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A SURVEY TO DETERMINE IF JOB SATISFACTION WAS RELATED TO EXPRESSIONS OF SATISFACTION OF SELECTED NEEDS AMONG ARMY NURSE CORPS OFFICERS

by

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TABLE OF CONTENTS

CHAPTER		PAGE
I.	INTRODUCTION	1
	Statement of the Problem	2
	Purposes of the Study	2
	Importance of the Study	3
	Definition of Terms	4
	Assumptions	7
	Limitations	7
II.	METHODOLOGY	8
	Procedure	8
	The Questionnaire	8
	Method of Collection	11
III.	LITERATURE CITED	12
	Need Satisfaction in Work	12
	Review of Comparative Studies of Need Satisfaction in Government and Business Hierarchies	16
	Review of Nursing Literature	17
IV.	ANALYSIS OF THE DATA	23
	Presentation of the Data	23
	A. Personal Data	24
	B. Job Satisfaction	26
	C. Need Satisfaction	27
	D. Overall Satisfaction of Needs as Related to Job Satisfaction	27

CHAPTER		PAGE
IV.		
	E. Relationship of Job Satisfaction to the Satisfaction of Each of Twelve Needs	28
	F. Satisfaction of Four Need Categories as Related to Over-all Job Satisfaction	31
	G. Analysis of Data According to Rank Groups	31
V.	INTERPRETATION OF DATA	35
	Personal Data	35
	Need Satisfaction	35
	Job Satisfaction	36
	Over-all Job Satisfaction as Related to Over-all Need Satisfaction	36
	Relationship of Need Categories to Job Satisfaction	38
VI.	SUMMARY, RECOMMENDATIONS AND CONCLUSIONS	41
	Summary	41
	Recommendations	42
	Conclusions	44
APPENDICES		46
LITERATURE CITED		52

LIST OF TABLES

TABLE		PAGE
I.	Age of Respondents	24
II.	Means of Job Satisfaction Scores	26
III.	Means of Need Satisfaction Scores	27
IV.	Overall Job Satisfaction as Related to Twelve Needs	28
V.	Correlation Coefficients Obtained Relative to Job Satisfaction and the Three Most Significant Needs of Sample: Dominance, Social Welfare, Mastery and Achievement	30
VI.	Job Satisfaction as Related to Need Satisfaction for Rank Groups	32
VII.	Correlation Coefficients Between Job Satisfaction and Need Categories	34

ABSTRACT

This study was an effort to determine if expressions of job satisfaction was related to satisfaction of certain needs within the current nursing position held by Army Nurse Corps officers of a selected Army general hospital. The Sample population was comprised of one-hundred and twenty-two nurses. The theoretical basis for the study was the "need theory." Twelve psychological needs were investigated through the use of a questionnaire composed of twenty-four questions. Two questions examined each need. The mean scores from these questions were correlated to the scores recorded on a job satisfaction scale. An attempt was made to estimate their relationship to each other. The basic premise of the study was upheld statistically. A relationship did exist between job satisfaction and the expressed satisfaction of selected needs. The strongest relationships were established between job satisfaction and three needs: dominance, social welfare, and mastery and achievement.

First lieutenants expressed dissatisfaction within their current nursing positions and scored lowest on the need satisfaction scale. Other rank groups could be termed as satisfied within their current positions.

CHAPTER I

INTRODUCTION

All theories of career choice are in some way related to personality development. "The concept of psychological needs has had a long and distinguished history in psychology," and is ideally suited to explain many aspects of career behavior.[1] Work can be a medium through which the personality can express itself and which can potentially meet certain personal needs.

"If one postulates needs as a factor to occupational selection, then needs' satisfaction should be directly related to job satisfaction."[2] The individual will choose a specific position or job within an occupation where potential need satisfaction is envisioned. Retention and contentment within this job will be dependent upon the degree of satisfaction perceived by the worker.

Nursing, then, as an occupation is chosen by individuals because it carries the potential of satisfying certain personal needs within an individual. The specific position within the occupation which a nurse accepts must also represent potential satisfaction of these needs. Satisfaction or dissatisfaction within the specific position will determine the contentment and retention of the nurse within that job. Certain agencies fail to present

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[1] Samuel H. Osipos, Theories of Career Development (New York: Appleton-Century Crofts, 1968), p. 153.

[2] Ibid., p. 156.

a picture wherein an individual can envision obtaining personal satisfaction. Various governmental agencies have shown a growing concern for the dimensions of personnel problems including retention and recruitment.[3] Kilpatric, Cummings, Jenning reported:

> ....the image of the federal government is markedly out of phase with the occupational values of those whom the service most needs to attract to its ranks....[4]

The Army Nurse Corps, a federal nursing service corps, has also shown concern for these same dimensions of personnel problems. Recruitment and retention of qualified nurses is an on-going concern.

Statement of the Problem

This was an investigation to determine if a relationship existed between expressions of job satisfaction and satisfaction of selected needs within the current nursing position held by Army Nurse Corps officers assigned at a selected Army general hospital.

Purposes of the Study

The resultant information could serve ultimately to reduce the nurse-shortage in the Army Nurse Corps (ANC) by providing a basis for program innovation which would: (1) decelerate personnel attrition through resignations, (2) increase job performance and satisfaction of the members with a paralleled improvement in patient care.

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[3] Jesse B. Rhinehart, and R. P. Barrell, et al., "Comparative Study of Need Satisfaction in Government and Business Hierarchies," Journal of Applied Psychology, 53:3 (June, 1969), 230.

[4] Ibid., p. 231.

Importance of the Study

Job satisfaction is a factor which can strongly influence a favorable decision for a military nursing career. Identification of job and needs' satisfaction could provide an able administrator with a basis for strengthening or adjusting policies, so that opportunities exist for each individual to fulfill his needs and gain satisfaction within his work.

Diamond and Fox (1958) studied job turnover among a group of staff nurses and estimated that about one-third of the resignations resulted from job dissatisfaction. The most commonly stated reasons given in letters of resignations were personal reasons (maternity, marriage, family relocation, continuing education). Further examination of these resignations through the use of an anonymous questionnaire, revealed that job dissatisfaction was the true but unstated cause of resignation in one-third of the cases.[5]

Retention of junior officers is a continuing problem for the United States Army and the Army Nurse Corps.

> Approximately half of the officers on active duty have less than two years service. More than two-thirds of these young lieutenants leave the Army after two years rather than staying on long enough to be promoted to captain.[6]

The most common reasons given for ANC resignations echo the findings of Fox and Diamond, i.e., they resign for personal reasons: (family, marriage, maternity, or to return to school. It is possible, then, that if "aspects

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[5]Lorraine K. Diamond, and David J. Fox, "Turnover Among Hospital Staff Nurses," Nursing Outlook, 6:7 (July, 1958), 390.

[6]Army Personnel Letter, DSPER, Headquarters, Department of Army, 1 February, 1969.

of dissatisfaction" were identified and overcome, as well as areas of satisfaction strengthened, perhaps one-third of the resignations could be prevented.

