

AN ABSTRACT OF THE THESIS OF

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Title: JOB SATISFACTION OF NURSING SERVICE PARAPROFESSIONALS

Abstract approved:

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Job satisfaction of nursing service paraprofessionals employed in a mental hospital was investigated in this particular study. Differences relative to both gender and differentiated years of employment and job satisfaction were examined. A stratified sample of eighty subjects participated in this study and the Minnesota Satisfaction Questionnaire (MSQ) was the instrument utilized in the evaluation of job satisfaction.

The results of the statistical analyses, the two-way between-subjects analysis of variance, revealed there were no significant differences in job satisfaction relative to gender (between males and females) for nursing service paraprofessionals employed in a mental hospital.

The null hypotheses which pertained to differentiated years of employment were rejected at the .05 level of significance for intrinsic satisfaction and at the .01 level of significance for both the extrinsic and general satisfaction factors. Both male and female employees with

ten or more years tenure expressed a significantly higher level of satisfaction in comparison to the male and female groups with five or less years employment. The relatively higher level of satisfaction was attributed to differentiated years of employment irrespective of gender. The findings of the study were also examined for contributing factors.

The individual job component aspects were considered in relationship to job satisfaction. Relatively uniform and consistent patterns emerged. Relatively higher levels of satisfaction were expressed for altruistic factors (social service, moral values, and co-workers). Relatively lower levels of satisfaction were expressed for managerial factors (company policies and practices, compensation, and advancement) by the various subgroups in the sample.

Recommendations for further research were proposed. Participative management and job enrichment were considered for improved job satisfaction. Withdrawal movements, job performance, and job expectations were considered as other areas for further investigation in the assessment of job satisfaction and nursing service paraprofessionals employed in mental hospitals.

JOB SATISFACTION OF NURSING SERVICE
PARAPROFESSIONALS

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Chapter 1

INTRODUCTION

The intention of this chapter is to promote an understanding of the general background and theoretical framework for an identification of job satisfaction associated with nursing service paraprofessionals in a mental hospital setting. Also, the explicit statement of the problem and the null hypotheses tested in this study are presented. The purpose and significance of this particular study are included. In addition, terms identified as needing further clarification are defined and some of the limitations encountered in this study are mentioned.

THEORETICAL BACKGROUND

The question of job satisfaction and dissatisfaction has been one of vital importance to individuals, organizations, and society. Contemporary theory contends that job dissatisfaction engenders diminished productivity. Often cited examples that employers face when dissatisfaction occurs among employees are reduced job efficiency and production and antimanagement activities. For the individual employee, personal maladjustment is implicated. Herzberg, Mausner, and Snyderman commented:

The 'conventional wisdom' of personnel relations is full of arguments to the effect that workers who are alienated from their jobs and their employers work poorly. They leave their jobs readily, they absent themselves easily, and are

prone to mental illness and maladjustment.¹

Turnover rates, a primary consequence associated with job dissatisfaction, continues to be a major concern for mental health agencies. A comparatively high turnover rate was found for psychiatric aides in a comprehensive survey conducted by the National Association for Mental Health. In the period of 1962-1963, turnover based on separations as a percent of staff on the first of the year yielded a rate of 29 percent and a rate of 30 percent based on accessions as a percent of staff at the year's end.²

In an institution for the mentally retarded, employee turnover was found to occur mainly among paraprofessionals who were directly responsible for the immediate care and treatment of patients.³ The steady interaction with patients by staff has also been considered to alter an aide's outlook to that of a custodial point of view. This supposition was reported by Handler and Perlman on the basis of their data obtained from both patients and aides in view of job expectancies. Length of employment was credited to be the primary factor on which this supposition was based.⁴ Length of employment was found to be

¹Frederick Herzberg, Bernard Mausner, and Barbara F. Snyderman, The Motivation to Work (2d ed.; New York: John Wiley and Sons, Incorporated, 1959), 127.

²U.S. Department of Health, Education, and Welfare Public Health Service, The Psychiatric Aide in State Mental Hospitals, Public Health Service Publication No. 1286 (Washington: U.S. Government Printing Office, 1965), 23.

³J. Thomas McIntire, "Causes of Turnover in Personnel," Am. J. Ment. Defic., LVIII (1954), 375-379.

⁴Leonard Handler and Gerald Perlman, "The Attitude of Patients and Aides Toward the Role of Psychiatric Aide," Am. J. Psychiatry, CXXX (March, 1973), 324-325.

negatively correlated to job performance ratings by Mehr who investigated the effectiveness of a training program for psychiatric aides entering supervisory positions.⁵

Length of employment appears to be a pertinent factor in relation to job adjustment for paraprofessionals engaged in close contact with patients in human-service agencies. The question arises whether length of employment has an impact on job satisfaction. This appears to pertain to intrinsic job satisfaction, an index associated with self-actualization in the personal growth of an individual in occupational development, and to extrinsic job satisfaction, an index associated with fair employment practices.⁶

For example, Boyette, Blount, Petaway, Jones and Hill, paraprofessionals themselves, expressed disillusionment with the actual scope of job possibilities as a source of job dissatisfaction.⁷ Yet, according to Gurin, Veroff, and Feld, the lack of ego gratification may not be a source of frustration by individuals employed in lower status jobs, either because they entered the jobs originally with lower expectations and desires for self-fulfillment, or because they become

⁵Joseph Mehr, "Evaluating Nontraditional Training for Psychiatric Aides," Hosp. Community Psychiatry, XXII (October, 1971), 317.

⁶Herzberg et al., op. cit., 114.

⁷Roberta Boyette, William Blount, Karen Petaway, Ethel Jones, and Sandra Hill, "The Plight of the New Careerist: A Bright Horizon Overshadowed by a Dark Cloud," Am. J. Orthopsychiatry, XLII (July, 1972), 596-602.

adjusted to the lack of opportunities for such fulfillment.⁸

There appears to exist a need to investigate differentiated years of employment among paraprofessionals employed in human-service agencies in relation to job satisfaction. This particular study focused upon the merits for an investigation of these qualities as seen by the paraprofessional in a mental hospital setting since evidence appears to be lacking.

THE PROBLEM

In the mental health services field, paraprofessionals have traditionally been the least educated, least recognized, and lowest paid members in the hierarchy of mental health workers. Paraprofessionals are predominantly employed in state mental hospitals and constitute a major faction of full-time status employees who engage in the care and treatment given hospitalized patients. Nursing Service is one of the primary departments in which paraprofessionals are employed.⁹ Sarata has remarked that an almost universal view exists that staff morale is extremely low in agencies serving retarded persons and in other human service agencies.¹⁰

⁸Gerald Gurin, Joseph Veroff, and Sheila Feld, Americans View Their Mental Health (New York: Basic Books, Incorporated, Publishers, 1960), 173.

⁹National Institute of Mental Health, Staffing of Mental Health Facilities, United States, 1972, DHEW-Publication No. (ADM) 74-28 (Washington: U.S. Printing Office, 1974), 2 and 9; see also, Francine Sobey, The Nonprofessional Revolution in Mental Health (New York: Columbia University Press, 1970), 77.

¹⁰Brian P. V. Sarata, "Employee Satisfaction in Agencies Serving Retarded Persons," Am. J. Ment. Defic., LXXIX (January, 1975), 441.

Evidence related to job satisfaction has predominantly been witnessed within the domain of industrial organizations. Comparatively few systematic investigations have been conducted in the area of job satisfaction relative to human-service agencies. Length of employment and job satisfaction are not readily apparent in objective studies for nursing service paraprofessionals. Sarata has further recommended that employees' attitudes concerning the agency be considered, i.e., not limit the study to attitudes concerning job-related tasks only in the assessment of job satisfaction.¹¹

Alienation, a term used to convey normlessness and the condition of an individual who experiences incongruencies between individual needs and organizational demands, has been ascribed as foremost of the social ills affecting contemporary society. Both Pearlin and Mirlowitz have commented upon the existence of alienation as a factor affecting personnel in mental hospital settings.¹²

The question arises whether extrinsic and intrinsic dimensions and general satisfaction among nursing service paraprofessionals represent meaningful indices in relation to employment. Occupational trends highlight the need to examine intrinsic and extrinsic dimensions.

Occupational trends include movements in the work related tasks of paraprofessionals and also include movements in the work status of

¹¹Ibid.

¹²Leonard I. Pearlin, "Alienation from Work," Am. Sociol. Rev., XXVII (June, 1962), 314-326; see also, Seymore Mirlowitz, "Alienation and Bureaucratization of Mental Health Organization," MH, LVI (Winter, 1972), 6-12.

women. Incentives for staff development and innovative programs have been recommended for paraprofessionals in order to pursue expanding roles.¹³ The roles for employed women are also expanding. Although the emergence of women in the mental health services field is not new, careers have been of major significance in women's awareness of employment opportunities. This may indeed influence the job satisfaction of women employed in the mental health services field.

This study represents an investigation of job satisfaction in relation to gender and differentiated years of employment, in a mental hospital, for nursing service paraprofessionals. Logan, O'Reilly, and Roberts have recommended examining satisfaction for various employee groups as an appropriate strategy for understanding job satisfaction.¹⁴ Intrinsic satisfaction, extrinsic satisfaction, and general satisfaction are dimensions which may be ascertained from the Minnesota Satisfaction Questionnaire (hereafter referred to as the MSQ). This instrument has been designed to elicit frank opinions and attitudes by employees concerning various aspects of their jobs.¹⁵ This was the instrument utilized in this particular study.

¹³Francine Sobey, The Nonprofessional Revolution in Mental Health (New York: Columbia University Press, 1970), 28.

¹⁴Nancy Logan, Charles A. O'Reilly III, and Karlene H. Roberts, "Job Satisfaction Among Part-Time and Full-Time Employees," J. Voc. Behav., III, No. 1 (January, 1973), 33-41.

¹⁵David J. Weiss, Rene V. Dawis, George W. England, and Lloyd Lofquist, "The Minnesota Studies in Vocational Rehabilitation," Manual for the Minnesota Satisfaction Questionnaire (Minneapolis: Work Adjustment Project Industrial Relations Center University of Minnesota, 1967), v.

Statement of the Problem

Is there a significant difference in job satisfaction as measured by the MSQ between male and female nursing service paraprofessionals employed in a mental hospital?

Is there a significant difference in job satisfaction as measured by the MSQ among female nursing service paraprofessionals with differentiated years of employment?

Is there a significant difference in job satisfaction as measured by the MSQ among male nursing service paraprofessionals with differentiated years of employment?

Statement of the Hypotheses

There is no significant difference in job satisfaction as measured by the MSQ between male and female nursing service paraprofessionals employed in a mental hospital.

There is no significant difference in job satisfaction as measured by the MSQ among female nursing service paraprofessionals with differentiated years of employment.

There is no significant difference in job satisfaction as measured by the MSQ among male nursing service paraprofessionals with differentiated years of employment.

Purpose of the Study

The purpose of this study has been to evaluate gender and differentiated years of employment in relation to job satisfaction for nursing service paraprofessionals. Interest in the utilization of paraprofessionals in mental hospitals has gained momentum in recent years. Another purpose of this study has been to furnish additional

information which will help to clarify ability requirements and the reinforcer systems of the work environment.

Another purpose of this study was to provide an initial data base for which work adjustment outcomes may be pursued. A knowledge of differences in group needs and employee job satisfaction may be of importance in the evaluation of improvements or benefits to job satisfaction and may assist in the stabilization of hospital personnel.

Significance of the Study

The significance of this study has been to determine if a significant difference existed between male and female paraprofessionals in relation to job satisfaction and if a significant difference existed between differentiated years of employment in relation to job satisfaction for nursing service paraprofessionals. Efforts in recent years have been to improve the working conditions of paraprofessionals. Improvements in pay, working conditions, job upgrading, and more and better job training have received attention for the enrichment of job satisfaction by both paraprofessionals and professionals.

This study may illuminate work-related conditions that may be evaluated in accordance with the objectives of management. These objectives may lie within the realm of recruitment, personnel policies and practices, supervisory training, the diagnosis of employee morale, and collective bargaining. Job enrichment interventions have been recommended to correspond with intrinsic and extrinsic job orientations.

DEFINITION OF TERMS

The following terms may serve as useful definitions to this study.

Paraprofessional

The paraprofessional is a person engaged in the treatment of residents in a mental hospital under the direction of the Department of Nursing and licensed by the State Board of Nursing. Paraprofessionals are frequently referred to in the literature by various titles. Common terms in use are Psychiatric Aide, Nursing Assistant, Nursing Aide, Mental Health Technician, non-professional, and sub-professional. The job tasks are varied and may be inclusive of physical nursing care and special therapy activities such as counseling. In this study, the paraprofessionals were those employees who were considered therapeutic agents on inpatient wards and who facilitated in the patient's daily treatment and rehabilitation.¹⁶

Mental Hospital

A mental hospital is a facility which provides twenty-four hour psychiatric inpatient care and treatment for individuals and also consists of a miniature society with a network of personal relationships.¹⁷ The individuals who enter treatment have generally been considered psychiatrically impaired to the extent that minimally

¹⁶Sobey, op. cit., 28.

¹⁷H. Warren Dunham and S. Kirson Weinberg, The Culture of the State Mental Hospital (Detroit: Wayne State University Press, 1960), 3-13.

acceptable adjustments and behaviors have not been maintained for community living and those who have not adequately benefitted from treatment offered by community agencies.¹⁸

Job Satisfaction

Job satisfaction refers to an attitude which results from a ". . . balancing and summation of many specific likes and dislikes in connection with the job."¹⁹ Job satisfaction has been operationally defined through the measurement of the MSQ.

Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire is a questionnaire comprised of 100 questions related to specific aspects of work and work environments. This was the dependent variable investigated in this study. The dependent variable was subdivided to include intrinsic, extrinsic, and general satisfaction.

Attitude

Attitude is a construct which involves affective, cognitive, and action components. In more objective terms, the concept of attitude may be said to connote "response consistency" with regard to certain categories of stimuli.²⁰

¹⁸George Dyck, "The Effect of a Community Mental Health Center Upon State Hospital Utilization," Am. J. Psychiat., CXXXI (April, 1974), 453-456.

¹⁹R. P. Bullock, "Position, Function, and Job Satisfaction of Nurses in the Social System of a Modern Hospital," Nurs. Res., II (June, 1953), 5.

²⁰Donald T. Campbell, "The Indirect Assessment of Social Attitudes," Psychol. Bull., XLVII (1950), 31-32.

Independent Variables

One independent variable in this study was the classification of the paraprofessional in relationship to gender, male/female. A second independent variable was differentiated years of employment. For purposes of this study, differentiated years of employment was arbitrarily defined as five years or less and ten years or more of employment within the agency.

Two-Way Between-Subjects ANOVA

The two-way between-subjects ANOVA is a statistical tool that determines the effects of two independent variables on a single criterion and the interaction between the two independent variables. The two-way between-subjects ANOVA was the statistical tool used to determine if a significant difference existed between the independent and dependent variables and the interaction between the two independent variables.²¹

LIMITATIONS OF THE STUDY

A significant limitation in the assessment of job satisfaction is the explicit determination of what is to be studied. There appears to be no single valid theory of job satisfaction. Variables yet to be explicated by future research and multiple working hypotheses extend beyond the scope of this study and limit the conclusions.

The adequacy and stability of the MSQ data add to the

²¹Marigold Linton and Philip S. Gallo, Jr. The Practical Statistician, Simplified Handbook of Statistics (Monterey, Calif.: Books/Cole Publishing Company, 1975), 145-155.

difficulty in legitimizing the findings of this study. A basic problem lies in the absence, so far, of any inclusive definition of relevant facets to be sampled or represented in job satisfaction measuring instruments. Social desirability is a factor not controlled in the test design of the MSQ.

Other known factors which also may have an effect on job satisfaction include situational circumstances which have transpired in the job, personal factors of the participating individuals, and measures external to the questionnaire. These previously mentioned factors are unaccounted for in this study. Therefore, doubt of the validity of the test data based upon the responses is warranted and limited relative to the sample and the time in which the study was conducted. The MSQ has been recommended as a respectable instrument in the study of job satisfaction.²²

Another limitation is that particular job components within the intrinsic and extrinsic classifications may vary due to differences in occupational groups or to individual differences. In light of agency related matters and work related tasks associated with job content and job context factors, the division of intrinsic and extrinsic factors in the design of this study should suffice for purposes of interpretation.

Lastly, the sample size of twenty individuals per classification for differentiated years of employment, the use of one occupational level, and the inclusion of individuals employed by other agencies limit the conclusions derived from this study. Fifty individuals, a

²²Lyman W. Porter and Richard M. Steers, "Organizational, Work, and Personnel Factors in Employee Turnover and Absenteeism," Psychol. Bull., LXXX, No. 2 (August, 1973), 170.

more definitive classification of differentiated years of employment, and one occupational setting might have yielded a better understanding of job satisfaction for nursing service paraprofessionals. The inclusion of nursing service paraprofessionals employed in supervisory positions may have added additional information relevant to job satisfaction. In view of the limitations of this study, the results of the MSQ and the findings of this study need to be viewed with prudence and within the scope of the parameters of this study.

Chapter 2

REVIEW OF RELATED LITERATURE

This chapter is directed toward a review of the literature relevant to this particular study. A plethora of material has been written on job satisfaction. The information contained within this chapter is intended to provide a general understanding of the subject. An historical and theoretical account of job satisfaction has been introduced. Also, studies related to job satisfaction and paraprofessionals employed in institutional settings are included. Studies related to gender and tenure are also presented. In addition, managerial considerations for extrinsic and intrinsic job satisfaction are mentioned.

HISTORICAL AND THEORETICAL BACKGROUND

The investigation of job satisfaction has been rigorously pursued by researchers the past three decades. The foremost consideration for the pursual of employee job satisfaction has been not only to enhance productivity within the organization but also to enhance the well-being of the individual employee. The desired effect of this combination is expected to both enrich and better the socio-economic welfare of society at large.

In 1924, a series of studies were conducted at the Hawthorne Works of the Western Electric Company. The outcome of these studies

indicated an increase in favorable attitudes of employees had a greater influence on production than an increase in lighting, that personal recognition merited greater influence on production than an increase in wages, and that employees were influenced more by the formal organization set up by management.¹ The impetus for increased production was attributed to changes affecting the general attitudes of the employees; contrary to management's expectation of increased production through better physical, objective changes. The frequently referred to Hawthorne Series has since become a landmark precedent for the understanding of the perceived needs of industrial workers. These perceived needs have come to be regarded as viable agents in order to influence human motivation for subsequent increases in productivity.

Research has predominantly been conducted within the realm of motivation theory in order to more fully assess job satisfaction and associated outcome variables, e.g., turnover, absenteeism, productivity, and morale. Currently four major theoretical approaches to employee motivation appear to receive the aggregate of endorsement and acceptance in the writings of industrial psychologists. These four theories are Maslow's need-hierarchy theory,² Vroom's valence-expectancy-force theory,³ McClelland's conceptualization of the importance of need

¹Fritz Jules Roethlisberger and William John Dickson, Management and the Worker (Cambridge, Mass.: Harvard University Press, 1939), 3-18.

²Abraham Harold Maslow, Motivation and Personality (New York: Harper, 1954).

³Victor Harold Vroom, Work Motivation (New York: Wiley, 1964).

achievement in economic behavior,⁴ and Herzberg's two-factor theory.⁵ This latter theory expounds the principles of job satisfaction utilized in this particular study. These principles are intrinsic and extrinsic job factors.

Extrinsic and Intrinsic Job Factors

The primary dimensions of Herzberg, Mausner and Snyderman's dual-factor theory of employment motivation are extrinsic and intrinsic job factors. Intrinsic job factors consist of various aspects of employment that are considered a precursor to positive job attitudes and job satisfaction. In contrast with the intrinsic dimension, extrinsic factors are associated with job dissatisfaction and are external to the actual work performed.

In theory, intrinsic and extrinsic job factors represent unidimensional continua. One continuum graduates from no satisfaction to satisfaction, the intrinsic dimension; the other continuum operates from dissatisfaction to no dissatisfaction, the extrinsic dimension.

Various interchangeable terms are in use to connote intrinsic job satisfaction. Equivalent terms include motivators, satisfiers, and job content factors. Hygiene, maintenance, dissatisfiers, and job context factors are recognized terms for extrinsic job factors.

The concept of self-actualization and an individual's personal

⁴D. C. McClelland, ed., Studies in Motivation, Selected and Edited (New York: Appleton-Century-Crofts, Incorporated, 1955).

⁵Frederick Herzberg, Bernard Mausner, Richard D. Peterson, and Doris F. Capwell, Job Attitudes: Review of Research and Opinion (Pittsburg: Psychological Services, 1957).

growth have been associated with intrinsic job satisfaction. Intrinsic job satisfaction is also associated with the promotion of employee efforts to perform in occupational development. While intrinsic job satisfaction has been associated with reward aspirations and approach tendencies, extrinsic job satisfaction has been associated with avoidance tendencies. Extrinsic job satisfaction refers to job related areas which pertain to the working environment. Fair treatment practices, security, and employment maintenance are associated with extrinsic job factors.⁶

Herzberg, Mausner and Snyderman's two-factor theory has generated considerable research which has led to controversial findings. The major criticisms of the theory reported by House and Wigdor rested with methodology techniques, faulty research, and inconsistency with past evidence concerning satisfaction and motivation. These contentions were based upon an assessment of the validity of the dual-factor theory in an extensive review of the literature.⁷

About the same time as House and Wigdor's assessment, Whitsett and Winslow remarked, ". . . the theory had clearly retained its utility and viability."⁸ This conclusion was reached on the basis of

⁶Frederick Herzberg, Bernard Mausner, and Barbara B. Snyderman, The Motivation to Work (2d ed.; New York: John Wiley and Sons, Incorporated, 1959).

⁷Robert J. House and Lawrence A. Wigdor, "Herzberg's Dual-Factor Theory of Job Satisfaction and Motivation: A Review of the Evidence and a Criticism," Personnel Psychol., XX (Winter, 1967), 371.

⁸David A. Whitsett and Erik K. Winslow, "An Analysis of Studies Critical of the Motivation-Hygiene Theory," Personnel Psychol., XX (Winter, 1967), 411.

an analysis of studies critical to the motivation-hygiene theory. Whitsett and Winslow related the criticisms contrary to the dual factor theory had themselves been contaminated. General weaknesses in methods and frequent misinterpretations of the results by various researchers were identified.⁹

In summary, Herzberg's et al. theory does not appear to divide as neatly as was the case in the original, extensive review of job satisfaction by the authors. Studies critical of the two-factor theory lend speculation toward intrinsic factors and extrinsic factors fostering both importance to satisfying and dissatisfying job events and do not encase unidimensional independence. Also, job satisfaction may be a composite function of the perceived characteristics of a job in relation to an individual's frame of reference. A particular job condition can be both a satisfier and/or a dissatisfier. Extrinsic and intrinsic job satisfaction does not appear to be a simple bivariate function.

The available information on job satisfaction has primarily been concentrated in industrial settings. However, investigations of job satisfaction in occupational settings where patient care and treatment is the "product" have been initiated. For example, White and Macquire identified some support for the validity of Herzberg's et al. dual-factor theory among nursing supervisors in their study on job satisfaction.¹⁰

⁹Ibid., 395.

¹⁰Catherine Harman White and Maureen Claire Maquire, "Job Satisfaction and Dissatisfaction Among Hospital Nursing Supervisors: The Applicability of Herzberg's Theory," Nurs. Res., XXII (January-February, 1974), 25-30.

Nursing service paraprofessionals in institutional settings have yet to be a group of employees for whom job satisfaction has been extensively investigated. At the present, only fragmentary evidence is available concerning this phenomenon.

PARAPROFESSIONALS

An initial study was conducted by Simpson and Simpson who examined job satisfaction of eighty-one male and sixty-three female psychiatric aides employed in five different hospital settings. A majority of the psychiatric aides cited extrinsic reasons for assuming their jobs. A shift from extrinsic to intrinsic reasons was expressed by half of the sample for remaining in employment. This finding was significant at the .001 level of significance for men and women, separately and combined.

The transition from extrinsic to intrinsic employment values was interpreted by the authors as an indication of personal growth for the employees. The intrinsic and extrinsic classification system used by the authors was:

'Intrinsic reasons' included such explanations as interest in understanding mental illness through contact with patients, humanitarian interest in patients' welfare, satisfaction of working with people rather than things, and affection of sympathy for patients. 'Extrinsic reasons' included such explanations as better salary than for former job, not qualified for anything else, convenient transportation from home to hospital, and friendship with co-workers.¹¹

The intrinsic reasons were derived chiefly from responses

¹¹Richard L. Simpson and Ida H. Simpson, "The Psychiatric Attendant: Development of an Occupational Self-Image in a Low-Status Occupation," Amer. Sociol. Rev., XXIV (June, 1959), 390.

crediting the importance of patient care by the aides; the extrinsic reasons were classified according to factors external to the actual work performed. The data were obtained in the form of replies to open-ended questions.¹² The methodology utilized by Simpson and Simpson may have biased the data since nonexposed or nonexperienced needs relative to satisfaction may not have been perceived by the sample. Also, intrinsic and extrinsic job factors are not limited to occupational interests alone, but include job aspects within the domain of employment.

Sarata's investigation of job satisfaction in the field of mental retardation offers some clarification for the diversity of job satisfaction. Sarata's sample consisted of 222 subjects who responded to the Job Descriptive Index Questionnaire and the "Faces" measure.

The results of the study indicated the modal administrative view of commitment to and satisfaction with the field of employment (the importance of providing care and treatment) was only marginally correlated with an employee's level of overall satisfaction. On the other hand, agency-related matters were found to be substantially correlated with overall satisfaction. In view of the results, Sarata concluded agency-related matters, which may be inclusive of both intrinsic and extrinsic job factors, were the chief determinants of overall satisfaction.¹³ Support for extrinsic factors as primary agents in the relationship to job satisfaction for lower status

¹²Ibid., 389-392.

¹³Brian P. V. Sarata, "Employee Satisfaction in Agencies Serving Retarded Persons," Am. J. Ment. Defic., LXXIX (January, 1974), 434-442.

employees was also documented in a study conducted by Ranser.

Ranser compared a diversified sample representative of non-managerial staff which included paraprofessionals (N = 104) to managerial staff (N = 54). The employee groups were employed in the field of mental retardation. Two separate patterns of job satisfaction emerged. One pattern indicated generally high satisfaction in both lower- and higher-order categories. This pattern reflected responses by managers. The other pattern indicated higher satisfaction in the higher-order categories than in the lower-order categories. This pattern was representative of the nonmanagerial replies.¹⁴

Nonmanagerial staff was also regarded as extrinsically oriented to job satisfaction and indicated minutely higher overall satisfaction in comparison with managerial staff. Intrinsic job factors were considered a non-operative need category for nonmanagerial staff by Ranser and the relatively higher level of intrinsic satisfaction was suspected to be indicative of spurious responses in the higher-order need categories by the nonmanagerial staff. In contrast to Sarata's opinion with respect to client contact, a direction for which dissatisfaction may exist,¹⁵ Ranser felt the psychological reward of daily interaction with clients by the nonmanagerial staff was a contributing factor to the higher level of overall satisfaction.¹⁶

Ranser also investigated the relationship between job

¹⁴Charles Ranser, "Job Satisfaction in an Institution for the Mentally Retarded," MH, LVI (Winter, 1972), 88-92.

