statements were "very true" of their jobs. These findings would tend to support the conclusion that the Family Nurse Practitioner role for the sample population allowed them, as a group, to fulfill their needs for self-actualization through the intrinsic challenge of the work itself.

Herzberg et al. (1959) stated that the extrinsic factors of job satisfaction correspond to the lower level needs of Maslow's (1970) hierarchy. These factors represent need levels which must be partially fulfilled, according to Maslow, before one can be motivated to fulfill the higher level needs for self-actualization. In the present study a

mean of 46 per cent responded that the combined comfort factor statements were "very true" of their jobs. A mean of 36.4 per cent reported that the combined pay factor statements were "very true" of their jobs. A mean of 68.1 per cent reported that the combined co-worker statements were "very true" of their jobs and a mean of 54.5 per cent reported that the combined statements were "very true" of their jobs. The pay factor appeared to be the least satisfying of the extrinsic factors. The combined mean for the extrinsic factors was 51.3 per cent in contrast to the mean for the intrinsic factor which was 66.2 per cent. The present study did not find evidence to support Neff's (1968) contention that money is a primary factor in determining job satisfaction.

Herzberg et al. (1959) claimed that overall job satisfaction depends upon a balance of the intrinsic factor on the one hand and the extrinsic factors of satisfaction on the other hand. Bullough in a 1974 study found that the high scores on the intrinsic satisfaction of work for a group of Pediatric Nurse Practitioners did not generalize into feelings of overall job satisfaction. She speculated that this occurred in part due to the low scores for the extrinsic factors of the jobs for these Nurse Practitioners. She postulated that this group of Pediatric Nurse Practitioners was not sufficiently fulfilled in their lower level needs for pay, comfort, and job resources.

The present study appears to show that the intrinsic satisfaction did generalize to produce an average overall job satisfaction score of 83 per cent for the group of Family Nurse Practitioners. For this group, the mean score for the combined four extrinsic factors of comfort, pay, coworker relations, and job resources was 79 per cent and the mean score for the intrinsic factor of challenge was 89.5 per cent.

The Family Nurse Practitioners rated their overall job satisfaction. Of the four responses possible, 55 per cent (6) said that they were "very satisfied" and 45 per cent (5) responded that they were "somewhat satisfied." None responded that they were "not too satisfied" or "not at all satisfied."

The findings tend to support the conclusion that this group of Family Nurse Practitioners was able to fulfill their needs for self-actualization through the intrinsic nature of the work itself. Further, the findings supported the conclusion that the intrinsic job satisfaction generalized into overall job satisfaction for this group. Extrinsic satisfaction was less than the overall satisfaction and the intrinsic satisfaction but not so much as to result in feelings of job dissatisfaction.

Recommendations

Based on the data and conclusions presented, the following recommendations were made.

1. The researcher recommended revision of the study using a larger sample of Family Nurse Practitioners utilizing the same instrument and including the following additional data:
 - a. Type of facility: private physician's office, health maintenance organization, hospital clinic setting, or other settings.
 - b. Number and type of patients seen per week.
 - c. Availability of backup support.
 - d. Salary before and after becoming Family Nurse Practitioners.
 - e. Difficulty in finding or maintaining job placement.
2. Using this same instrument, measure and compare the job satisfaction for different groups of nurses after varying lengths of employment time.

CHAPTER 6

SUMMARY

This study examined the expressed satisfaction in a group of Family Nurse Practitioners in terms of the intrinsic and extrinsic factors of their jobs. With the growth of practitioner roles for nurses it has become important for the nursing profession to examine whether this type of expanded practice can contribute to the growth of satisfying careers in nursing. The success of the role in meeting increasing demands for health care delivery may be directly related to the degree of satisfaction attainable by those nurses engaged in this form of nursing practice.

The sample population for this study consisted of 11 Family Nurse Practitioners ranging in age from 26 to 54 years. Six were graduates of baccalaureate programs in nursing and five were graduates of diploma programs in nursing.

The measurement tool was a validated job satisfaction questionnaire consisting of 32 items. Six additional items were utilized to collect data on the demographic characteristics of the sample. Satisfaction scores for each Family Nurse Practitioner were first computed and then averaged for overall job satisfaction, and the five

individual factors of challenge, comfort, pay, co-worker relations, and resources. Frequency percentages were then tabulated to express the responses relative to each of the items. These percentages were combined for each factor and expressed as averages to describe the job satisfaction relative to the intrinsic and extrinsic factors of satisfaction for the sample. The data on overall feelings of job satisfaction were presented by the number and percentage of Family Nurse Practitioner choosing each response.

The data showed that this group of Family Nurse Practitioners rated themselves as "very satisfied," 55 per cent (6); and "somewhat satisfied," 45 per cent (5) with their jobs. The average overall job satisfaction score for the sample was 83 per cent. Their responses indicated that they were most satisfied for the intrinsic factor of challenge and the extrinsic factor of coworker relations. They were less satisfied for the extrinsic factors of comfort and resources and least satisfied for the extrinsic factor of pay.