Definition of Terms

Questionnaire: A series of questions which require a subjective expression of an individual's feelings about his job and his level of satisfaction of certain needs.

Job satisfaction: Any combination of psychological or environmental circumstances that cause a person truthfully to say, "I am satisfied with my job."[7]

The current nursing position: The nursing assignment of the individual at the time of completing the questionnaire. This means service as a staff nurse, head nurse, supervisor, or instructor within the various departments of the hospital (medical, surgical, pediatric, obstetrics, operating room, anesthesia, etc.).

Specific needs: Twelve specific needs were identified and defined by Schaffer for use in the need satisfaction portion of the questionnaire:[8]

1. Recognition and approbation: The need to have one's self, one's work and other things associated with one's self approved of by others.

2. Affection and interpersonal relationships: Those needs

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[7]Robert Hoppock, Occupational Information, second edition (New York: McGraw-Hill Book Company, Inc., 1963), p. 93.

[8]Robert Schaffer, "Job Satisfaction as Related to Need Satisfaction in Work," Psychology Monograph, No. 364 (1953), 4-5.

associated with feelings of acceptance and belonging with others.

3. Mastery and achievement: The need to perform satisfactorily according to one's own standards and to perform well in accordance with the self-perception of one's abilities.

4. Social welfare: The need or desire to help others and to have one's own efforts result in benefits to others.

5. Self-expression: The need to have one's behavior consistent with one's self-concept.

6. Dominance: The need to have control or power over others; to serve in a supervisory or leadership role.

7. Socio-economic status: The need to maintain one's self and one's family in accordance with certain group standards with respect to material matters.

8. Moral value scheme: The need to have one's behavior consistent with some moral code or structure.

9. Dependence: The need to be controlled by others and a dislike of responsibility for one's own behavior.

10. Creativity and challenge: The need of seeking new problems which require initiative or inventiveness or for producing new and original work.

11. Economic security: A need to feel assured of a continuing income and an unwillingness to "take a chance" in financial matters.

12. Independence: The need to direct one's own behavior rather than to be subject to direction of others.

For the purposes of interpretation and analysis, for this study, these twelve psychological needs were grouped into four categories:

Safety needs: These needs are for protection of the individual against deprivation.[9] The specific safety needs examined in the questionnaire were: socio-economic status, and economic security.

Social needs: Man has a social nature. He needs friendship and association with his fellows. Belonging provides a sense of identification and an opportunity for the individual to help others and to be helped by them.[10] Affection and interpersonal relationships, dependence, social welfare were specific aspects of social needs examined through the questionnaire.

Egoistic needs: Man needs a sense of accomplishment; a belief that his work is important.[11] The specific aspects examined were recognition and approbation, mastery and achievement, dominance, and independence.

Self-fulfillment needs: These are the needs for full human-ness and the desire for realizing or actualizing one's potential.[12] Self-expression, creativity and challenge, and the need to relate through a moral value scheme were examined within the study.

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[9]Leonard B. Sayles, and George Strauss, The Human Problems of Management (Englewood Cliffs: Prentice-Hall, Inc., 1960), p. 7.

[10]Ibid., p. 25.

[11]Ibid., p. 19.

[12]Abraham Maslow, Toward a Psychology of Being (Toronto: D. Van Nostrand Company, 1962), p. iii.

Assumptions

Three assumptions were made relevant to investigating the problem. (1) Needs exist for all people at all times. (2) An individual can determine the extent to which a perceived need is satisfied. (3) An individual can communicate the extent to which a perceived need is satisfied.

Limitations

There were several limitations inherent in the design of this study. (1) There was a serious question in the degree of confidence that a paper and pencil questionnaire can measure expressions of needs' or job satisfaction. (2) The small population sampled limited any conclusions drawn from the data.

CHAPTER II

METHODOLOGY

Procedure

The descriptive survey was selected as an appropriate method for a study to determine if a relationship existed between expressions of job satisfaction and satisfaction of selected needs relative to the current job position held by Army Nurse Corps officers of a selected general Army hospital. This method was used because: (1) the population was not accessible to the researcher except through the use of a mailed questionnaire; (2) there would be more cooperation and freedom of response, if the information was solicited through an anonymous questionnaire; (3) it represented a method of data collection which was appropriate for the areas under study; (4) the survey was an inexpensive method of obtaining data within the time frame of graduate study.[13]

The Questionnaire

The questionnaire in the study was designed to measure expressions of concern in two areas: job satisfaction and satisfaction of certain needs in work. The portion of the tool involved with an examination of the expressions of job satisfaction was constructed and used by Brophy in a

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[13]Faye G. Abdellah, and Eugene Levine, Better Patient Care Through Nursing Research (New York: The MacMillan Company, 1965), pp. 166-167.

previous study and was called the "Job Satisfaction Scale."[14] This portion of the questionnaire consisted of three questions. The respondents were asked to rate the level of satisfaction within the specific position held during the past two months. The first question required the respondent to match his over-all feelings of satisfaction about his present job with one of nine statements. The second question required a rating based upon a comparison of his present level of satisfaction as compared with others of the same age and sex; and the last question investigated the amount of time that the respondent was satisfied with his present position. The last two questions had seven alternative statements.

Needs satisfaction data were elicited through a series of twenty-four questions constructed by Schaffer. These questions were designed to examine the expressions of satisfaction of twelve psychological needs. Two questions, each worded differently, examined each need. The respondent rated his satisfaction on a five point scale:[15] (5) completely satisfied, (4) very well satisfied, (3) well satisfied, (2) slightly satisfied, (1) not at all satisfied.

For the purpose of analysis and interpretation these twelve needs (recognition and approbation, affection and interpersonal relationships, mastery and achievement, dominance, social welfare, self-expression, socio-economic status, moral value scheme, dependence, creativity and challenge,

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[14]Alfred L. Brophy, "Self, Role, and Satisfaction," Genetic Psychology Monographs, 1959, p. 304.

[15]Schaffer, op. cit., p. 26.

economic security, independence) were placed into four categories of needs using a Maslow type hierarchy. These four categories ranging from lower to higher needs were: safety needs, social needs, egoistic needs, and self-fulfillment needs.

Data were analyzed with no attempt to give absolute valuation to responses as to who was satisfied or dissatisfied, rather interpretation was made in the assumption that higher scores indicated more satisfaction than lower scores. Using Pearson's Product Moment Formula,[16] a series of correlation coefficients were obtained concerning several areas: over-all job satisfaction as related to over-all need satisfaction; job satisfaction and satisfaction of each category of needs; job satisfaction and satisfaction of each of the twelve needs.