¹⁵Sarata, op. cit., 440.

¹⁶Ranser, op. cit., 91.

satisfaction and performance for managerial and nonmanagerial employees. In question was whether extrinsic satisfaction promoted greater effort to higher performance or whether performance leads to both intrinsic and extrinsic rewards which enhanced employee satisfaction. Average score ratings by peers and supervisors for performance and for job effort indicated performance led to satisfaction for managerial subjects only. Effort was not a satisfaction variable. In conclusion, Ranser reported the findings implied that ". . . only through intrinsic rewards can satisfaction and performance be linked."¹⁷

Skotdal investigated intrinsic and extrinsic job factors relative to job satisfaction, job dissatisfaction, and job performance of 199 adult correctional institution workers and 167 juvenile correctional institution workers from four states. The results of the study are enumerated as follows:

1. Job satisfaction and job dissatisfaction are highly correlated;
2. Job satisfaction and job performance show a positive association though the relationship was significant only for juvenile correctional staff, suggesting either job satisfaction is only one factor in motivation, or that motivation may not easily be translated into work performance, or both;
3. Job dissatisfaction and job performance were significantly negatively related, and the relationship was greater than the positive one between job satisfaction and job performance;
4. Correctional workers occupying high status positions within the institution receive significantly higher performance ratings than do lower status workers, and show a tendency for high satisfaction and lower dissatisfaction than do lower status workers; and
5. The introduction of a discrepancy measure between importance attributed to and experience with contentual (intrinsic) and

¹⁷Charles D. Ranser, "Performance, Satisfaction, Effort," Pers. Admin. and Publ. Pers. Rev., I (July, 1972), 8.

contextual (extrinsic) elements of the job does not result in an increased understanding of the relationship between job satisfaction, job dissatisfaction, and job performance derivable from more direct measures.¹⁸

To obtain a more comprehensive description of intrinsic and extrinsic job components and gender, settings other than nursing service personnel and human service agencies were reviewed.

GENDER AND JOB SATISFACTION

Occupational settings are highly differentiated according to sex; some jobs are performed mostly by women, others mostly by men. Women, in comparison to men, tend to be concentrated in service work.¹⁹ Trieman and Terrell have reported that the process and level of education and occupational attainment to be virtually identical for women and men, but women earn far less than men even when work experience and hours are taken into account.²⁰ Psychiatric aides were noted to have a median salary below the median income of all male workers in the United States in 1962 and above the median income for women workers in that year.²¹

¹⁸Nicki Marlene Skotdal, "The Relationship Between Job Satisfaction, Job Dissatisfaction, and Job Performance of Correctional Workers," Dissertation Abstracts International, XXXII (May, 1972), 11-B, 6711-6712.

¹⁹Donald J. Treiman and Kermit Terrell, "Women, Work, and Wages--Trends in the Female Occupational Structure Since 1940," Social Indicator Models, ed. Kenneth C. Land and Seymour Spilerman (New York: Russel Sage Foundation, 1974), 166.

²⁰Treiman and Terrell, "Sex and Status Attainment," Am. Sociol. Rev., XL (April, 1975), 174.

²¹National Institute of Mental Health, The Psychiatric Aide in State Mental Hospitals, DHEW-Publication No. 1286 (Washington: U.S. Government Printing Office, 1965), 2.

In 1957, Herzberg, Mausner, Peterson, and Capwell concluded that intrinsic aspects of the job appear to be more important to men than to women for the working population in general.²² Contrary to Herzberg's et al. conclusion, no differences between males and females on job outcome importances have been revealed in the overall value placed on intrinsic or extrinsic job components in the majority of studies in which gender was researched. Burke's research, which was conducted in the mid-sixties, indicated female and male college students had similar job characteristic preferences. Both sexes ranked intrinsic factors as more important than extrinsic factors.²³

Centers and Bugental generally supported Burke's findings using a large cross sectional sample of the work force. No significant differences were found in the overall value given intrinsic or extrinsic components relative to sex. Individual job components, however, were indicated. Women placed a higher value on interpersonal relations than did the men. Men placed a greater importance on self-expression than did the women.²⁴

²²Frederick Herzberg, Bernard Mausner, Richard O. Peterson, and Doris F. Capwell, Job Attitudes: Review of Research and Opinions (Pittsburg: Psychological Services, 1957), 72.

²³Ronald J. Burke, "Differences in Perceptions of Desired Job Characteristics of the Opposite Sex," J. Genet. Psychol., LXXXIX (1966), 27-37; and also Ronald J. Burke, "Differences in Perceptions of Desired Job Characteristics of the Same Sex and Opposite Sex," J. Genet. Psychol., LXXXIX (1966), 37-46.

²⁴Richard Centers and Daphne E. Bugental, "Intrinsic and Extrinsic Job Motivators Among Different Segments of the Working Population," J. Appl. Psychol., L (June, 1966), 193-197.

When age, education, and organizational level were controlled, Saleh and Lalljee found no sex differences in job orientation between the two sexes. Also, the higher the job level, the more intrinsically-oriented were the employees regardless of sex. Saleh and Lalljee's findings supported the previous studies on a broad basis with three different samples.²⁵ Findings relative to gender and job satisfaction also appear applicable with respect to human service agencies. No difference in satisfaction was expressed by men and women, married or unmarried, in a study conducted by Nichols. The sample was representative of army, novice nurses and the study examined importance, satisfaction, attenuation, and ease of movement from the organization.²⁶

Individual job factor differences similar to those found by Centers and Bugental have been noted in other studies. Jurgenson found men to be more interested than women in security, advancement, and benefits; women were relatively more interested in the type of work, co-workers, supervision, hours, and working conditions.²⁷ Hardin, Reif, and Heneman have also cited differences in job preferences relative to sex for department store employees. Security, advancement and pay were preferred by men. Women preferred security,

²⁵Shorkey D. Saleh and Mansure Lalljee, "Sex and Job Orientation," Personnel J., XXII (Winter, 1967), 465-471.

²⁶Glennodee A. Nichols, "Job Satisfaction and Nurses' Intentions to Remain or to Leave an Organization," Nurs. Res., XX (May-June, 1971), 218-228.

²⁷Clifford E. Jurgenson, "Selected Factors Which Influence Job Preferences," J. Appl. Psychol., XXXI (December, 1947), 553-564.

type of work, and supervision.²⁸

Job Satisfaction in relation to sex, organizational level, and outcome importance was investigated by Schuler. Schuler examined job outcome importance and sex within the context of occupational role stereotyping and socialization theory. Females evaluated pleasant employees and working conditions as being more important than did males. Males evaluated competitive, aggressive, and dominant outcomes and the opportunity to earn more income as more important than did females.²⁹

TENURE

Studies related to tenure and job satisfaction do not seem so well defined and delineated for general statements of results as did the evidence relative to gender and employment satisfaction. Herzberg et al. concluded a U-shaped function existed between age or tenure and satisfaction. Herzberg et al. stated, "Workers begin with high morale which drops during the first year of service and remains low for a number of years. As service increases, morale tends to go up."³⁰

The type of function between tenure and job satisfaction has been in question by various researchers. Kolstad and Hull reported a

²⁸Einan Hardin, Hans G. Reif, and Herbert G. Heneman, Jr., "Stability of Job Preferences of Department Store Employees," J. Appl. Psychol., XXXV (August, 1951), 256-259.

²⁹Randell S. Schuler, "Sex, Organizational Level, and Outcome Importance: Where the Differences Are," Personnel Psychol., XXVIII (Autumn, 1975), 365-375.

³⁰Herzberg, Mausner, Peterson and Capwell, op. cit., 13.

cyclical relationship.³¹ They found higher morale scores in groups with less than one year and over five years of service. Harris found different results. In his study, morale scores in his groups with less than six months of service were low; scores for groups with more than ten years of service were high; between these two groups morale scores fluctuated significantly.³²

Hulin and Smith rejected Herzberg's et al. curvilinear relationship in favor of a linear model of job satisfaction. Hulin and Smith found no support for Herzberg's et al. hypothesis for male workers and a lack of predictability for female workers when age and tenure were controlled variables. The sample consisted of 185 male workers and 75 female workers employed in two electronic plants.³³ A linear relationship for age as the independent variable was also found by Bernberg. Bernberg discovered significant differences when the impact of length of service was controlled and the relationship between age and satisfaction was investigated.³⁴

Gibson and Klein found support for a linear relationship between employee satisfaction and age. In addition, they further reported a linear negative relationship between employee satisfaction

³¹Arthur Kolstad and Richard L. Hull, "Morale on the Job," Civian Morale, ed. Goodwin Watson (New York: Houghton-Mifflin Company, 1942), 349-364.

³²F. J. Harris, "The Quantification of an Industrial Employee Survey, I Method, II Application," J. Appl. Psychol., XXXIII (1949), 103-114.

³³Charles L. Hulin and Patricia Cain Smith, "A Linear Model of Job Satisfaction," J. Appl. Psychol., XLIX (June, 1965), 209-216.

³⁴Raymond E. Bernberg, "Socio-Psychological Factors in Industrial Morale. III. Relation of Age to Morale," Personnel Psychol., VII (1954), 395-399.

and length of service. The sample was composed of blue-collar workers.³⁵

Both Hulin and Smith³⁶ and also Gibson and Klein³⁷ ascribed tenure as a "suppressor" effect to job satisfaction. Gibson and Klein attributed the attenuation of dissatisfaction and tenure to the reconciliation of employee adjustment to essentially negative situations. Cognitive balance was suspected of including disconfirmed expectations, acculturation with the system, and the perception of favoritism. This premise was theorized on the basis of a curving out process with respect to satisfaction after twelve years of employment service.³⁸

MANAGERIAL FORMULATIONS

There is an increasing awareness in the importance of creating and maintaining job satisfaction by responsible management. The presence and influence of job satisfaction, in theory, abets heightened individual competency, morale, production potential, and cooperative team work. All are considered necessary components for the delivery of optimal patient care. Job dissatisfaction, manifested through absenteeism, turnover, accidents, and reduced productivity, adversely affects agency services. Alienation, trade union membership, monetary

³⁵James L. Gibson and Stuart M. Klein, "Employee Attitudes as a Function of Age and Length of Service: A Reconceptualization," Acad. Manage. J., XIII (December, 1970), 411-425.

³⁶Hulin and Smith, op. cit., 215.

³⁷Gibson and Klein, op. cit., 425.

³⁸Ibid.

requests, and aggression toward the organization are other facets also generally associated with job dissatisfaction.

Sheppard and Herrick concluded that dissatisfaction with work is increasing. Their finding was based upon analysis of three separate national surveys in the United States.³⁹ Attitudinal declines toward work by hospital employees have also been expressed.⁴⁰

The potential for job satisfaction/dissatisfaction has been hypothesized by Maslow to be inherent in one's motivational life. He proclaims growth motivation embodies personal self-growth and self-actualization while defense motivation develops in response to conflict and frustration as an adaptation to survival. The direction of the motivational force is thought to occur in response to the congruency or incongruency of the organizational demands and the individual's needs.⁴¹ For example, the closer the agreement between the organization's concept and the individual's concept of personal growth, the better the prospect for job satisfaction. When these factors, organizational demands and personal inclinations, are not in accordance with each other, the potential for job dissatisfaction is thought to be strengthened.

While the individual's perceptual, experiential, and personal

³⁹Harold L. Sheppard and Neal Q. Herrick, Where Have All the Robots Gone? Worker Dissatisfaction in the '70's (New York: New York Free Press, 1972), xi-xxiv.

⁴⁰Robert G. Holloway, "Management Can Reverse Declining Employee Work Attitudes," Hospitals, L (October 16, 1976), 71-77.

⁴¹Abraham Harold Maslow, Eupsychian Management, A Journal (Homewood, Ill.: D. Irwin, Incorporated and the Dorsey Press, 1965), xii.

characteristics are essential elements in the understanding of job satisfaction, primary emphasis has been concentrated toward an understanding of the general work force employed in the organization. Job classification and job related duties are areas frequently considered in understanding job satisfaction. For example, differences in occupational levels and educational levels, on a broad basis, are considered to represent different indices for deriving job satisfaction.

General support has been acclaimed that white-collar employees derive satisfaction and dissatisfaction from ". . . motivator events (especially achievement/failure) and blue-collar employees from 'hygienes' (especially money, security, and co-workers)."⁴² These findings have not been substantiated nor conclusive within the field of nursing. Slocum, Susman, and Sheridan reported professional hospital employees' job satisfaction was significantly correlated with self-actualization needs, the intrinsic elements; however, the authors did not report the needs of paraprofessionals.⁴³ No meaningful relationships were found between comparison scores on satisfaction or importance measures and selected demographic variables in a survey of registered and licensed practical nurses by Neumann.⁴⁴

⁴²Thomas C. Harris and Edwin A. Locke, "A Replication of White-Collar, Blue-Collar Differences in Sources of Satisfaction and Dissatisfaction," J. Appl. Psychol., LIX (June, 1974), 369-370.

⁴³John W. Slocum, Gerald I. Susman, and John E. Sheridan, "An Analysis of Need Satisfaction and Job Performance Among Professional and Paraprofessional Hospital Personnel," Nurs. Res., XXI (July-August, 1972), 338-342.