APPENDIX A

HUMAN SUBJECTS COMMITTEE APPROVAL

September 17, 1975

MEMORANDUM TO: A. Richard Kassander, Jr., Ph.D.
Vice President for Research

FROM: Milan Novak, M.D., Ph.D., HSC Chairman

RE: Jane Salomon, "Job Satisfaction in Nurse Practitioners"

Risks involved in the project proposal of "Job Satisfaction in Nurse Practitioners" appear to be minimal and involve primarily a matter of confidentiality of the data obtained. Since the questionnaires are anonymous and are returned by mail I believe that the rights of human subjects are well-protected. Moreover, benefits from this study, that is the eventual up-grading of the nurse-practitioner role, outweigh the potential risks as they might pertain to any possible break in confidentiality of the data.

Recommend approval and routine as per our recent telephone conversation without submission to the Human Subjects Committee.

tk

Enclosure

Administratively Approved:

/s/
A. Richard Kassander, Jr.
Vice President for Research

APPENDIX B

FAMILY NURSE PRACTITIONER JOB
SATISFACTION QUESTIONNAIRE

Part I

This series of questions relates to your present work setting. For each of the following questions I would like to know: HOW TRUE THIS IS OF YOUR JOB. Please place a check mark (✓) on one of the column lines for each statement.

	Very True	Somewhat True	Not Too True	Not at All True
1. Travel to and from work is convenient.	_____	_____	_____	_____
2. The hours are good.	_____	_____	_____	_____
3. Physical surroundings are pleasant.	_____	_____	_____	_____
4. I have enough time to get the job done.	_____	_____	_____	_____
5. I am not asked to do excessive amounts of work.	_____	_____	_____	_____
6. I can forget about my personal problems.	_____	_____	_____	_____
7. I am free from conflicting demands other people make of me.	_____	_____	_____	_____
8. I have enough authority to do my job.	_____	_____	_____	_____
9. I can see the results of my work.	_____	_____	_____	_____

	Very True	Somewhat True	Not Too True	Not at All True
10. The work is interesting.	_____	_____	_____	_____
11. I am given a lot of freedom to decide how I do my work.	_____	_____	_____	_____
12. I have an opportunity to develop my special abilities.	_____	_____	_____	_____
13. I am given a chance to do the things I do best.	_____	_____	_____	_____
14. The problems I am asked to solve are hard enough.	_____	_____	_____	_____
15. The pay is good.	_____	_____	_____	_____
16. The job security is good.	_____	_____	_____	_____
17. My fringe benefits are good.	_____	_____	_____	_____
18. My co-workers are friendly and helpful.	_____	_____	_____	_____
19. I am given a lot of chances to make friends.	_____	_____	_____	_____
20. I have enough information to get the job done.	_____	_____	_____	_____
21. My responsibilities are clearly defined.	_____	_____	_____	_____
22. I receive enough help and equipment to get the job done.	_____	_____	_____	_____
23. My supervisor is competent in doing his job.	_____	_____	_____	_____

Part II

The next series of questions relates to your feelings about your present job and to work in general. Please place a checkmark (✓) next to the response which most closely describes your feelings about each of the following questions.

24. All in all, how satisfied would you say you are with your job--very satisfied, somewhat satisfied, not too satisfied, or not at all satisfied?

<u>Degree of Satisfaction</u>	<u>No.</u>	<u>%</u>
Very satisfied	<u>6</u>	<u>55</u>
Somewhat satisfied	<u>5</u>	<u>45</u>
Not too satisfied	<u>0</u>	<u>0</u>
Not at all satisfied	<u>0</u>	<u>0</u>

25. How often do you get so wrapped up in your work that you lose track of the time--very often, pretty often, once in a while, or never?

<u>How often "wrapped up"</u>	<u>No.</u>	<u>%</u>
Very often	<u>9</u>	<u>82</u>
Pretty often	<u>2</u>	<u>18</u>
Once in a while	<u>0</u>	<u>0</u>
Never	<u>0</u>	<u>0</u>

26. If a good friend of yours told you he/she was interested in working in a job like yours for your employer, what would you tell him/her? Would you strongly recommend this job, would you recommend it with reservations, would you have doubts about recommending it, or would you strongly advise him/her against this sort of job?

<u>Worker's recommendation</u>	<u>No.</u>	<u>%</u>
Worker would strongly recommend it	<u>4</u>	<u>36</u>
Worker would recommend it with reservations	<u>7</u>	<u>64</u>
Worker would have doubts about recommending it	<u>0</u>	<u>0</u>
Worker would advise against it	<u>0</u>	<u>0</u>

27. Knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide? Would you decide without any hesitation to take the same job, would you have some second thoughts, or would you decide definitely not to take the same job?

