

THE EFFECTS OF MOTIVATING AND HYGIENE FACTORS ON JOB SATISFACTION AMONG SCHOOL NURSES

Presenter:

Jeff Snodgrass, PhD, MPH, OTR

Contributor:

Traci Jones, PhD, RN

Presenter Disclosures

Dr. Jeff Snodgrass

The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

No relationship to disclose

Purpose of Study

- ▣ To examine the job satisfaction level of licensed nurses employed as school health nurses
- ▣ Examine which motivating and hygiene factors are instrumental in contributing to job satisfaction/ dissatisfaction of school nurses.

Research Questions

- ❑ What is the relationship between motivating factors and job satisfaction?
- ❑ What is the relationship between hygiene factors and job satisfaction?
- ❑ What demographic characteristics have an influence on reported job satisfaction?
- ❑ What demographic characteristics have an influence on reported motivating and hygiene factors?

Research Design

- ▣ Herzberg's Motivation-Hygiene theory served as the theoretical framework
- ▣ Quantitative, non-experimental
- ▣ Cross-sectional, survey design

Data Collection Overview

- ▣ Large county in a Mid-Atlantic state
- ▣ School District included 200 RN's and 20 LPN's in 197 schools
- ▣ IRB approval through Walden University
- ▣ Data collection instruments:
 - Self-designed demographic survey*
 - Index of Work Satisfaction (IWS)*

Stamps, P. (1997). *Nurses and Work Satisfaction: An Index for Measurement*. (2nd, Ed.) Chicago, Ill: Health Administration Press.

Study Sample

- ▣ 100 hard-copy and 67 electronic surveys received
- ▣ 32 excluded due to missing data related to variables
- ▣ 135 completed surveys (N = 135) out of 220
- ▣ 61% response rate

Sample N = 135

- ▣ 86 were African American; 37 Caucasian
- ▣ 50 were 40-49 years, 32 were 50-59 years, 18 > 60, 25 were 30-39 years, 8 (5%) were 29 years or younger
- ▣ 5 LPNs and 130 RN's
- ▣ 7 diploma nurses, 48 associate's degree, 66 bachelor's degree and 9 master's degree
- ▣ 97 nurses worked in an elementary school, 38 worked in a secondary

Variables

Independent

- Motivation factors: autonomy, professional status, and task requirements
- Hygiene factors: pay, organizational policies, and interaction

Dependent

- Job satisfaction

Demographic (mediating)

- educational background, age, ethnicity, prior work experience, tenure as a nurse, tenure as a school nurse and educational setting

Part A: Frequency and Percentage of Variables Selected as Most Important by Respondents

| | Most Important | | | | | |
|-------------------------|----------------|------------|------------------|-------------------------|---------------------|-------------|
| Least Important | Pay | Autonomy | Task Requirement | Organizational Policies | Professional Status | Interaction |
| Pay | ----- | 57 (.415%) | 50 (.370%) | 30 (.222%) | 35 (.267%) | 33 (.237%) |
| Autonomy | 78 (.578%) | ----- | 51 (.378%) | 60 (.437%) | 39 (.274%) | 78 (.422%) |
| Task Requirement | 85 (.630%) | 84 (.622%) | ----- | 50 (.370%) | 59 (.437%) | 67 (.496%) |
| Organizational Policies | 105 (.778%) | 75 (.556%) | 85 (.630%) | ----- | 71 (.533%) | 76 (.563%) |
| Professional Status | 100 (.726%) | 96 (.711%) | 76 (.563%) | 64 (.467%) | ----- | 79 (.585%) |
| Interaction | 102 (.756%) | 57 (.578%) | 68 (.504%) | 59 (.437%) | 56 (.400%) | ----- |

Data Analysis

IWS Part A – Variables order of importance

- ▣ Pay (3.617)
- ▣ Autonomy (3.298)
- ▣ Task requirements (3.072)
- ▣ Interaction (2.99)
- ▣ Professional status (2.803)
- ▣ Organizational policies (2.801)

Level of Satisfaction for Each Variable

IWS Part B - (mean score on scale of 1-7)

- Organizational policies (4.27)
- Autonomy (4.0)
- Interaction (3.92)
- Professional status (3.60)
- Pay (3.46)
- Task requirements (3.45)
- ▣ Overall mean satisfaction level was 3.8

Depiction of Scores used in Calculating Index of Work Satisfaction

| | Component Weighing Coefficient (Part A) | Component Scale Score (Part B) | Component Mean Score (Part B) | Component Adjusted Score |
|-------------------------|---|--------------------------------|--------------------------------|-------------------------------|
| Pay | 3.617 | 20.8 | 3.46 | 12.51 |
| Autonomy | 3.298 | 32.2 | 4.0 | 13.19 |
| Task Requirements | 3.072 | 20.7 | 3.45 | 10.59 |
| Organizational Policies | 2.801 | 29.9 | 4.27 | 11.96 |
| Professional Status | 2.803 | 25.2 | 3.60 | 10.09 |
| Interaction | 2.99 | 39.29 | 3.92 | 11.72 |
| | | | Mean Score 3.8 (range: 1-7) | IWS 11.7 (range: 0.9-37.1) |