In an attempt to clarify differences within the sample, data were examined according to military rank groups. Four rank groups were used: (1) field grade officers, which consisted of those respondents who stated their military rank as colonel, lieutenant colonel, or major; (2) captains; (3) first lieutenants; (4) second lieutenants. The hierarchial arrangement of these rank groups from lowest to highest: second lieutenant, first lieutenant, captain, and field grade officers. Another series of correlation coefficients were obtained using the data for each rank group. The relationships examined were: between over-all job satisfaction and over-all need satisfaction, between job satisfaction and satisfaction of each need

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[16] Freeman F. Elzey, A Programmed Introduction to Statistics (Belmont: Wadsworth Publishing Company, Inc., 1966), p. 256.

category, and between over-all job satisfaction and satisfaction of the three specific needs which were most positively correlated to job satisfaction within the sample data.

Expressions of need satisfaction and job satisfaction were examined separately for the sample and each rank group using mean scores.

An introductive page accompanied the questionnaire and sought personal data about each respondent. The following information was requested: age, sex, rank, type of basic nurse education, highest degree held, length of nursing experience, and length of military nursing experience.

Method of Collection

The questionnaire, together with an explanatory cover letter and a self-addressed return envelope,was mailed to each of one hundred and twenty-nine Army Nurse Corps officers stationed at a selected general hospital. The names of these nurses had been provided to the investigator by the Chief, Nursing Service, of the hospital. A copy of the cover letter and questionnaire can be found in the appendices of this study.

CHAPTER III

LITERATURE CITED

The problem investigated in this study was to determine if a relationship existed between expressions of job satisfaction and the satisfaction of certain needs relative to the current nursing position held by Army Nurse Corps officers stationed at a selected medical installation.

The literature was reviewed and has been cited from three aspects: need satisfaction in work, job satisfaction in nursing, and need and job satisfaction in governmental employment.

Need Satisfaction in Work

There is general acceptance that work has a variety of meanings for individuals. Occupational choices and career decisions are made from a complex of reasons and motivational sources. Abilities, interest, experience, and education are used to attain goals within the area of vocational choice, but the motivation underlying these decisions can be found within the different needs expressed by an individual. Maslow has contributed substantially toward an understanding of these decisions by framing a theory of motivation based upon species-wide human needs.[17]

The prime principle of Maslow's basic need theory states that the physiological needs when unsatisfied dominate the individual. Relative gratification of the physiological needs allow higher psychological needs to

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[17]Abraham Maslow, Motivation and Personality (New York: Harpers, 1954), p. 69.

emerge. When the needs for food, water, and shelter, or other physical necessities are met, security becomes a need and motivator. Gratification of the security or safety needs tends to move the individual toward a higher state of development. The needs seem to arise as a result of growth and "presses toward its own elimination."[18] The different basic needs are related to each other in a hierarchical order from lower to higher needs: safety or security, social, egoistic or esteem needs, and self-actualization or self-fulfillment needs. The satisfaction of one need and its removal as a motivational source brings into consciousness another and higher need.[19] Work can appropriately provide gratification of certain needs or aspects of these needs. Individuals differ in the kinds of need satisfaction sought in work:

> The prisoner in a concentration camp may work because of his need to survive; the under-privileged laborer works primarily because of his need for money to exchange for food. Others work because of a desire to "get ahead," to derive a sense of satisfaction for accomplishment, or to benefit the community in which they live....[20]

Job satisfaction through need satisfaction has been the concern of many industrial investigators and evolved from earlier examinations of vocational adjustment and satisfaction as reflected by productivity.

Vocational adjustment, morale in workers were elements of the first investigations of work within the United States. The emphasis was on productivity rather than upon the worker. Taylor pioneered the application of

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[18] Ibid., p. 69.

[19] Ibid., pp. 69-70.

[20] Sayles and Strauss, op. cit., p. 2.

scientific management to work and its environment. Numerous experiments were conducted examining the cause and effect relationship of fatigue, noise, lighting, ventilation and industrial out-put. Environmental improvements resulted from these studies as the physical factors were held to be the key to industrial productivity.[21]

The era of scientific management was gradually displaced after results of the Hawthorne experiment was published in 1932. Elton Mayo and his colleagues studied the laborers of Western Electric at Hawthorne, Illinois. Mayo attributed greater productivity to those workers who were involved and participating as members of a work group. This recognition of a social system within the work environment and the sense of belonging which the worker derived from it marked a beginning in industry where work was recognized for its psychological value.[22]

Today Mayo is considered as the founder of the "human relations" movement in industry. "Belongingness" became the watch-word of management and over the years its application may have been excessive. "The human relations doctrine comes perilously close to demanding that the individual sacrifice his own beliefs that he may belong."[23]

Social and behavioral scientists became preoccupied with work and workers during the late 1930's and 1940's. The extensive use of

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[21]William H. Whyte, The Organization Man (New York: Anchor Book Company, 1957), p. 38.

[22]Ibid.

[23]Ibid., p. 40.

psychological tests and measurements which reduced capabilities of workers into statistical values became a predictive tool of adjustment and achievement.

Henry A. Murray identified twenty psychogenic needs in human beings and Maslow advanced his theory of motivation based upon species-wide needs during the 1950's.[24] The recognition of these works changed the direction of industrial investigators and job satisfaction began to be studied and correlated to need satisfaction. Schaffer (1953) studied job satisfaction as it related to need satisfaction among a small group of professional and semi-professional men. He began with Murray's list and identified twelve needs for which gratification could be appropriately pursued in work. He stated:

> Overall satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied in a job are actually satisfied; the stronger the need, the more closely will job satisfaction depend upon its fulfillment....[25]

Roe (1958) utilized the need theory in her studies of job satisfaction and career choice and concluded that:

> ...A major part of most jobs, in terms of satisfaction to be derived from it, is the social interaction and social status which is linked to the job....[26]

Inadequacies in the conventional approaches to job satisfaction

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[24]Edward J. Murray, Motivation and Emotion (Englewood Cliffs: Prentice-Hall, Inc., 1964), p. 97.

[25]Schaffer, op. cit., p. 4.

[26]Robert Hoppock, Occupational Information, third edition (New York: McGraw-Hill Book Company, 1967), p. 91.

through pay, hours, and other material incentives, were scrutinized by McGregor who, drawing heavily on Maslow, generalized that high levels of motivation, satisfaction and productivity resulted when the psychological needs of the worker were met.[27]

Review of Comparative Studies of Need Satisfaction in Government and Business Hierarchies

Kilpatric, Cummings, and Jennings (1964) related that the image of the "federal government is markedly out of phase with the occupational values of those whom the service most needs to attract to its ranks."[28] With this fact in mind, Rhinehart and Barrell investigated the extent to which five need areas (security, social, esteem, autonomy, and self-actualization) were met in supervisory jobs held within the Department of Medicine and Surgery of the Veterans' Administration as compared to their counterparts in business and industry. Using a Maslow type classification and organized according to their prepotency, the five needs areas were investigated. Rhinehart concluded that both groups showed a positive relationship between vertical location in the hierarchy and need satisfaction. Satisfaction levels decreased as the position on the managerial scale was descended. Both groups expressed lower degrees of satisfaction with the higher order needs: autonomy and self-actualization.[29]

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[27] Douglas M. McGregor, "The Human Side of Enterprise," Readings in Human Relations (New York: McGraw-Hill Book Company, 1964), pp. 38-48.