⁴⁴Edna Lee Neumann, "Job Satisfaction Among Nursing Service Personnel," Dissertation Abstracts International, XXXIII (January, 1973), 7-B, 3289.

Differences similar to occupational levels appear to exist for educational attainments. The college educated tend to prefer intrinsic job values in contrast to extrinsic job values which are valued more readily by those with high school educations. Carey, Johnson, and Kerman stated:

High school graduates seem to emphasize personal growth in terms of learning new skills, of improving performance, of feelings of personal accomplishment, as well as of opportunities to use their present skills. While they would like their immediate supervisor to seek out opinions, their job satisfaction does not correlate with being part of the organization's decision-making process.⁴⁵

Job control and autonomy are considered the basic properties for which higher satisfaction is experienced by those at the upper end of the organizational hierarchy by Blauner.⁴⁶ It is also suspected that there are those employees who would not want greater control and autonomy even if it were available.

In theory, meaningful jobs require satisfaction be related to both objective and self-perceived job design characteristics and the degree to which the needs are actually satisfied. Currently, two major routes conducive to job satisfaction appear viable for paraprofessionals. One means available is the initial recruitment and training of individuals who have extrinsic orientations and would derive satisfaction chiefly outside the agency. Recently Siskind

⁴⁵Raymond G. Carey, Homer Johnson, and Fred Kerman, "Improvement in Employee Morale Linked to Variety of Agents," Hospitals, L (September 16, 1976), 87.

⁴⁶Robert Blauner, "Extent of Satisfaction: A Review of General Research," Psychology in Administration, ed. Timothy W. Costell and Sheldon S. Zalkind (Englewood Cliffs, N.J.: Prentice Hall, Incorporated, 1963), 80-95.

and Drake reported an "aide personality" was not likely. They remarked employment opportunities were a major consideration in an employee's entrance into the occupational role of a paraprofessional.⁴⁷

Another means available toward job satisfaction would be to extend extrinsic factors to act as short-term satisfiers and the development of intrinsic factors to serve as long-term satisfiers. The enactment of such proceedings would probably of necessity entail job redesign.

Organizations have emphasized motivational theory and have supported the use of environmental manipulation to increase job satisfaction. The practical value of such a maneuver is to both benefit the organization and the individual concurrently. Recommendations for nursing service paraprofessionals have included competitive wages, recruitment and training, adequate staffing, favorable working conditions, and meaningful jobs and career opportunities.

Extrinsic considerations would include such variables as pay, supervision, working conditions, advancement, and company policies. Fiscal policies, budgets, salaries, and fringe benefits have generally not been the prerogative of the organization to exercise. However, an organization's attractiveness or reputation is not founded upon these variables, alone, as its core agents. Howell and Stewart did express:

Although paying an adequate prevailing wage rate is the first step in keeping employees, effective management must consider all of its employment practices in attracting and retaining an adequate work force.⁴⁸

⁴⁷G. Siskind and A. K. Drake, "The Aide Personality--Fact or Fantasy," MH, (1967), 221-222.

⁴⁸D. C. Howell and G. T. Stewart, "Labor Turnover in Hospitals," Personnel J., LIV (December, 1975), 737.

The wage an employee earns has been identified as an efficacious agent to job performance by Kesselman, Wood, and Hagen,⁴⁹ and to tenure and age by Hulin and Smith.⁵⁰ The means for calibrating salary is of a different nature than the prospects for piece-rate, production quota methods available to industry. Nonetheless, shift differentials, job performance, differential job tasks, and tenure seem noteworthy aspects for investigation.

Another area of concern to job satisfaction involves the communication structure of the organization. Supervision, organizational atmosphere, and the degree of communication within an organization unite in the network of interpersonal relations among employees. Supervision, alone, has been regarded as one of the most salient features associated with the degree of satisfaction experienced by employees.

The utilization of democratic leadership has been recommended for health care facilities.⁵¹ Democratic leadership, represented by McGregor's Theory Y concept, is considered more relevant to the higher level needs and to be more effective when perceived by subordinates. Democratic leadership is exemplified through the use of general supervision, consultation practices, and through little reliance on

⁴⁹Gerald A. Kesselman, Michael T. Wood and Eileen L. Hagen, "A Field Correlation Test of Expectancy Theory of Work Motivation," Proceedings of the 81st Annual Convention of the American Psychological Association (Montreal, Canada: Semline, Incorporated, 1973), VIII Part II, 567-568.

⁵⁰Charles C. Hulin and Patricia Cain Smith, "A Linear Model of Job Satisfaction," J. Appl. Psychol., 11 (June, 1965), 216.

⁵¹Theo Haiman, Supervisory Management for Health Care Institutions (St. Louis: The Catholic Hospital Association, 1973), 232.

coercion and control.⁵² Immediate on-the-job supervision by professional staff was differentially operative in the training of paraprofessionals in a study by Paul, McInnis and Mariotto.⁵³ Remote daily supervision for paraprofessionals who facilitate the ward milieu was recommended by Bueker and Sainato who investigated staffing patterns.⁵⁴

Bureaucratic management of an institution has been associated with tenure for paraprofessionals. Overbeck commented:

It seems reasonable to assume that tenure at a state facility is predicated, to a large extent, upon the regard that an individual possesses for adherence to codified rules and regulations.⁵⁵

Pearlin also noted alienation was not apparent for employees who maintain ". . . an obseiant regard for the honorific aspects of status."⁵⁶ and Cleland and Peck found a modal stayer might be distinguished by a high F-score on the California Personality Inventory.⁵⁷ Nevertheless, Ranser has suggested a less punitive role be assumed for

⁵²Douglas McGregor, The Human Side of Enterprise (New York: McGraw-Hill Book Co., Incorporated, 1960), 56.

⁵³Gordon L. Paul, Titus L. McInnis, and Marco J. Mariotto, "Objective Performance Outcomes Associated with Two Approaches to Training Mental Health Technicians in Milieu and Social Learning Programs," J. Abnorm. Psychol., LXXXII (December, 1973), 523-532.

⁵⁴Kathleen Bueker and Helen K. Sainato, A Study of Staffing Patterns in Psychiatric Nursing (Washington: Saint Elizabeths Hospital, 1968), 71.

⁵⁵Daniel B. Overbeck, "Perceptions of Charge Attendant Task Priorities by Two Classes of Institutional Administrators," Train. Sch. Bull., LXX (November, 1973), 158.

⁵⁶Leonard I. Pearlin, "Alienation from Work," Am. Sociol. Rev., XXVII (June, 1962), 325.

⁵⁷C. C. Cleland and R. F. Peck, "Psychological Determinants of Tenure in Institutional Personnel," Am. J. Ment. Defic., LXIV (1959), 876-888.

employees and a more individual goal-oriented approach be instituted. He also suggested a more flexible structure for freedom of relationships be put into effect.⁵⁸ Palmer and Dean have recommended participative management as a means for increased job satisfaction and decreased turnover. Palmer and Dean remarked:

Participative management is management by objectives and results with opportunity for inputs into decision making from all levels within the organization.⁵⁹

Communication within the organization is also considered a partial function of job satisfaction. Aspects for which communication are favored include paraprofessional/professional relationships. The expressions of dissatisfaction toward the agency have been viewed by Sarata as a sign of possible dissatisfaction or hindrance experienced by employees to patient progress which needs to be aired and explored.⁶⁰

Intrinsic job factors applicable to job satisfaction recommended for paraprofessionals are generally related to the job itself. The importance of the role of recruitment and training is well documented in the literature. Not only are recruitment and training considered a major priority to the performance of job duties, but they also serve as a means of maintaining and promoting continued efforts. Training has had its primary focus in the areas of attitudes toward

⁵⁸Charles D. Ranser, "Performance Satisfaction, Effort," Pers. Admin. and Publ. Pers. Rev., I (July, 1972), 8.

⁵⁹Walter W. Palmer and Charles C. Dean, "Increasing Employee Productivity and Reducing Turnover," Train. and Dev. J., XXVII (March, 1973), 54.

⁶⁰Brian P. V. Sarata, "Employee Satisfaction in Agencies Serving Retarded Persons," Am. J. Ment. Defic., LXXIX (January, 1975), 437-438.

mental illness, job-related duties, and on-the-ward performance. The enactment of continuing in-service training has been a concerned aspiration voiced by paraprofessionals.⁶¹ Differences in job satisfaction have been indicated for various subgroups of paraprofessionals in a national survey. Two relevant areas to this study are cited:

Men aides attached more importance than women aides to the counseling, monitorial, informational, and housekeeping functions. Women aides, for their part assigned more value than men aides to the nursing function. Men aides enjoyed their counseling, monitorial, and informational duties more than women aides; women aides like nursing and housekeeping duties more than the men did. Women aides estimated patient demand for nursing care services at a higher level than men aides; the reverse was true for all other services. . . .

Recently employed aides tended to put a higher value than longer service aides on the importance of nursing care, counseling, and housekeeping services; to put a lower value on informational services, and about the same value on monitorial services. They reported more enjoyment in performing their counseling and informational functions, less enjoyment in the performance of the nursing care and monitorial functions. They put at a lower level than longer employed aides the volume of patient demand for monitorial, informational, and housekeeping functions; they put at a higher level the demand for nursing care and counseling function.⁶²

Other areas reported in the literature pertinent to job satisfaction include the specific recommendation for role clarification proposed by Overbeck,⁶³ and the link to job performance through intrinsic rewards by Ranser.⁶⁴ Job content of increased responsibility,

⁶¹U.S. Department of Health, Education, and Welfare, The Psychiatric Aide in State Mental Hospitals, Public Health Service Publication No. 1286 (Washington: U.S. Government Printing Office, 1965), 3.

⁶²Ibid.

⁶³Overbeck, op. cit., 176.

⁶⁴Ranser, op. cit., 8.

personal involvement, and autonomy also generally appear to generate higher satisfaction. Sarata has emphasized the need for extra-related job functions other than with patient contact. He suggested opportunities for success in such areas as volunteer training, community relations, role diversification, and role rotation relative to job functions.⁶⁵

A recognized problem to job satisfaction is yielded in the face of restricted opportunities. Job upgrading, job reclassification, lateral job mobility to specialized areas outside of nursing service, and career advancement have been the predominant areas recommended to provide increased job satisfaction and reduced turnover. Saleh, Lee and Prien reported in their study of female nurses that ". . . structuring the work in a way to make it more interesting and challenging, . . . and providing the chances for growth and advancement, more than 30 percent of the turnover population will be in some way affected."⁶⁶

⁶⁵Sarata, op. cit., 441

⁶⁶Shorkey D. Saleh, Robert J. Lee, and Erich P. Prien, "Why Nurses Leave Their Jobs--An Analysis of Female Turnover," Personnel Admin., XXVIII (January-February, 1965), 28.

Chapter 3

METHODS AND PROCEDURES

The content of this chapter includes the mechanics and methods utilized to provide an investigation of job satisfaction for paraprofessionals. The sample and procedures used are discussed. Also, the questionnaire is described. The design of the study, data collection, and the method for statistical analysis are included in this chapter.

POPULATION AND SAMPLING

A total sample of eighty nursing service paraprofessionals was selected for this study. This sample was representative of employees most similar to the D.O.T. code number 355.878, psychiatric aide.¹ The criteria for inclusion of the paraprofessionals in the sample included the following qualifications: (1) the individual was classified in a nonsupervisory position, and (2) the individual was employed full-time and engaged in the on-ward treatment of inpatient units of a mental hospital.

A list of names of paraprofessionals assigned to the first and second shifts was obtained from the Nursing Service Department of a medium sized mental hospital located in a midwestern city of medium

¹Department of Labor, Dictionary of Occupational Titles 1965--Vol. 1, Definitions of Titles (3d ed.; Washington: U.S. Government Printing Office, 1965), 570.

size. This group of employees was selected since these two shifts maintain the closer, more direct contact with the patient population and with the administrative body. A larger portion of staffed positions existed for this group.

A stratified sample was obtained by selecting, at random, from a container, names of individuals who were employed five or less years or ten or more years within the hospital setting. Seventy paraprofessionals were obtained who met the selection requirements. A comparable group of ten males, five with five years or less and five with ten or more years employment, was obtained on a voluntary basis from other agencies in order to fulfill an adequate sample of eighty individuals. The eighty subjects were classified accordingly into the following four groups:

1. Twenty female paraprofessionals who had a minimum of ten years employment in the agency.
2. Twenty female paraprofessionals who had a maximum of five years employment.
3. Twenty male paraprofessionals who had a minimum of ten years employment.
4. Twenty male paraprofessionals who had a maximum of five years tenure.

INSTRUMENTATION

The instrument utilized in this particular study was the Minnesota Satisfaction Questionnaire (MSQ).

The MSQ consists of 100 Likert-type questions related to specific aspects of work and work environments. The MSQ provides twenty scales and a general satisfaction scale score. Five items appear in blocks of twenty and constitute a given scale at twenty-item intervals; twenty specific response items constitute the general satisfaction score. Not satisfied, only slightly satisfied, satisfied, very satisfied, and extremely satisfied are the five alternative responses to each item. The scale title and corresponding satisfaction aspect of the twenty scales of the MSQ long form are presented as follows:

1. Ability Utilization. The chance to do something that makes use of my abilities.
2. Achievement. The feeling of accomplishment I get from the job.
3. Activity. Being able to keep busy all the time.
4. Advancement. The chances for advancement on this job.
5. Authority. The chance to tell other people what to do.
6. Company Policies and Practices. The way company policies are put into practice.
7. Compensation. My pay and the amount of work I do.
8. Co-workers. The way my co-workers get along with each other.
9. Creativity. The chance to try my own methods of doing the job.
10. Independence. The chance to work alone on the job.
11. Moral Values. Being able to do things that don't go against my conscience.
12. Recognition. The praise I get for doing a good job.
13. Responsibility. The freedom to use my own judgment.
14. Security. The way my job provides for steady employment.
15. Social Service. The chance to do things for other people.