<u>Worker's decision</u>	<u>No.</u>	<u>%</u>
Decide without hesitation to take same job	<u>10</u>	<u>91</u>
Have some second thoughts	<u>1</u>	<u>9</u>
Decide definitely <u>not</u> to take the job	<u>0</u>	<u>0</u>

28. How often do you leave work with a good feeling that you've done something particularly well--very often, pretty often, once in a while, or never?

<u>How often have this "good feeling"</u>	<u>No.</u>	<u>%</u>
Very often	<u>5</u>	<u>45</u>
Pretty often	<u>5</u>	<u>45</u>
Once in a while	<u>1</u>	<u>10</u>
Never	<u>0</u>	<u>0</u>

29. Taking everything into consideration, how likely is it that you will make a genuine effort to find a new job with another employer within the next year--very likely, somewhat likely, or not at all likely?

<u>Likelihood of effort to find new job</u>	<u>No.</u>	<u>%</u>
Very likely that worker will look for new job	<u>1</u>	<u>9</u>
Somewhat likely that worker will look for new job	<u>3</u>	<u>27</u>
Not at all likely that worker will look for new job	<u>7</u>	<u>64</u>

30. In general, how well would you say that your job measures up to the sort of job you wanted when you took it? Would you say it is very much like the job you wanted, somewhat like the job you wanted, or not very much like the job you wanted?

<u>Extent to which current job "measures up"</u>	<u>No.</u>	<u>%</u>
Very much like the job worker wanted	<u>7</u>	<u>64</u>
Somewhat like the job worker wanted	<u>4</u>	<u>36</u>
Not very much like the job worker wanted	<u>0</u>	<u>0</u>

31. Before we talk about your present job, I'd like to get some idea of the kind of job you'd most like to have. If you were free to go into any type of job you wanted, what would your choice be?

<u>Desired change</u>	<u>No.</u>	<u>%</u>
Worker would want the job she now has	<u>8</u>	<u>73</u>
Worker would want to retire or not work at all	<u>0</u>	<u>0</u>
Worker would prefer some other job to the job she now has	<u>3</u>	<u>27</u>

32. If you were to get enough money to live as comfortably as you'd like for the rest of your life, would you continue to work?

<u>Probable work situation</u>	<u>No.</u>	<u>%</u>
Would continue to work	<u>11</u>	<u>100</u>
Would not continue to work	<u>0</u>	<u>0</u>

These questions relate to your professional background and personal characteristics. Please remember that your name does not appear on this questionnaire. This information will be used for statistical purposes only.

33. Your present age is ____ years.
34. You are ____ female ____ male.
35. Are you now ____ single ____ married ____ separated
____ divorced ____ widowed.

36. Are you presently employed as a Family Nurse Practitioner?

___ yes ___ no ___ full-time ___ part-time

37. How long have you worked in your present setting as a Family Nurse Practitioner?

___ years ___ months

38. Before becoming a Family Nurse Practitioner, what was the total number of years that you were actively employed as a Registered Nurse?

___ years

39. In what types of nursing education programs have you been enrolled?

An Associate Arts Program? _____

A Diploma Program? _____

A Baccalaureate Program? _____

A Master's Program? _____

Which nursing education programs have you completed:

An Associate Arts Program? _____

A Diploma Program? _____

A Baccalaureate Program? _____

A Master's Program? _____

APPENDIX C

SUBJECT'S CONSENT

PROJECT TITLE: Job Satisfaction of a Group
of Family Nurse Practitioners

I am conducting a study involving the first group of Family Nurse Practitioners to have graduated from the program at The University of Arizona in 1974. The purpose of this study is to determine areas which contribute to and detract from your job satisfaction within the practitioner setting. While the results of this study may be of no direct benefit to you personally, it is hoped that the information gained from your responses to the enclosed questionnaire will provide insight into this form of expanded nursing practice for future nurses. Furthermore, this information will be of value in the development of educational programs to prepare Family Nurse Practitioners.

Enclosed is a thirty-eight item questionnaire. Thirty-two items deal with your feelings about various aspects of your job. Six items are questions included to provide general information. You are free to leave unanswered any question(s) you choose. Twenty to thirty minutes will be required to answer this questionnaire. If you have any questions you may call me collect at (602) 299-1953.

To protect your privacy, you need not sign the questionnaire. If you agree to participate, it is necessary to sign and return the consent form in one of the two envelopes provided. The questionnaire should be unsigned and returned in a separate envelope. This is to assure your complete confidentiality. All data will be coded and computer analysis will be done on grouped data, not on individual responses.

The nature, demands, risks, and benefits of the project have been explained to me and I understand what my participation involves. I understand that I am free to ask questions and withdraw from the project at any time without affecting my relationship with any institution or person.

Subject's Signature

Date

I have carefully explained to the subject the nature of the above project. I certify that to the best of my knowledge the subject signing this consent form understands clearly the nature, demands, benefits, and risks involved in her participation in this study. A medical problem or language or educational barrier has not precluded a clear understanding of her involvement in this project.

Investigator's Signature

Date

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