[28] Rhinehart, op. cit., p. 231.

[29] Ibid., pp. 230-235.

Porter and Mitchell conducted a study which compared need satisfaction of military officers with business managers of comparable positions. Utilizing a tool based upon a Maslow-type classification of five types of needs (security, esteem, autonomy, and self-actualization), seven-hundred and three officers were surveyed. The findings indicated that military officers showed less self-fulfillment and less job satisfaction than their civilian counterparts. Self-fulfillment and job satisfaction increased in relation to an increase in military rank.[30]

Review of Nursing Literature

The subject of job satisfaction for nurses has received only sporadic concern. During the period 1920-1940, the index of the American Journal of Nursing lists only one article under the heading of job satisfaction. This article published in 1940, reflected a belief that personal adjustment was the most essential component of job satisfaction.

> Professional groups are becoming increasingly concerned about the adjustment of their members to the particular jobs in which they are employed....[31]

Nursing literature of that period revealed a preoccupation with task and procedural efficiency, costs and working conditions applied as measures of services, reminiscent of the industrial concerns of the 1920's.

Pickens and Tayback (1957) examined work needs among public health

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[30]Vance F. Mitchell, and Lyman W. Porter, "Comparative Study of Need Satisfaction in Military and Business Hierarchies," Journal of Applied Psychology, 51:6 (December, 1967), 139-144.

[31]Helen Nahm, "Job Satisfaction in Nursing," American Journal of Nursing, 40:12 (December, 1940), 1389.

nurses and isolated several factors which were sources of satisfaction or dissatisfaction. Salaries, non-nursing functions, lack of advancement potential, and an excessive work load contributed to dissatisfaction, while favorable interpersonal relationships between staff nurses and supervisory personnel, adequacy of communication were identifiable components of job satisfaction.[32]

Marlow (1966) investigated what nurses considered to be the most pressing job needs. He reviewed the responses of seven-hundred and fifty-seven nurses in light of Maslow's hierarchy and identified certain factors of satisfaction and examined their position relative to one another. The items arranged in order of their importance were: (1) good working conditions, (2) interesting work, (3) job security, (4) good wages, (5) appreciation for work done, (6) tactful discipline, (7) personal loyalty to fellow workers, (8) advancement and growth within the institution, (9) a feeling of being "in" on things, and (10) sympathetic help with personal problems.[33]

Three of the first four items are recognizable as lower security needs in light of Maslow's theory: good working conditions, job security, and good wages are all lower level needs. The other items ranked higher

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[32]Elizabeth Pickens, and Matthew Tayback, "A Job Satisfaction Survey," Nursing Outlook, 5:3 (March, 1956), 159.

[33]LeRoy Marlow, "The Registered Nurse and Employee Needs," Nursing Outlook, 14:11 (November, 1966), 62-65.

within the hierarchy.[34]

A more recent study by Gross and Brown (1967) examined the differences of psychological needs and personality traits of registered nurses as compared to licensed practical nurses. It was postulated that an understanding of the differences "could be useful in isolating potential sources of friction."[35]

The traits and needs of the licensed practical nurses were not the concern of this paper, however, the personality traits of registered nurses described offered some insight into the work expectations of registered nurses.

> ...A comparison of each of the two nursing groups with the general female population shows that RN's score higher on the achievement intraception, and dominance scales than the general female population and tend to place greater value on leadership. They score lower than the general female population on needs for affiliation and nurturance and tend to score lower on autonomy....
>
> ...As contrasted with the general population, R.N.'s may be described as women who are assertive and assured in their dealings with others, who want to be recognized for their authority and knowledge, and who enjoy the task of leadership and providing direction for others. They show needs to understand their own motives and feelings and the motives of others, indicating a capacity for empathy and suggesting that their relationships are not shallow or superficial. It does not appear, however, that they are highly generous or sympathetic, that they are as oriented toward helping "people in trouble" as one might expect from a "Florence Nightingale" conception of the nurse, or that they are as strongly concerned with friendship and sociability as most women. That they tend to score low on need for autonomy seems to present a paradox, since high scores on this scale reflect needs for independence, freedom from authority, lack of conformity, etc. In this context,

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[34] Ibid.

[35] Paul A. Gross, and Robert F. Brown, "Contrasting Job Satisfaction Elements Shown for R.N.'s and L.P.N.'s," Hospitals, J.A.H.A., 41:73 (February, 1967), 73.

> however, these authors interpret the lower autonomy scores as reflecting a lack of rebelliousness, a sensitivity to what others expect of them, needs to assume responsibility and obligations, and probably a need to work in a situation where they are not expected to assume a completely independent role.
>
> This picture would suggest highly professional, highly responsible women who relate to others sympathetically, but maintain emotional distance, who enjoy leadership and authority, but who also like to operate within the rules, and probably would fit well into a structured system of responsibility and authority.[36]

> The R.N.'s in this investigation seem to fit the changing model advocated by the nursing profession at present--the assertive, assured individual who has the capacity for empathy but who tends to maintain a professional distance and not to become overly involved with her patients. It would appear that the R.N. is a woman whose personal needs and values favor the role of supervisor and overseer rather than a total commitment to the routine aspects of patient care.[37]

Over the years a paternalistic attitude developed toward the nurse, i.e., that hospital management would provide for satisfaction of nurses' needs. Management cannot provide a nurse with the respect of his fellows, self-respect, or self-fulfillment. It can only encourage and allow the nurse to seek these things for himself by creating the conditions which will enhance development.[38]

> The fact that management has provided for these physiological and safety needs (through good wages, working conditions, fringe benefits) has shifted the motivational emphasis to the social and perhaps egoistic needs. Unless there are opportunities at work to satisfy these higher level needs, people will be deprived; and their behavior will reflect this deprivation...[39]

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[36] Ibid., p. 79.

[37] Ibid., p. 87.

[38] McGregor, op. cit., p. 42.

[39] Ibid., p. 43.

> People will make insistent demands for more money under these conditions. It becomes more important than ever to buy the material goods and services which can provide limited satisfaction of the thwarted need.[40]

This may explain the recent phenomena of striking nurses who have demanded more wages and a stronger voice in directing the quantity, quality, and context of nursing practice.

Contemporary American sociologists have shown a growing concern for the "dehumanized worker" who "feels insignificant and emotionally unrewarded in his job."[41] A similar concern on the part of committed hospital managers and nursing service administrators has been slow to develop. Merely providing a living wage for nurses will not end job dissatisfaction in hospitals. Nursing must be seen as providing satisfaction of other needs as strong and as important as economic security. Retention and recruitment of nurses for any hospital will be dependent upon these other non-monetary satisfactions.

Doctor Maslow's theory of need satisfaction and his use of the term "self-actualization or self-fulfillment" has been criticized as a selfish and anti-professional approach.