16. Social Status. The chance to be "somebody" in the community.
17. Supervision--Human Relations. The way my boss handles his men.
18. Supervision--Technical. The competence of my superior in making decisions.
19. Variety. The chance to do different things from time to time.
20. Working Conditions. The working conditions.²

Three indices of job satisfaction: extrinsic, intrinsic, and general, may be ascertained from the MSQ. These classifications have been employed in this study. Extrinsic and intrinsic job aspects were classified according to the division found in the study by Weiss:

The results of the factor analyses, in general, indicate that about half of the common MSQ scale score variance can be represented by an extrinsic satisfaction factor, defined by the two Supervision Scales, Company Policies and Practices, Working Conditions, Advancement, Compensation and Security. The remaining scales define one or more intrinsic satisfaction factors, accounting for the other half of common variance.³

The MSQ has been shown to have an internal consistency reliability coefficient of .80 or higher for 83 percent of the items and lower than .70 for only 2.5 percent of the items. The MSQ has also been shown to have construct validity in that individuals who have high need levels that are reinforced by job situations report, as predicted, a higher level of satisfaction than a high-need-low

²David J. Weiss, Rene V. Davis, George W. England, and Lloyd H. Lofquist, "The Minnesota Studies in Vocational Rehabilitation," Manual for the Minnesota Satisfaction Questionnaire (Minneapolis: Work Adjustment Project Industrial Relations Center University of Minnesota, 1967), 1-2.

³Ibid., 23.

16. Social Status. The chance to be "somebody" in the community.
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³Ibid., 23.

, reinforcement group.⁴ Normative data have also been provided for the MSQ in the form of percentile scores. A percentile score of 75 or higher is generally accepted to represent a high degree of satisfaction; a percentile score between 26 and 75 as average satisfaction; a percentile score of 25 or below as indicative of a low level of satisfaction.⁵

DESIGN OF THE STUDY

This study was primarily designed to investigate if significant differences exist between male and female paraprofessionals and job satisfaction and if significant differences exist between differentiated years of employment for males and females and job satisfaction. Two independent variables were identified for investigation. The primary independent variable was the gender variable. The secondary variable, or moderator variable, was differentiated years of employment defined as five or less or ten or more years tenure. The responses to the Minnesota Satisfaction Questionnaire were the dependent variables. Satisfaction was measured according to the response given the items on the questionnaire by the employee. The dependent variable has been subdivided to include intrinsic, extrinsic, and general satisfaction indices. The overall design of this study might be best described as a 2 x 2 design with respect to the two independent variables and the three subdivisions of the

⁴Oscar Krisen Buros, ed., The Seventh Mental Measurement Yearbook, Vol. II (Highland Park, New Jersey: The Gryphon Press, 1972), 1064.

⁵Weiss et al., op. cit., 5.

dependent variable. The design of the study is illustrated for extrinsic satisfaction only in Table 1 on the following page.

DATA COLLECTION

A total stratified sample of seventy paraprofessionals selected at random, and ten volunteer paraprofessionals participated in this investigation. The MSQ was distributed individually to those individuals selected in the sampling process and they were asked to complete the MSQ according to the instructions printed on the questionnaire. In addition to the questionnaire instructions, this investigator requested complete anonymity in the employee's responses. This investigator also stressed names be omitted from the completed questionnaire form.

Additional demographic data were also obtained. Self-reports of marital status, current enrollment in post-high school course work, and employment by another person or agency were submitted. The demographic data were obtained for descriptive purposes only.

The responses to the MSQ were scored according to the manual's procedures.⁶ The demographic data and scale scores were consolidated within the respective subgroup classifications for data analysis.

DATA ANALYSIS

Since this study involved two independent variables with two levels each, the two-way (a x b) between-subjects analysis of variance (ANOVA) was deemed the appropriate statistical tool for an analysis of

⁶Ibid., 7.

Table 1

Two-Way Between-Subjects ANOVA (2 x 2) Illustrating Raw-Score Data for Extrinsic Job Satisfaction Characteristics of the MSQ

		Factor A Differentiated Years of Employment	
		5 or less (A ₁)	10 or more (A ₂)
Factor B Gender	Male (B ₁)	20 25 n = 20 . . . 30	30 35 n = 20 . . . 40
	Female (B ₂)	15 20 n = 20 . . . 45	25 30 n = 20 . . . 30

the raw score data.⁷ One independent variable was identified as Factor A (differentiated years of employment) which had two levels: five or less, and ten or more years institutional employment. The second independent variable investigated in this study was designated Factor B (gender) which also had two levels: male and female.

The dependent variable was subdivided into intrinsic, extrinsic, and general job satisfaction indices obtainable from the MSQ. Three separate two-way between-subjects ANOVA were computed for purposes of the data analysis.

The .05 level of significance was selected to test the null hypotheses in this study. If the obtained F-value was larger than the table value of F, a group effect was obtained and rejection of the null hypothesis was warranted since differences were significant. If the F-value was smaller than the value in the F-table, the null hypothesis was not rejected. A nonsignificant difference indicated either there was no group effect or the sample size was not adequate to detect a group effect. If the F-test for interaction was significant, differences attributable to styles were not the same for both levels of illumination. The two independent variables were considered independent of each other if the F-test for interaction was not significant. Correlations were used in an attempt to determine differences in job satisfaction between males and females and also between differentiated years of employment relative to intrinsic, extrinsic, and general satisfaction.

⁷Marigold Linton and Philip S. Gallo, Jr. The Practical Statistician, Simplified Handbook of Statistics (Monterey, Calif.: Books/Cole Publishing Company, 1975), 145-155.

Chapter 4

ANALYSIS OF DATA

This study was primarily designed to investigate job satisfaction as expressed by male and female nursing service paraprofessionals with five or less and those with ten or more years tenure. In order to secure the necessary information relative to job satisfaction, the Minnesota Satisfaction Questionnaire was utilized. The results of the analyzed data are presented in this chapter. For purposes of clarification, this chapter is divided into two separate divisions: demographic analysis and job satisfaction analysis.

The study group consisted of eighty nursing service paraprofessionals. All responses were received within a three month period during the Spring of 1977. This extended period of time was due to the individual distribution and individual return rate. During the data collection process, the investigator frequently needed to remind the participants to complete the questionnaire and, on occasion, repeated the instructions in order to obtain adequate scoring criteria. Analyses of these responses were made according to the separate categories of groups. The groups were comprised of twenty subjects per classification, females with five or less years, males with five or less years, females with ten or more years, and males with ten or more years tenure.

DEMOGRAPHIC ANALYSIS

The respondents were requested to identify their age and tenure in years and months. The sex, marital status, other employment, vocational training, and current college attendance of each participant were also required.

The mean age in years for the female group with five or less years tenure was 28.86 with a range from 23.25 years to 52.50 years. The mean age was 23.46 years for the male group with five or less years employment; the range was 19.25 years to 32.33 years. The female group with ten or more years had a mean age of 47.23 years with a range from 28.66 to 62.75 years. The mean age for males with ten or more years tenure was 49.44 years with a range from 31.75 to 62.08 years.

The male group of five or less years had a relatively slightly lower mean age in years in comparison to the female group with five or less years employment. The male group and the female group with ten or more years tenure had comparatively similar mean years for age. A twenty year minimum difference was approached for the mean ages in years between the two classifications of tenure, five or less and ten or more.

The mean years for tenure with respect to the female five or less group was 3.10 years tenure; for the male group with five or less years employment, the mean in years for tenure was 3.02. The mean in years for tenure was 19.37 for the group of males with ten or more years. For the female group with ten or more years experience, the mean in years for tenure was 16.86.

Nearly identical means in years for tenure were found for the male group and female group with five or less years employment. A relatively slightly higher mean in years for tenure was in evidence for the male group with ten or more years. An appreciable difference of at least fifteen years tenure was noted between the means in years for differentiated years of employment, five or less and ten or more.

The mean numbers of years for education levels, from lowest to highest, were 11.95 years for females with ten or more years, 12.90 for males with ten or more years, 13.20 for females five or less, and 14.05 for males with five or less. The groups of employees with five or less years employment tended to have a slightly higher level of education (at least one year completion of college course work). A summary of the demographic data in mean years is presented in Table 2 for education, tenure, and age according to the subgroups.

Table 2
Mean Scores in Years for Education, Tenure
and Age for the Study Groups

Subgroups	Females		Males	
	Five or less years	Ten or more years	Five or less years	Ten or more years
Education	13.20	11.95	14.05	12.90
Age	28.86	47.23	23.46	49.44
Tenure	3.10	16.86	3.02	19.37

Percentage values were utilized to express marital status,

other employment, and attendance in post-high school educational programs. Marital status expressed in percentages was 40 percent single, 40 percent divorced, 5 percent separated, and 15 percent married for the female group with five or less years employment. For the male group with five or less years, marital status was 60 percent single, 5 percent divorced, 0 percent separated, and 35 percent married. Marital status in percentages for the female group with ten or more years was 15 percent single, 25 percent divorced, 10 percent separated, and 50 percent married. For the male group with ten or more years, marital status was 0 percent single, 10 percent divorced, 0 percent separated, and 90 percent married.

Single marital status was in evidence at a relatively higher percentage for the male group and female group with five or less years in comparison to the two other groups. Divorce was expressed at a comparatively higher percentage for the two female groups, five or less and ten or more than the two male groups. The marital status of the male group with ten or more years was essentially reported as married. The female group with ten or more years was divided equally between being married and not being married. Married status expressed as a percentage was least for the female group with five or less years.

Employment other than the agency from which the participants were selected was also obtained. In percentages, part-time employment was 15 percent and full-time was 10 percent for the female group with five or less years. Self-employment was 5 percent, part-time at another agency was 15 percent and full-time at another agency was 10 percent for the male group with five or less years tenure. Only full-time at another agency, 15 percent, was indicated by the female group

with ten or more years tenure. For the male group with ten or more years, 5 percent indicated part-time employment by another agency and 70 percent indicated full-time employment with another agency.

Approximately one-fourth of those employed five or less years derived additional income from another employer according to the respondents' replies. Three-fourths of the male group with ten or more years tenure were employed elsewhere. The female group with ten or more years had the lowest percentage for other agency employment in comparison to the other three groups.

Post-high school enrollment for the female group with five or less years was expressed as part-time vocational training, 5 percent; part-time college attendance, 15 percent; and full-time college, 10 percent. For the male group with five or less years tenure, part-time college was reported as 35 percent and full-time college, 5 percent. Part-time college attendance, only, was reported by 5 percent of the female group with ten or more years employment. The male group with ten or more years did not report post-high school enrollment. Post-high school educational pursuits were reported at a considerably higher percentage for the groups with five and less years, 30 percent was expressed by females and 40 percent by males.

In summary, general statements concerning the demographic data are reiterated. The female group with five or less years tended not to be married, were either single or divorced, 30 percent attended post-high school educational facilities, and 25 percent also held jobs outside the agency. The male group with five or less years tenure was found to be generally single and not divorced. Forty percent attended college and 30 percent derived income from sources other than the

agency. The marital status in the female group with ten or more years appeared to be equally divided between married and not married and one-fourth engaged in activities (other employment and college) in addition to current employment. For the male group with ten or more years, the data indicated they tended to be married, that 75 percent were employed outside the agency, and they did not attend post-high school training or educational programs. A summary of the demographic data in percentage form is presented in Table 3 respective to the groups studied.

STATISTICAL ANALYSIS

The techniques used in the statistical analysis of the data were discussed in Chapter 3. Analysis of variance was computed for purposes of comparison for the independent variables (gender and differentiated years of employment) with respect to the dependent variable (job satisfaction). Job satisfaction was subdivided to include intrinsic satisfaction, extrinsic satisfaction, and general satisfaction. Three separate two-way between-subjects ANOVA were computed in order to test the null hypotheses. The results of the statistical analysis for intrinsic, extrinsic, and general satisfaction have been presented followed by confirmation or rejection of the null hypotheses. The level of significance chosen was .05 and the method of statistical analysis utilized F-scores for a determination of rejection or acceptance of the null hypotheses.

Intrinsic Satisfaction

An F-score value of 0.18 was obtained in the determination for interaction effects between gender and differentiated years of

Table 3

Descriptive Data in Percentage Values of Paraprofessionals
Based on Total Number of Respondents

	Females		Males	
	Five or less years	Ten or more years	Five or less years	Ten or more years
Single	40	15	60	0
Divorced	40	25	5	10
Separated	5	10	0	0
Married	15	50	35	90
Self-part-time	0	0	5	0
Other part-time	15	0	15	5
Self-full-time	0	0	0	0
Other full-time	10	15	10	70
Part-time vocational	5	0	0	0
Full-time vocational	0	0	0	0
Part-time college	15	5	35	0
Full-time college	10	0	5	0

employment relative to intrinsic satisfaction. This value was less than the tabled $F(1,76)$ value of $4.00 > .05$ level of significance. No significant difference between gender and differentiated years of employment was evidenced for interaction.

An F-score value of 5.44 was found for differentiated years of employment which exceeded the tabled $F(1,76)$ value of 4.00, $p < .05$ level of significance. Rejection of the null hypothesis for differentiated years of employment was warranted and a relatively higher level of satisfaction was indicated for the longer tenured groups.