Job Satisfaction and Motivating and Hygiene Factors

| | Significance (<i>p</i>) | Correlation (<i>r</i>) |
|----------------------------|---------------------------|--------------------------|
| Autonomy | .134 | .130 |
| <i>Professional status</i> | <i>.025</i> | <i>.190</i> |
| Task requirements | .130 | .141 |
| <i>Interaction</i> | <i>.033</i> | <i>.183</i> |
| Organizational policy | .835 | .001 |
| <i>Pay</i> | <i>.000</i> | <i>.656</i> |

Demographic Characteristics and Job Satisfaction

- ▣ Educational setting ($p=.004$)*
- ▣ Age ($p=.605$)
- ▣ Prior nursing experience ($p=.069$)
- ▣ Tenure ($p=.638$)
- ▣ Educational background ($p=.597$)

*Elementary school nurses were significantly more satisfied with their jobs than secondary school nurses

Demographic Characteristics and Motivating and Hygiene Factors

- ▣ Educational setting ($p=.255$)
- ▣ Age ($p=.123$)
- ▣ Prior nursing experience ($p=.105$)
- ▣ Tenure ($p=.390$)
- ▣ Educational background ($p=.597$)

Summary of Findings

Index for Work Satisfaction Tool

- ▣ Part A: pay was ranked the most important variable followed by autonomy, task requirements interaction, professional status, and organizational policies.
- ▣ Part B nurses were most satisfied with the variable of organizational policies followed by autonomy, interaction, professional status, pay, and task requirements.
- ▣ Overall, reported levels of job satisfaction were considered to be “average.”

Summary of Findings

- ▣ Significant ($p < .05$) positive association between job satisfaction and
 - the motivating factor of professional status
 - the hygiene factors of pay and interaction
- ▣ One way ANOVA revealed
 - difference between job satisfaction and current educational setting
 - no significant differences between demographics variables and motivating and hygiene factors

Interpretation of Findings

- These results support the view that school health nursing is a practice setting that requires nurses to rely primarily on their own decision making and problem solving abilities.
- The ability to function autonomously is what attracted nurses into the field.
- Other studies have found similar results (Foley, et al. 2004; Junious et al. 2004)

Foley, M., Lee, J., Wilson, L., Cureton, V.C., and Canham, D. (2004). A multi-fact analysis of job satisfaction among School Nurses. *Journal of School Nursing*, 20 (2), 94-100.

Junious, D.L., Johnson, R.J., Peters, R.J., Markham, C.M., Kelder, S.H., & Yacoubian, G.S. (2004). A study of school nurse job satisfaction. *Journal of School Nursing*, 20 (2), 88-93.

Interpretation of Findings

- School nurses are in this field not for the money but because they enjoy their work and see the benefits of it (Maughan, 2009). However, administrators need to ensure that their school nurses are adequately compensated.
- Sense of security with the support of the nursing administration and the legitimacy of the policies and procedures are important factors (Junious, 2004).
- Collaborative relationships with the educators, other school nurses, and parents facilitate appropriate care and interventions.

Maughan, E. (2009). Part 1 factors associated with school nurse ratios: An analysis of State data. *Journal of School Nursing*, 25 (3), 214-221.

Implications for Practice

- ▣ Provides guidance on how school organizations can best support their school nurses while promoting job satisfaction.
- ▣ Development of a school health undergraduate and graduate level nursing curriculum.

Implications for Practice

- ▣ Influence the image and importance of school nursing while at the same time advancing the field.
- ▣ Creating critical strategies that address the recruitment and retention of nurses by considering the importance of motivating and hygiene factors

Study Limitations

- ▣ Limited ability to generalize the outcome to all school nurses.
- ▣ Cross-sectional (point in time) survey accounts for the participants perceptions for that moment in time.

Recommendations for Further Study

- ▣ Conduct a longitudinal study that follows school nurses perception and attitude changes over time as it relates to job satisfaction.
- ▣ Conduct a qualitative study that allows the nurses to identify factors affecting job satisfaction specifically to school health.
- ▣ A comparative study of school districts that meet the National Association of School Nurses recommended student nurse ratio compared to school districts that do not meet the recommended ratio.

Conclusions

- ▣ Recognition by administration that school health nurses are valued and important team members, consideration of the role of school health nursing in the development and modification of existing organizational policies, and competitive salaries may facilitate increased levels of job satisfaction among school nurses.