> ...This term has proven to have the unforeseen shortcoming of appearing (a) to imply selfishness rather than altruism, (b) to neglect the ties to other people and to society, and the dependence of individual fulfillment upon a "good society," (d) to neglect the demand-character of non-human reality, and its intrinsic fascination and interest, (e) to neglect egolessness and self-transcendence, and (f) to stress by

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[40] Ibid., p. 44.

[41] Jules Henry, "Cultural Change and Mental Health," Marriage and Family in Modern World, Ruth Cavan, editor, second edition (New York: Thomas Y. Crowell Company, 1967), p. 74.

implication, activity rather than passivity or receptivity....

> ...This has turned out to be so in spite of my careful efforts to describe the empirical fact that self-actualizing people are altruistic, dedicated, self-transcending, social, etc.....[42]

Nursing administrators concerned with providing quality care to patients should examine their approach to the psychological needs of nurses. Certainly, a nurse functioning at a higher level psychologically would be capable of providing better service. This is not to suggest that the need theory become another manipulative method of managerial control but rather a

> ...clear confrontation of one basic set of orthodox values by another system of values which claims to be not only more efficient but also more true....[43]

> To think of "pay" in terms of money alone is clearly obsolete in such a framework. It is true that the lower need gratification can be brought with money; but when these are already fulfilled, then people are motivated only by higher kinds of "pay"--belongingness, affection, dignity, respect, appreciation, honor--as well as the opportunity for self-actualization and the fostering of the highest values--truth, beauty, efficiency, excellence, justice, perfection, order, altruism, etc....[44]

> There is much to think about here, not only for...the Freudian, but also for the political or military authoritarian or the "bossy" boss or for the "liberal."[45]

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[42] Maslow, Toward a Psychology of Being, op. cit., p. i.

[43] Ibid., p. 222.

[44] Ibid.

[45] Ibid.

CHAPTER IV

ANALYSIS OF THE DATA

One hundred and twenty-nine questionnaires were mailed to Army Nurse Corps officers of a selected Army hospital. Seven were returned undelivered; one hundred and twenty-two apparently were received by the addressee. Eighty-seven were returned. The analysis of data was based upon these eighty-seven questionnaires and represented seventy-one percent of the population.

Presentation of the Data

The questionnaire was divided into three major parts: personal data, the job satisfaction scale, and the need satisfaction scale. Twenty-four questions, using a five point scale, elicited information about twelve psychological needs. Two questions examined each need. For purposes of analysis, these twelve needs were further categorized into four major need areas: (1) safety or security needs, (2) social needs, (3) egoistic needs, (4) self-fulfillment needs.

Statistical correlations were calculated to determine if relationships existed between over-all job satisfaction and need satisfaction; between job satisfaction and the satisfaction of each psychological need; and between job satisfaction and each of the four categories of needs. These same relationships were also examined within the context of each rank group: field grade officers, captains, first lieutenants, and second lieutenants.

A. Personal Data

The responses to a series of questions from each respondent provided a description of the sample population in regard to age, sex, rank, type of basic nurse educational program, amount of additional academic education, and the amount of nursing experience (civilian and military).

Age

The average of the sample was twenty-nine years with a range from age twenty to age fifty-six years.

TABLE I

AGE OF RESPONDENTS

(Taken from the responses of eighty-seven ANC officers of a selected Army hospital, May, 1969)

Age in Years	Frequency
20-24	41
25-29	18
30-34	8
35-39	8
40-44	1
45-49	7
50-54	3
55-59	1
	87 respondents

Sex

Twenty-four male nurses (twenty-eight percent) and sixty-three female nurses (seventy-two percent) were represented.

Rank

All ranks from second lieutenant through colonel were represented. Captains (29) were the most frequent rank of the sample, followed by second lieutenant (26), first lieutenant (13), major (11), lieutenant colonel (6), and colonel (1). One respondent did not state the rank held.

Type of basic nurse educational program

Sixty-seven respondents or seventy-seven percent of the sample were graduates of diploma programs. Twenty respondents or twenty-three percent of the sample were graduates of basic degree programs.

Additional educational attainment beyond basic nurse preparation

Eleven diploma graduates reported acquiring bachelor's degrees. Six respondents reported holding master's degrees. Fifty-six respondents were diploma graduates with no additional academic degrees. The remainder of the sample (thirty-one respondents) held a bachelor's degree either as basic preparation (twenty respondents), or through additional education (eleven).

Nursing experience

Military nursing experience ranged from two months to twenty-eight years. Total experience which included civilian experience covered the same range. The median of the sample was 4.9 years of military nursing experience.

B. Job Satisfaction

Scores were computed for each respondent by arbitrarily assigning values from one to nine for the first question, and from one to seven for the last two questions. A total of three questions comprised the job satisfaction scale. The respondent who rated his feelings about his job at the middle point would have a score of thirteen. All scores under thirteen were considered as reflections of some degree of dissatisfaction within the current nursing position. The possible range of scores was from three to twenty-three.

Mean analysis

The sample mean was 18.1. The mean for field grade officers plus one respondent of unstated rank was 18.4. The mean for captains was 17.9, first lieutenant - 11.1, and for second lieutenants - 20.8. All rank groups had mean values within the satisfied range with the exception of first lieutenants.

TABLE II

MEANS OF JOB SATISFACTION SCORES

(Taken from the responses of eighty-seven ANC officers of a selected Army hospital, May, 1969)

Rank Group	Mean Scores
Field grade officers and unstated rank	18.4
Captain	17.9
First Lieutenant	11.3
Second Lieutenant	20.8
Sample (total)	18.1

C. Need Satisfaction

Need satisfaction was expressed in the responses to twenty-four questions which examined twelve psychological needs. Each need was examined by two questions. A five point scale provided a range of responses for each item.

Mean analysis

The sample mean was 3.6. There was very little difference in the mean of each rank group.

TABLE III

MEANS OF NEED SATISFACTION SCORES

(Taken from the responses of eighty-seven ANC officers of a selected Army hospital, May, 1969)

Rank Group	Mean Values
Field grade officers and unstated rank	3.9
Captain	3.6
First Lieutenant	3.2
Second Lieutenant	3.4
Sample (total)	3.6

D. Overall satisfaction of needs as related to job satisfaction

The study was an investigation to determine if a relationship existed between job satisfaction and the satisfaction of selected needs. Using eighty-one responses (81) which answered every item on both the job and need satisfaction portions of the questionnaire, a product moment correlation

was computed. The value of the correlation coefficient was .646.* This moderately positive correlation sustained the theoretical basis of the study; a relationship did exist between job satisfaction and the satisfaction of selected needs.

E. Relationship of job satisfaction to the satisfaction of each of twelve needs

In an attempt to determine how over-all job satisfaction was related to the satisfaction of each of the twelve psychological needs, a series of correlation coefficients were obtained. These values are given in Table IV.