The hypothesis of no gender effects was retained since the obtained F-value of 0.13 was less than the tabled $F(1,76)$ value of 4.00, $p > .05$ level of significance. There was no significant difference between the gender means. Detailed information for the analysis of variance for intrinsic satisfaction by the respondents is presented in Table 4.

Table 4

Analysis of Variance Table for Intrinsic
Satisfaction by Respondents

Source	SS	df	MS	F	p
A: Differentiated Years	8080.20	1	8080.20	5.44	< .05
B: Gender	192.20	1	192.20	0.13	NS
AxB Interaction	266.45	1	266.45	0.18	NS
Error	112937.10	76	1486.01		
Total	121485.95	79			

Extrinsic Satisfaction

The F-value for differentiated years was 8.83 and is larger than the tabled $F(1,76)$ value of 4.00, $p < .05$ level of significance. The obtained value is also larger than the tabled $F(1,76)$ value of 7.08, $p < .01$ level of significance. The hypothesis that there is no significant difference between differentiated years of employment was rejected at the .01 levels of confidence.

An F-value of 0.03 was obtained for gender, which is not significant. The null hypothesis for gender was not rejected. In the same light, the F-value of 0.16 was less than the required tabled $F(1,76)$ value of 4.00 necessary for a rejection of the hypothesis, $p > .05$ level of significance. There was no significant interaction between differentiated years of employment and gender.

In conclusion, there was a significant difference between differentiated years of employment. Those respondents with ten or more years indicated a higher level of extrinsic satisfaction. There was no effect of gender alone on differentiated years of employment and there was a lack of interaction between gender and differentiated years of employment. This finding implied little or no effect in the magnitude of differentiated years of employment was attributed to gender. Table 5 identifies the analysis of variance for extrinsic satisfaction by respondents.

Table 5
 Analysis of Variance Table for Extrinsic
 Satisfaction by Respondents

Source	SS	df	MS	F	p
A: Differentiated Years	4992.80	1	4992.80	8.83	<.01
B: Gender	16.20	1	16.20	0.03	NS
AxB Interaction	88.20	1	88.20	0.16	NS
Error	42960.60	76	565.27		
Totals	48057.60	79			

General Satisfaction

In general, the same trend was in evidence for general satisfaction as was found for intrinsic and extrinsic satisfaction. The F-value obtained for differentiated years of employment was 8.74. This value was larger than both the tabled $F(1,76)$ value of 4.00, $p < .01$ level of confidence. A significant difference was indicated for differentiated years of employment and the null hypothesis was rejected.

The hypothesis that there was no significant difference between gender and differentiated years of employment was retained since the F-value of 0.04 was less than the required tabled $F(1,76)$ value of 4.00, $p > .05$ level of significance. The F-value for interaction effects was 0.01 and was less than the tabled $F(1,76)$ score of 4.00, $p > .05$ level of significance. Again, the null hypothesis that there is no interaction effect between gender and differentiated years of employment was retained and could not be rejected.

The results of the analysis of variance for general satisfaction

indicated differentiated years of employment contributed to significant differences in the mean score values and that the gender levels had apparently little or no effect on differentiated years of employment alone. There was also no significant interaction between the differentiated years of employment and gender treatments; no apparent additive effect was indicated. Table 6 gives a summary of the analysis of variance for general job satisfaction by the respondents.

Table 6

Analysis of Variance Table for General
Job Satisfaction by Respondents

Source	SS	df	MS	F	p
Differentiated Years	1256.12	1	1256.12	8.74	< .01
Gender	5.52	1	5.52	0.04	NS
Interaction	1.00	1	1.00	0.01	NS
Error	10920.85	76	143.70		
Totals	12183.49	79			

The null hypotheses selected at the beginning of the study read: There is no significant difference in job satisfaction as measured by the MSQ between male and female nursing service paraprofessionals employed in a mental hospital; There is no significant difference in job satisfaction as measured by the MSQ between female nursing service paraprofessionals with differentiated years of employment; and There is no significant difference in job satisfaction as measured by the MSQ between male nursing service paraprofessionals

with differentiated years of employment.

In conclusion, the null hypothesis, which stated there is no significant difference in job satisfaction as measured by the MSQ between male and female nursing service paraprofessionals employed in a mental hospital, was retained. The null hypothesis that there is no significant difference in job satisfaction as measured by the MSQ between female nursing service paraprofessionals with differentiated years of employment was rejected. The null hypothesis that there is no significant difference in job satisfaction as measured by the MSQ between male nursing service paraprofessionals with differentiated years of employment was also rejected.

The rejection of these hypotheses was at the .05 level of significance for intrinsic satisfaction and at the .01 level of significance for extrinsic and general satisfaction. The rejection of these hypotheses was attributed to differentiated years of employment irrespective of gender. The relatively higher level of satisfaction expressed by those employees with ten or more years tenure in comparison with those employees with five or less years tenure is presented in Figure 1 and Figure 2. Figure 1 is presented to illustrate the mean score values, of unequal weights, for intrinsic, extrinsic, and general satisfaction reported by the female groups. The mean score values, of unequal weights, for intrinsic, extrinsic, and general satisfaction expressed by the male groups are illustrated in Figure 2.

General trends and differences in job satisfaction were relative to the individual job component aspects. An examination of extrinsic satisfaction revealed similar extrinsic reinforcements were

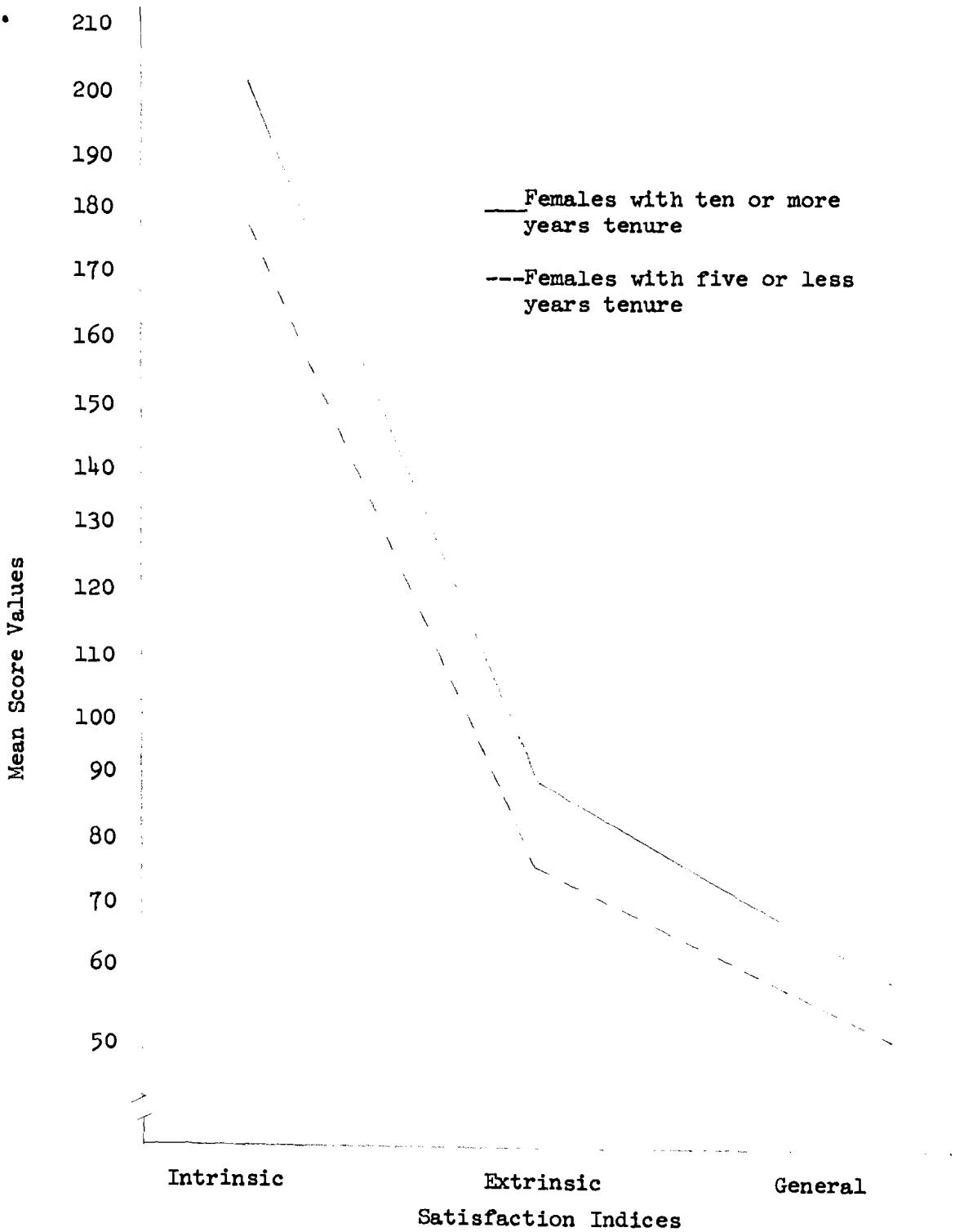


Figure 1

Graphic Illustration of Mean Score Values of Unequal Weights for Job Satisfaction Indices Expressed by Females

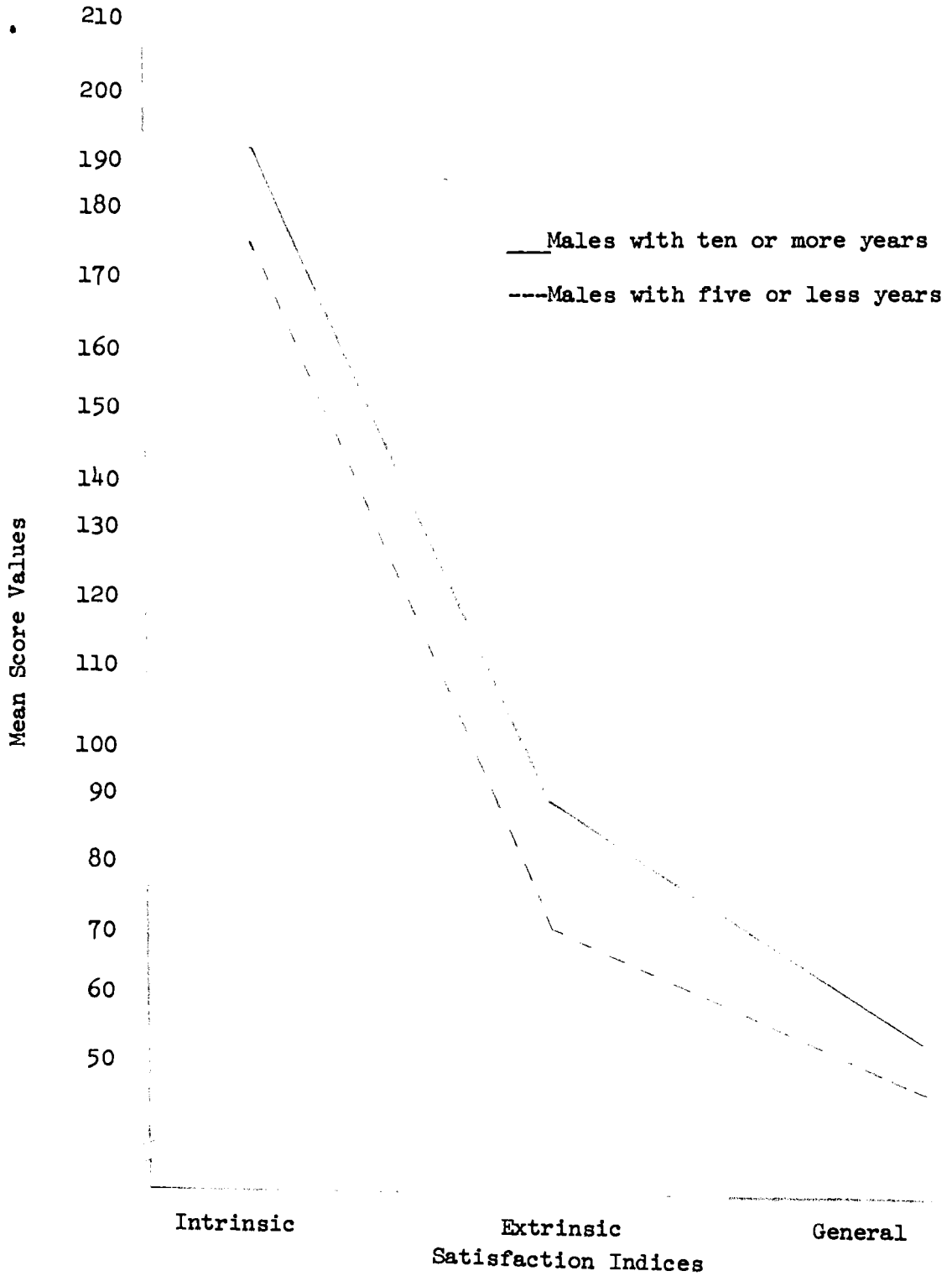


Figure 2

Graphic Illustration of Mean Score Values of Unequal Weights for Job Satisfaction Indices Expressed by Males

available with the occupational classification. Relatively higher satisfaction weights were indicated for security, working conditions, and supervision--technical for the two male groups and for the female group with five or less years tenure. In lieu of working conditions, the female group with ten or more years expressed relatively higher satisfaction with supervision--human relations.