TABLE IV

OVERALL JOB SATISFACTION AS RELATED TO TWELVE NEEDS

(Based upon the responses of eighty-one ANC officers of a selected Army hospital, May, 1969)

Need	*Correlation Coefficient
A. Recognition and approbation	.331
B. Affection and interpersonal relations	.430
C. Mastery and achievement	.530
D. Dominance	.561
E. Social Welfare	.531
F. Self-expression	.439
G. Socio-economic	.256
H. Moral value scheme	.452
I. Dependence	.456
J. Creativity and challenge	.497
K. Economic security	.226
L. Independence	.511

*Any correlation: (r=.22), was significantly different from zero at a .05 level of significance.

The most positive correlations existed between job satisfaction and three needs: dominance, social welfare, and mastery and achievement. The least significantly positive correlation existed for the needs for economic security and socio-economic status.

Examination of the three most positively correlated needs according to rank groups

The three needs which showed the most positive correlations in the sample were further examined according to rank groups.

Field grade officers

Positive correlation coefficients were obtained for dominance (.57), mastery and achievement (.80), and social welfare (.72).

Captain

A very slightly significant correlation coefficient was obtained for the group of captains on the need for dominance only.

First lieutenant

Positive correlation coefficients were obtained for dominance (.85), mastery and achievement (.80), and social welfare (.90) needs.

Second lieutenant

Positive correlations existed for the need for mastery and achievement (.45), and social welfare (.80).

TABLE V

CORRELATION COEFFICIENTS OBTAINED RELATIVE TO JOB SATISFACTION AND THE THREE MOST SIGNIFICANT NEEDS OF SAMPLE: DOMINANCE, SOCIAL WELFARE, MASTERY AND ACHIEVEMENT

(Based upon the responses of eighty-one ANC officers of a selected Army hospital, May, 1969)

Need	Group	*Correlation Coefficient
(D) Dominance		
	Sample	.561
	Field grade	.57
	Captain	.39
	First lieutenant	.85
	Second lieutenant	.18
(E) Social Welfare		
	Sample	.531
	Field grade	.72
	Captain	-.08
	First lieutenant	.90
	Second lieutenant	.80
(C) Mastery and Achievement		
	Sample	.530
	Field grade	.85
	Captain	.21
	First lieutenant	.80
	Second lieutenant	.45

*For the sample, any correlation greater than .22 is significantly different from zero at a 5 percent level of significance; any correlation greater than .49 for field grade, .38 for captain, .55 for first lieutenant, and .39 for second lieutenant is significantly different from zero at a 5 percent level of significance.

F. Satisfaction of four need categories as related to over-all job satisfaction

Safety needs

Using data from the four items which examined the safety needs, a slightly positive correlation coefficient of .302 was obtained.

Social needs

A moderately positive correlation coefficient of .577 was obtained from the data elicited by six items examining social needs.

Egoistic needs

Data from eight items which were concerned with the satisfaction of certain egoistic needs produced a moderately positive correlation coefficient of .74.

Self-fulfillment needs

Six items elicited information about this need category. These scores were correlated with those of job satisfaction. A significantly positive correlation coefficient of .676 was obtained.

G. Analysis of data according to rank groups

Job satisfaction as related to need satisfaction

An analysis was made through another series of correlations using the same formula and examining the relationship of over-all job satisfaction and need satisfaction according to rank groups. Significantly positive correlation coefficients were obtained for all rank groups.

TABLE VI

JOB SATISFACTION AS RELATED TO NEED SATISFACTION FOR RANK GROUPS

(Taken from the responses of eighty-one ANC officers of a selected Army hospital, May, 1969)

Rank Group	*Correlation Coefficient
Field grade officers	.690
Captain	.380
First lieutenant	.86
Second lieutenant	.66
Total sample	.646

*See previous Table.

Correlation of job satisfaction to each need category

Safety needs - job satisfaction

An analysis of safety data according to rank groups yielded a significantly positive correlation for the rank group of second lieutenant. The value of "r" was .54.

Job satisfaction - social needs

Positive correlation coefficients were obtained for two rank groups using social needs data. The values obtained were .92 and .62, respectively, for second lieutenant and first lieutenant.

Job satisfaction - egoistic needs

Positive correlation coefficients were obtained for all rank groups.

The values obtained were: field grade officers - .73, captain - .51, first lieutenant - .85, and second lieutenant - .46.

Job satisfaction - self-fulfillment

Analysis of data eliciting information about satisfaction of self-fulfillment needs produced significantly positive correlation values for all ranks. The values obtained were: field grade officers - .75, captain - .60, first lieutenant - .82, and second lieutenant - .62.

TABLE VII

CORRELATION COEFFICIENTS BETWEEN JOB SATISFACTION AND NEED CATEGORIES

(Based upon the responses of eighty-one ANC officers of a selected Army hospital, May, 1969)

Need Category	Rank Group	**Correlation Coefficient	
Safety Needs	Total Sample	.302	*
	Field grade officers	.38	
	Captain	-.087	
	First lieutenant	.30	
	Second lieutenant	.54	*
Social Needs	Total Sample	.577	*
	Field grade officers	.46	
	Captain	.31	
	First lieutenant	.92	*
	Second lieutenant	.62	*
Egoistic Needs	Total Sample	.642	*
	Field grade officers	.73	*
	Captain	.51	*
	First lieutenant	.85	*
	Second lieutenant	.46	*
Self-Fulfillment	Total Sample	.676	*
	Field grade officers	.75	*
	Captain	.60	*
	First lieutenant	.82	*
	Second lieutenant	.62	*

**For the sample any correlation greater than .22 is significantly different from zero at a 5 percent level of significance; any correlation greater than .49 for field grade officers, .38 for captain, .55 for first lieutenant, and .39 for second lieutenant is significantly different from zero at a 5 percent level of significance.

*positive correlations

CHAPTER V

INTERPRETATION OF DATA

The purposes of this study were to provide information which could serve ultimately to reduce the nurse-shortage within the Army Nurse Corps by providing a basis for program innovation which could decelerate personnel attrition through resignation, and, increase job performance and satisfaction of Corps members with a paralleled improvement in patient care.

Personal Data

An analysis of personal data from the survey reflected a rather young median age of twenty-nine for the sample with less than five years of military experience being the average. The ratio of men to women nurses was compatible with the corp-wide ration of approximately one male nurse to three female nurses. The majority of the sample (seventy-two percent) received their basic nurse preparation in diploma granting institutions. Twenty-three percent were graduates of basic degree programs.

Need Satisfaction

Data were analyzed with no attempt to give absolute valuation to responses as to who was satisfied or dissatisfied, rather interpretation was made on the assumption that higher scores indicated more satisfaction than lower scores.

The Sample

Need satisfaction was inferred from the responses to twenty-four questions examining twelve psychological needs. Using the mean score of the sample, the population could be described as feeling that their needs were "well satisfied" within their current position.

Rank Groups

The mean scores varied very little according to rank, however, first lieutenants scored lower than other rank groups. A hierarchical arrangement of needs satisfaction according to rank groups from highest to lowest inferred that field grade officers were the most satisfied, followed by captains, second lieutenants, and first lieutenants.

Job Satisfaction

The data using mean scores revealed that the Army Nurse Corps officers surveyed expressed more satisfaction than dissatisfaction in their current position. Field grade officers, captains, and second lieutenants could be described as "liking" their current jobs, however, first lieutenants scored within the dissatisfied range. Second lieutenants apparently were the most satisfied of any rank group, followed by field grade officers, captains, and first lieutenants reflected dissatisfaction.

Over-all Job Satisfaction as Related to Over-All Need Satisfaction

The theoretical basis of the study was upheld statistically. The moderately positive correlation coefficient of .646 for the sample using the product moment formula demonstrated the existence of a positive relashipship between job satisfaction and the satisfaction of certain

psychological needs in work.

Three specific needs were more positively correlated to job satisfaction than others. These needs were: (1) the need for dominance, (an egoistic need), (2) social welfare need (a social need), and (3) mastery and achievement need (an egoistic need). These findings agreed strongly with those of Gross and Brown who found that his sample of nurses also scored very high on the achievement intraception, and dominance scales.

This sample of ANC officers can be described as satisfied within their current position and this satisfaction is seen as relating to three major needs: dominance, social welfare, and mastery and achievement. They are individuals who have found satisfaction within a dominant leadership role of directing others; who felt their work efforts provided benefits to others; and who need to perform well according to their own standards and abilities.

Analysis of rank groups using the three most significant needs of the sample provided a means for a differential description of each group.

Field Grade Officers

Field grade officers related job satisfaction most positively to the feeling that they were performing well according to their own standards and abilities; that they needed to feel that their efforts resulted in benefits to others. Job satisfaction was also strongly related to their need to function as leaders or dominant figures. For this group mastery and achievement was the most significant need, followed by the social welfare need, and dominance.

Captain

Captains cannot be adequately described using this body of statistical information. The only need correlated to job satisfaction was the need for dominance. Captains need to function in a leadership capacity.

First Lieutenants

First lieutenants related the social welfare need most positively with job satisfaction. The needs for dominance and mastery and achievement followed in importance. First Lieutenants could be described as needing to feel that their work must benefit the social welfare of others. First Lieutenants also associated job satisfaction with service in a leadership or dominant role and working according to their own standards and abilities.

Second Lieutenants

Second Lieutenants correlated job satisfaction more closely to the social welfare need and the need for mastery and achievement. The need for dominance was not significantly correlated. Job satisfaction for second lieutenants can be described as relating to the feeling that their work benefits others, and when they are working well according to their own standards and abilities.

Relationships of Need Categories to Job Satisfaction

The Sample

It can be inferred that all four categories of needs are significant elements of job satisfaction, however, the self-fulfillment category seemed to be the most significant. Safety needs were the least significantly

correlated category and suggests that economic security and socio-economic status is no longer a prime motivator.

Field Grade Officers and Captains

The exact correlation values while different for captains and field grade officers, placed self-fulfillment needs as the most primary need category, followed by egoistic needs. Field grade officers and captains are similar and can be described as relating job satisfaction to the feelings of satisfaction of their needs for realization or actualization of their potentials, and to a sense of accomplishment and belief that their work is important.

First Lieutenants

First lieutenants can be described as relating job satisfaction most positively with the satisfaction of certain social needs. Satisfaction of the social needs for friendship and association with others provides them with a sense of identity and an opportunity to help others and be helped by others. Egoistic and self-fulfillment needs were less significantly related.

Second Lieutenants

All four categories of needs were significantly related to job satisfaction. The social and self-fulfillment needs were of equal importance, correlating equally.

Second lieutenants can be described as relating job satisfaction to the satisfaction of those social needs which includes affection and interpersonal relationships, the need to help and be helped by others, and the necessity of knowing that their work benefits others. Of equal importance are those feelings of satisfaction derived from realizing their potentials

and striving toward full human-ness. Safety needs were of secondary importance and carry the implication that the satisfaction of those needs which provide against deprivation (economic and socio-economic status) are still operant as motivators and are positively related to over-all job satisfaction.

CHAPTER IV

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

Summary

The problem of this study was to determine if a relationship existed between expressions of job satisfaction and the satisfaction of selected needs within the current nursing position of Army Nurse Corps officers of a selected Army hospital. A positive relationship was demonstrated statistically and upheld the basic premise of the study.

In general, the sample expressed satisfaction within their current nursing position and this was related to satisfaction of certain needs. Three needs were most positively related to job satisfaction: dominance, social welfare, and mastery and achievement.

When considering rank groups, second lieutenants scored higher on the job satisfaction scale and can be termed the most satisfied rank group within the sample. Field grade officers and captains followed. First lieutenants differed from other rank groups and scored within the dissatisfied range on the job satisfaction scale.

Using mean scores of the need satisfaction scale, first lieutenants again scored lower than other rank groups. Field grade officers had the highest scores on the need satisfaction scale.

Two categories of needs were most positively related to job satisfaction for the sample: self-fulfillment and egoistic needs. The most positively related need category for field grade officers was self-fulfillment needs. Captains also correlated self-fulfillment needs most

positively. First lieutenants related social needs as the most important needs' category and second lieutenants related equally both social and self-fulfillment needs. Safety needs were positively related to job satisfaction for the rank group of second lieutenant only.

Recommendations

The relationship between need strengths and need satisfaction was not investigated within the study. Indications are that the perceived strength of a need and its satisfaction would have great significance for job satisfaction. A future investigation which included an examination of the needs' strength would yield more usable information.

This instrument was not sensitive enough to examine all aspects of need or job satisfaction, as it was not designed to give information about specific job components but rather only dealt with broad needs and categories.

An examination into Army Nurse Corps satisfaction within the need or job area using a Porter or Mitchell's tool might be of value. A comparative study of a military and civilian staff might reveal specific differences. Certainly a detailed and comprehensive examination of work and need satisfaction among first lieutenants would be of interest. This is the group that must make a decision about extending on active duty within the Corps. If the areas of dissatisfaction could be identified within the specific context of a hospital work setting, remedial action could occur, resulting in increased retention.

Several recommendations can be made with implications for recruitment

and retention. Three needs (dominance, social welfare, and mastery and achievement) were correlated to job satisfaction among the career officers of the sample. These three needs could be translated into publicity themes designed for selective recruitment of experienced individuals with similar needs from the civilian world. Retention of these people would depend upon their need fulfillment within the first two years of service. Conscious effort on the part of administrators would be needed, for the nursing assignments would have to necessarily allow the individual the opportunity and help to at least partially fulfill these needs. Further, the individual would have to envision the future within the Corps as a place where he could reasonably expect opportunities for continuing satisfaction of his needs through his own efforts. The paternalistic attitude should be minimized and surplanted by a more individualized consideration based upon selected needs of the nurse as he perceives them.