Company policies, advancement, and compensation were the individual job component aspects within the extrinsic classification of job satisfaction that were reported at the relatively lower levels of satisfaction by three of the four groups. These same individual job components had the relatively lowest mean score values with respect to all other individual job component aspects. Supervision--human relations, only, was indicated at a relatively lower level of satisfaction than compensation by the male group only with ten or more years tenure.

Similarly, altruistic factors were consistently expressed at a higher level of satisfaction within the intrinsic classification. Co-workers, social service, and moral values were indicated. Males with five or less years did report a relatively higher level of activity than social service and the female group with ten or more years reported a relatively higher level of achievement than moral values.

Various job components were represented as the relatively lower level intrinsic job satisfaction aspects by the subgroups. Only social status was reported consistently at a relatively lower level of satisfaction by the four groups. Ability utilization was reported as one of the relatively lower satisfaction job aspects by the two groups

with five or less years tenure. The two male groups indicated relatively lower satisfaction with respect to creativity; the female group with five or less years tenure and also the male group with ten or more years tenure reported recognition as a relatively lower level job facet of intrinsic satisfaction. Only the female group with ten or more years expressed authority and independence as relatively lower intrinsic job satisfaction aspects. Although different levels of satisfaction were expressed by the various subgroups, the relatively higher and lower job aspects were reported rather consistently and uniformly by the four subgroups with the two male groups and the female group with five or less years indicating the most similarity. Figures 3 and 4 are presented to illustrate the mean score values accordingly for the individual job components within the extrinsic and intrinsic satisfaction categories for females and males respectively. The mean score values and standard deviations with respect to the individual job components for the four groups are included in the appendix.

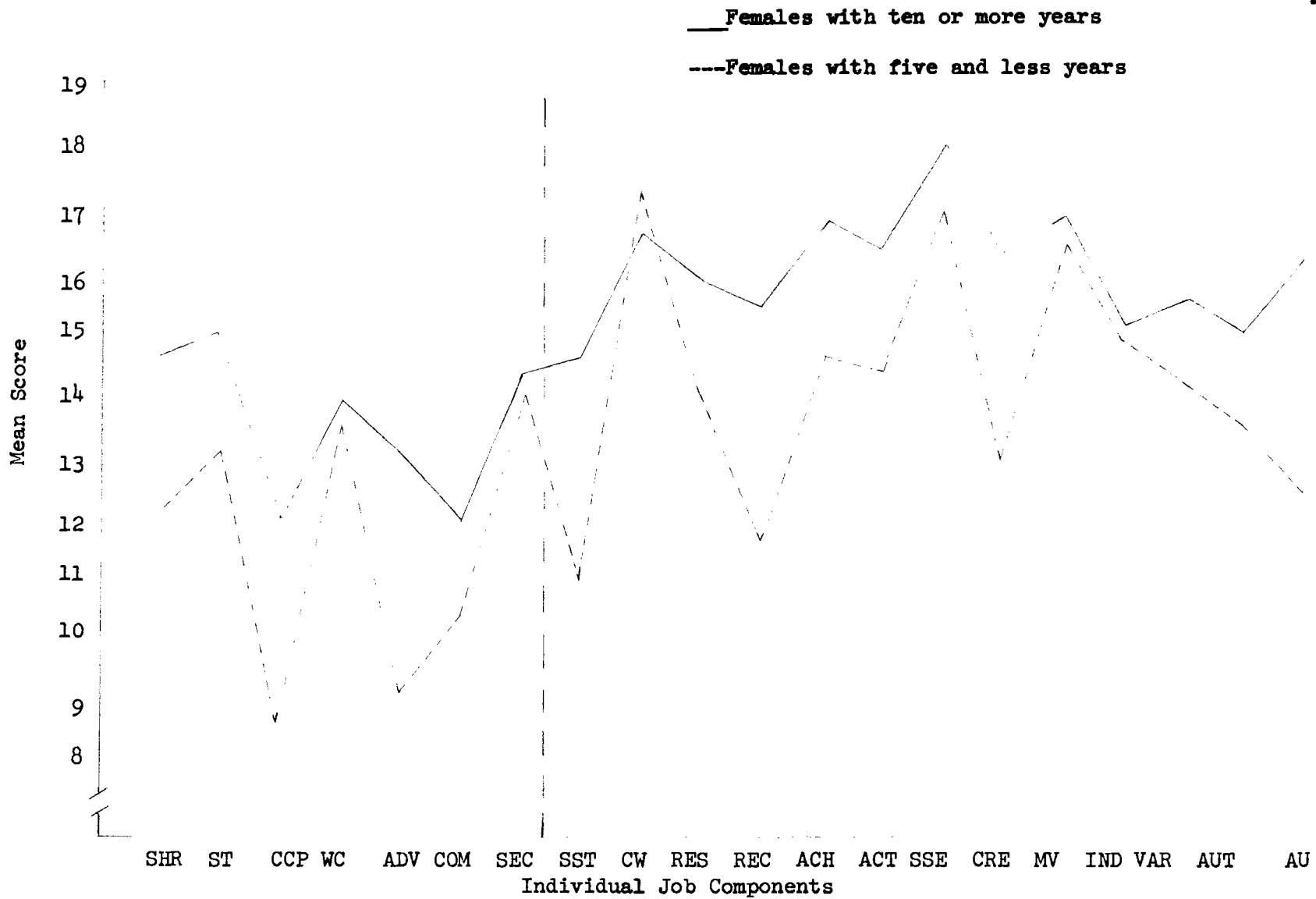


Figure 3. Graphic Illustration of Mean Score Values of Individual Job Aspects by Females

Table 7

A List of Abbreviations Corresponding to the Individual
Job Component Aspects in Figures 3 and 4, pp. 62, 64

	Extrinsic		Intrinsic
SHR	Supervision--Human Relations	SST	Social Status
ST	Supervision--Technical	CW	Co-Workers
CCP	Company Policies and Practices	RES	Responsibility
WC	Working Conditions	REC	Recognition
ADV	Advancement	ACH	Achievement
COM	Compensation	ACT	Activity
SEC	Security	SSE	Social Service
		CRE	Creativity
		MV	Moral Values
		IND	Independence
		VAR	Variety
		AUT	Authority
		AU	Ability Utilization

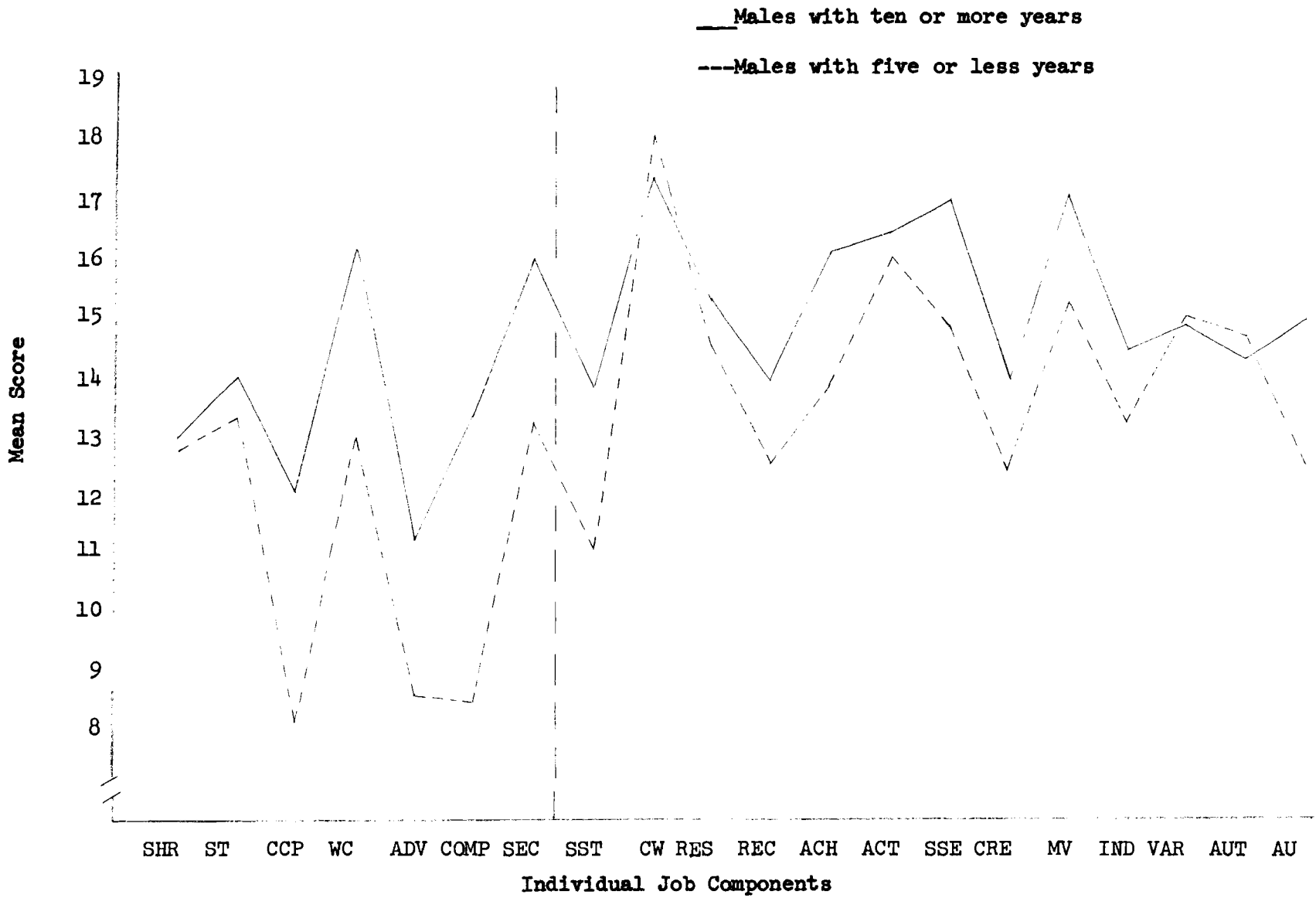


Figure 4. Graphic Illustration of Mean Score Values of Individual Job Aspects Expressed by Males

The mean score values for General Satisfaction were 52.05 for the female five or less years group; 51.75 for the male five or less years group; and 59.45 and 60.20 respectively for the female and male groups with ten or more years tenure. Percentile scores were obtained using the nursing assistant normative data provided by the MSQ. The individual job component mean score values for the four groups were converted to percentile scores. Job satisfaction was found to be at less than the first percentile rank, which is representative of a relatively low level of job satisfaction.

Chapter 5

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

A summary of the results and findings of this study are presented in this chapter. Conclusions and recommendations are also included.

SUMMARY

This study was an initial attempt to investigate job satisfaction of nursing service paraprofessionals employed in a mental hospital. The qualifying aspects of this study were the lower level job status of the position, the likelihood for greater job acceptance by female employees, and the organizational setting, a human-service agency. This study specifically assessed whether significant differences in job satisfaction existed between male and female paraprofessions and also whether significant differences in job satisfaction existed between differentiated years of employment (five or less in comparison to ten or more years tenure).

A stratified sample of eighty nonsupervisory personnel classified as licensed mental health technicians were the participants of this study. The subjects represented four subgroups, females with five or less years, males with five or less years, females with ten or more years, and males with ten or more years employment within a mental hospital setting.

The Minnesota Satisfaction Questionnaire (MSQ) was the instrument utilized to obtain indices of job satisfaction. In addition to questionnaire responses, demographic data relative to age, marital status, educational level, extra-curricular work, and post-high school attendance in educational programs were obtained.

Three separate two-way between-subjects ANOVA were computed using F values at the .05 level of significance to test the null hypotheses. The indices of job satisfaction that were investigated included intrinsic satisfaction, which consisted of thirteen scale scores; extrinsic satisfaction, composed of seven scale scores; and general satisfaction, a single scale score representative of twenty specific items of the MSQ.

The findings of the statistical analyses were consistent over the three indices of satisfaction. There was no significant interaction between differentiated years of employment and gender treatments. A nonsignificant interaction suggested the treatment effects, gender and differentiated years of employment, were independent of each other.

There was also no significant difference between the gender means for males and females and job satisfaction. This was indicative of no effect of gender alone on differentiated years of employment.

Significant differences between the job satisfaction means for differentiated years of employment were yielded at the .05 and .01 levels of confidence. Obtained F values were 5.44 for intrinsic satisfaction, which was significant at the .05 level, ($F \geq 4.00$ is required for significance), 8.83 for extrinsic satisfaction, and 8.74 for general satisfaction. Both extrinsic and general satisfaction F values were significant at the .01 level of confidence, ($F \geq 7.08$ is required

for significance).

CONCLUSIONS

The results of this study provided evidence that employees in human service agencies experience a low level of job satisfaction, as previously mentioned by Sarata.¹ The mean score values of the individual component scales for the sample were converted to percentile scores. The nursing assistants normative conversion table provided by the MSQ was used. The conversion percentile score was at the first percentile level for overall general job satisfaction by this sample of nursing service paraprofessionals. This percentile value is indicative of a low level of job satisfaction.

This study also supported Ranser's finding that nursing service paraprofessionals tend to indicate a relatively higher level of satisfaction toward intrinsic job components in comparison to extrinsic job components.² In addition, this study further offered support to Sarata's speculation that agency related matters were chief determinants in the overall satisfaction of paraprofessionals³ and to Ranser's regard that extrinsic factors are primary agents in the satisfaction of paraprofessionals.⁴ The support for these factors is attributed to the effect of the greater significant difference for extrinsic satisfaction,

¹Brian P. V. Sarata, "Employee Satisfaction in Agencies Serving Retarded Persons," Am. J. Ment. Defic., LXXIX (January, 1974), 441.

²Charles Ranser, "Job Satisfaction in an Institution for the Mentally Retarded," MH., LVI (Winter, 1972), 88-92.