An investigation which answered the following questions might increase retention of direct commissions: While the potential exists, are there in fact sufficient and consistent opportunities during the first two years for the experienced nurse new to the Army Nurse Corps to function as a nursing leader? Are nurses allowed to perform according to their own standards and to perform well according to their own self-perceptions of their abilities? Is there a conscious effort on the part of authority figures to assist the nurse to gain satisfaction in his work or are these needs minimized, deferred, or only accidentally fulfilled?

The Army Student Nurse Program appeals directly to the security needs of many individuals and provides the majority of admissions to the Army

Nurse Corps. These individuals, if considered from the stand-point of the "needs theory," should be approached differently than those arriving in the Corps as direct commissions. Once the security need is reasonably met, social needs become prime motivators. First lieutenants within this study expressed some degree of job dissatisfaction and also indicated that social needs were positively related to job satisfaction. Again studies could provide answers to several questions. Are there opportunities for the young lieutenant to consistently meet his social needs? Is he included and allowed to develop a sense of identification and fellowship among his fellows? Are there opportunities for the individual to help and be helped by others? Are lieutenants consciously and thoughtfully included in hospital activities? Does he in fact have equitable time to be with his family and friends or are lieutenants working all odd shifts and outside of the real stream of involvement?

Conclusions

This study was an effort to determine if job satisfaction was related to satisfaction of certain needs of Army Nurse Corps officers. The sample population was comprised of one-hundred and twenty-two nurses assigned at a selected Army general hospital. The theoretical basis for the study was the "need theory." Twelve psychological needs were investigated through the use of a questionnaire composed of twenty-four questions. Two questions examined each need. The mean scores from these questions were correlated to the scores recorded on a job satisfaction scale. An attempt was made to estimate their relationship to each other. The basic

premise of the study was upheld statistically. A relationship did exist between job satisfaction and the expressed satisfaction of selected needs. The strongest relationships were established between job satisfaction and three needs: dominance, social welfare, and mastery and achievement.

First lieutenants expressed dissatisfaction within their current nursing position and scored lowest on the need satisfaction scale. Other rank groups could be termed as satisfied within their current positions.

APPENDICES

APPENDIX A

313 East Story
Apt. B
Bozeman, Montana 59715

Dear Army Nurse:

As partial fulfillment of the requirements for a Master's Degree in nursing, I am doing a survey of the subject of job-satisfaction among military nurses. The Chief Nurse of your hospital supplied your name to me. I would appreciate your answering the enclosed questionnaire and returning it in the envelope provided.

Your name and the name of the hospital will remain confidential and will not be used within the context of the paper relative to this survey.

Your participation is requested and appreciated.

Sincerely,

Ethel B. LaRock
Major, ANC
Montana State University
Bozeman, Montana

APPENDIX B

PERSONAL DATA

Age _____ Sex _____ Rank _____

Nature of basic nursing education program: (check): diploma_____ degree____

Highest degree held: _____

Total length of time employed as a nurse: _____

Total length of time employed as a military nurse: _____

APPENDIX C

DIRECTIONS: The questions on this sheet ask how satisfied you are with your job as a whole. Choose the answer that tells best how you feel about your position, and put a check in front of it. Please think about your specific position (not about nursing in general), and consider your feelings about your specific position during the past two months.

(If you have not been on your present assignment for at least two months, tell how you felt about your previous position.)

1. Which of the following statements come closest to how you feel about your job?

_____ I like it extremely well.
_____ I like it very much.
_____ I like it fairly well.
_____ I like it just a little.
_____ I neither like it nor dislike it.
_____ I dislike it some.
_____ I dislike it quite a lot.
_____ I dislike it very much.
_____ I hate it.

2. If you compare yourself with others of the same sex and age, how would you rate your overall feelings of satisfaction or dissatisfaction with your job?

_____ Among the most satisfied of all.
_____ Far more satisfied than the great majority of people.
_____ Somewhat more satisfied than the general run of people.
_____ About average.
_____ Somewhat less satisfied than the general run of people.
_____ Much less satisfied than the great majority of people.
_____ Among the most dissatisfied of all.

3. How much of the time do you feel satisfied with your job?

_____ All of the time.
_____ Most of the time.
_____ A good deal of the time.
_____ About half of the time.
_____ Occasionally.
_____ Seldom.
_____ Never.

APPENDIX D

DIRECTIONS. In this section you are asked to rate your satisfactions with specific aspects of your work. DO NOT consider your attitude toward your job as a whole. As you read each statement, think about how well you are satisfied with the specific item. Let your feelings be your guide in rating these items.

Use this scale:

(5) completely satisfied
(4) very well satisfied
(3) well satisfied
(2) slightly satisfied
(1) not at all satisfied

You may use any of the numbers as often as you like. Rate every item.

(A)	1.	On my job when I do a piece of work I know that I'll get enough praise and recognition for it.
(B)	2.	Where I work I get all the opportunity I want for making friends and enjoying the company of my fellow-workers.
(C)	3.	When I've finished a day's work I can really be satisfied with the knowledge that I've used all my skills and abilities.
(D)	4.	In the course of my work I have all the opportunity I might want to direct others.
(E)	5.	My work results in benefits to many people.
(F)	6.	My work offers me a real opportunity for self-expression.
(G)	7.	The income I receive from my job enables me to live in a manner which I consider adequate.
(H)	8.	I do not have to do anything on my job which is not in accordance with my ideas of right and wrong.
(I)	9.	In my work I get all the help and supervision I need.
(J)	10.	There is ample opportunity in my work to use my ingenuity and inventiveness.
(K)	11.	I feel that my job is a secure one.
(L)	12.	I have as much freedom as I want on my job.
(A)	13.	In my work I always get the credit I deserve for any work I do.

(C) 14. I have to concentrate and put forth some effort to do my work, but it is not too hard for me.

(J) 15. I often have to think up some new ways of doing things and solving problems in the course of my work.

(B) 16. My job gives me plenty of opportunity to enjoy time with my family and friends.

(L) 17. On my job I am free from too much supervision.

(D) 18. I have as much responsibility as I want with respect to supervising the work of others.

(E) 19. My work is as worthwhile as most others I would want to be in with respect to helping other people.

(H) 20. In my job I am completely free of any worry about violating my religious or ethical values.

(F) 21. On my job I can always act just the way I picture myself--I don't have to act like somebody else.

(I) 22. I get all the help and advice that I need from my supervisors.

(K) 23. My job is quite permanent. I will be there as long as I might want it. If not, I at least know that I'll always have some sort of adequate income.

(G) 24. My present job enables me to have a good social standing.

(A) Recognition and approbation
(B) Affection and interpersonal relations
(C) Mastery and achievement
(D) Dominance
(E) Social welfare
(F) Self expression
(G) Socio-economic
(H) Moral value scheme
(I) Dependence
(J) Creativity and challenge
(K) Economic security
(L) Independence

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