³Sarata, op. cit., 434-442.

⁴Ranser, op. cit., 88-92.

• which contributed seven items, in comparison to the lesser significant difference for intrinsic satisfaction, which contributed thirteen items, and the resulting greater significant difference associated with overall general satisfaction relative to intrinsic satisfaction.

The results of this study also revealed rather consistent and uniform response patterns relative to the individual job components for job satisfaction. Relatively higher levels of satisfaction were expressed for altruistic factors (social service, moral values, and co-workers) and the relatively lower levels of satisfaction were expressed for managerial factors (company policies and practices, compensation, and advancement) by the various subgroups. Although a relatively low level of overall satisfaction was expressed by the sample, the results of the study tend to indicate the dimensions of job satisfaction may assume varied distinctions for job relatedness and purposes of employment.

Conclusions based upon the results of this study are limited due to the scope of this investigation and the numerous facets associated with job satisfaction. An attempt has been made to offer tentative explanations for the findings revealed in the null hypotheses tested.

The lack of a significant difference in job satisfaction between males and females found in this study was consistent with prior evidence reported in other studies which investigated job satisfaction relative to gender. The more noticeable factors which may have influenced the results of the study relative to gender included the sample of subjects, the adequacy of the MSQ, equal opportunity practices of the agency, role occupancy and differentiated task identification, and the

parameters of the job. These factors are presented below to assist in the clarification of results.

Both males and females who entered this job classification had initially entertained an affiliation toward a "helping profession" and had some acceptance of the salary and job status the position afforded. Those employees who did not find the job compatible in terms of role occupancy and/or job satisfaction would probably have terminated employment and consequently would not have been enlisted or represented within the sample studied. The demographic data indicated that continued employment by males may be concurrent with subsidizing educational pursuits or assuming additional employment. Females with five or less years tenure also appeared to assume a "working student" role in view of the demographic data.

If in the event task roles were assumed according to sex role preference, the effect of assuming the duties did not appear to influence the general overall job satisfaction of the employee group. Females with ten or more years tenure tended to express the least variation in their response pattern for intrinsic satisfaction. If there were, in fact, differences to be "tapped" relative to gender and job satisfaction, the effect of these differences was not conveyed as meaningful differences in overall job satisfaction utilizing the MSQ. The MSQ was not designed to detect differences in job satisfaction consonant with gender. The suitability of the instrument is questionable for an investigation premised upon sex differentiation and job satisfaction.

Another consideration which could have affected the results was the endorsement of equal opportunity practices by the agency. If

recruitment, hiring, promotion policies, and wages were implemented exclusive of gender, this practice would appear to have allayed discriminatory attitudes accordingly for gender and job satisfaction.

The foremost consideration for the nonsignificant finding, i.e., gender, appeared to have had its basis in the parameters of the job itself. The level of satisfaction expressed by the respondents most likely corresponded to the attributes of the job as conceptualized by the individual respondents irrespective of gender. Varying degrees in the levels of satisfaction and differences in direction relative to the individual job components were apparent in the response patterns of the various subgroups. For example, the levels of satisfaction expressed by males with ten or more years tenure for working conditions and security appeared to be given more in the way of satisfaction. In view of the previously cited trends and conditions, the finding that significant differences in job satisfaction were yielded by respondents with differentiated years of employment prompted an examination of additional job related aspects.

Only general assumptions have been attempted to account for the significantly higher level of job satisfaction expressed by nursing service paraprofessionals with ten or more years tenure in comparison with those of five or less years tenure. Prior evidence has, in general, shown a negative relationship between job satisfaction and tenure when age was a controlled variable.⁵ The positive relationship between tenure and higher satisfaction levels revealed in this study

⁵James L. Gibson and Stuart M. Klein, "Employee Attitudes as a Function of Age and Length of Service: A Reconceptualization," Acad. Manage. J., XIII (December, 1970), 424.

may have been a result of age more than of tenure. Age has been shown to have a positive correlation to job satisfaction and was not a variable controlled in this study.

Possible explanations for the significant difference in job satisfaction relative to tenure are presented in an attempt to clarify the results of the study. The job related aspects speculated to have influenced the results include familiarization to the agency, the correspondence between the employee's abilities and the ability requirements of the job, salary, levels of job aspiration, and proneness for job mobility.

One of the most pronounced characteristics ascribed to the young worker today is "anti-authoritarianism" which sets this employee group apart from the general work force in contemporary society.⁶ Writings relevant to the acceptability of bureaucratic management and employee satisfaction have been emphasized in the literature for job satisfaction and tenure by paraprofessionals in an institutional setting. The higher level of satisfaction expressed by the longer tenured employees may have been indicative of a greater acceptance of and/or acculturation to the organizational climate. Company policies and practices were reported as the lowest individual job component aspect by the sample. However, salary and vacation day accrual were essentially the only two tangible aspects within the extrinsic job classification which differed for the two tenure groups.

The median salary approximates \$7,056 for those with five or

⁶Harold L. Sheppard and Neal Q. Herrick, Where Have All the Robots Gone? Worker Dissatisfaction in the '70's (New York: New York Free Press, 1972), xx.

less years tenure and \$8,796 for those with ten or more years tenure based on median years tenure for the two groups.⁷ The wages for the male employees were substantially less than the national median income for males (\$13,542) in 1975, while the wages received by the female employees approximated the national median income for females (\$7,777) in 1975.⁸ There was no significant difference in extrinsic job satisfaction relative to gender; however, the general effect of wages for the extrinsic classification is questionable relative to tenure. In view of the demographic data, salary may have served as additional income to a greater extent for those with ten or more years and salary may have served as the primary wage earnings to a greater extent for those employees with five or less years tenure. The emphasis placed on the effect of wages and job satisfaction may have differed accordingly with respect to tenure.

A second major consideration for the significant difference in job satisfaction relative to tenure pertained to the correspondence between the employee's abilities and the ability requirements of the job. The younger worker, who in this study was also the less tenured, has been considered to have initially higher task level role expectations.⁹ Ability utilization was the only distinguishable job component aspect which differed according to tenure. This component was reported

⁷State of Kansas Department of Administration, Personnel Division, "Civil Service Salary Ranges Classified and Classified Exempt Classes" (Topeka, Kansas: State Printing Office, 1976).

⁸U. S. Bureau of the Census, Statistical Abstract of the United States 1976 (97th Edition), (Washington, 1976), 413.

⁹Sheppard and Herrick, op. cit., 120.

as one of the relatively lower level job satisfaction aspects by the two groups with five or less years tenure and not by the ten or more year tenured groups. The perceived lack of opportunity to utilize skills and abilities by the less tenured employees would appear to have a diminishing effect on job satisfaction. It is a frequently held assertion that ego-defensive processes ensue when self-satisfaction encounters frustration; the frustration is directed external to the self and attributed to the agency. This phenomenon is suspected of contributing, in part, with salary and with authoritarianism to the greater significant difference expressed for extrinsic satisfaction than for intrinsic satisfaction relative to tenure in this study. Intrinsic satisfaction was also probably perceived in relationship to the actual work performed for job relatedness which contributed to the lowered significant difference in job satisfaction. Creativity and recognition were essentially the only individual job component aspects except ability utilization which markedly differed relative to the other job satisfaction aspects within the intrinsic classification. Females with ten or more years tenure reported creativity and recognition at a relatively higher level of satisfaction than did the other three groups in the sample.

Other factors suspected of contributing to the significant difference in job satisfaction pertain to initial job expectations, the eventual realities of the job, and job aspiration levels. In the literature, one of the most frequently mentioned properties of the job classification is the absence of meaningful jobs leading to meaningful careers. It is suspected the longer tenured employees entered the job classification more satisfied with the parameters and expectations of

the job and not only found the job to be more consistent with their skills and abilities but also more appropriate to their needs and expectations. Personal fulfillment related to these factors could have contributed to the higher level of satisfaction for occupational tenure. A lack of skills applicable to other employment, an absence of other employment opportunities, and a reluctance to change jobs, and the risk of losing tenured benefits may have also affected the higher level of satisfaction expressed by the longer tenured employees.

These previously mentioned factors were considered to affect job satisfaction in a different manner which contributed to the lower level of satisfaction expressed by the less tenured groups. The absence of meaningful careers, a greater acceptance for change, and a willingness to pursue other employment may have attributed to the lower level of satisfaction. The job classification may also have been perceived as less fulfilling to their idealized job satisfaction in career choice primarily with respect to ability utilization. A greater fraction of employees was single and enrolled in educational programs in the two groups with five or less years tenure. These factors would appear to have been more compatible to temporary job tenure and job mobility. In effect, the boundary conditions of the job classification and the met expectations experienced by the employees appear not to be confined within the job necessarily but also with respect to the contribution the job has for satisfaction external to the job itself. In view of the findings and speculations, further research appears indicated.

RECOMMENDATIONS

This study has offered a modicum of understanding to job satisfaction for nursing service paraprofessionals employed in a mental hospital. The results of this study were based upon a limited sample and were essentially limited to a single institution in which career mobility was not emphasized.

More information is required for an application of results for effective vocational guidance. Although similar job reinforcement patterns for job satisfaction were in evidence, additional research is recommended which would include more diverse employment prospects. For example, paraprofessional personnel in supervisory, non-ward, and career-oriented positions should provide a better understanding of job satisfaction and nursing service paraprofessionals.

Differences in job satisfaction have been shown to vary from organization to organization, within an organization, and to geographic location. Larger samples of nonsupervisory, on-ward personnel are also needed. Future studies should control for age in order to clarify tenure/age relationships and should also include more delineated years of tenure in the classification system. The feasibility of these recommendations is tenable since there was essentially no overlap in ages with respect to the five or less and the ten or more year tenured groups. The available sample was essentially exhausted to fulfill the classifications with respect to tenure.

Turnover and manpower shortages of nursing service paraprofessionals have been a major concern of human service agencies. All too frequently organizational priorities do not initiate programs designed

to affect job satisfaction. Job enrichment in the mental health field for paraprofessionals has been recommended not only within the job classification and hospital employment,¹⁰ but also toward role expansion into community endeavors.¹¹ A primary emphasis toward participative management and a synthesis of conditioned expectations would appear to reduce turnover by entrance personnel and to ameliorate differences in job satisfaction relative to tenure. Developments designed to improve job satisfaction should be evaluated to determine the effectiveness of the programs relative to job satisfaction and organizational goals.

Inventories relative to withdrawal movements and to job performance should also serve as useful indices in the assessment of job outcomes and job satisfaction. In view of the discrepancy associated with job satisfaction and job performance, e.g., the higher level of job satisfaction association with higher levels of performance reported by various researchers, it is recommended consideration be given to the merits of the job for job satisfaction which are external to the job itself and the work performed. The suitability of the job for job satisfaction may be premised upon the extent the job affords extra-work related satisfactions to be attained and not integrated with the actual performance of the job duties. The relationships among tenure, job satisfaction, and job performance may be of considerable

¹⁰Brian P. V. Sarata, "Employee Satisfaction in Agencies Serving Retarded Persons," Am. J. Ment. Defic., LXXIX (January, 1974), 441.

¹¹Alan I. Levenson, James C. Beck, Robert Quinn, and Peter Putnam, "Manpower and Training in Community Mental Health Centers," Hosp. and Comm. Psychiat., XX (March, 1969), 85-88.

importance to management-employee relations. Research investigating these variables is recommended.

The scope and time limit of this study did not permit the inclusion of various related aspects of job satisfaction to be investigated. It would be recommended that such endeavors be pursued in future research for a more meaningful approach to understanding job satisfaction and nursing service paraprofessionals.

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APPENDIX

MEAN SCORES AND STANDARD DEVIATIONS OF THE INDIVIDUAL
JOB COMPONENT ASPECTS FOR THE RESPECTIVE SUBGROUPS

Table 8

Summary Table of Mean Scores and Standard Deviations of the Individual
Job Component Aspects for the Respective Subgroups

Job Component Aspect	Females five or less	Males five or less	Females ten or more	Males ten or more
Supervision-- Human Relations	11.95 ^a 4.90 ^b	12.60 4.82	14.40 4.83	12.75 4.09
Supervision-- Technical	12.95 4.80	13.10 4.87	14.85 4.76	13.80 4.21
Company Policies and Practices	8.45 3.55	8.05 3.69	11.90 4.13	11.95 3.63
Working Conditions	13.30 2.40	12.90 4.28	13.65 4.21	15.95 4.13
Advancement	8.85 3.73	8.50 3.57	12.70 5.14	11.10 4.60
Compensation	10.20 3.08	8.45 3.61	11.65 4.53	13.20 4.97
Security	13.95 3.99	13.05 4.67	14.20 3.41	15.80 4.07

Table 8 Continued

Job Component Aspect	Females five or less	Males five or less	Females ten or more	Males ten or more
Social Status	10.60 4.32	10.95 4.03	14.35 3.69	13.65 3.18
Co-Workers	17.35 3.59	17.90 4.97	16.50 4.31	17.15 3.02
Responsibility	13.80 3.25	13.85 3.35	15.60 3.22	15.10 3.61
Recognition Utilization	11.45 3.76	12.40 4.69	15.25 4.44	13.80 4.24
Achievement	14.40 3.65	13.70 4.16	16.55 4.17	15.90 3.39
Activity	14.25 4.17	15.90 3.81	16.35 3.62	16.25 2.14
Social Service	16.95 2.97	14.70 4.05	17.95 4.34	17.35 3.45
Creativity	12.65 3.72	12.25 3.81	16.15 3.17	13.85 4.99

Table 8 Continued

Job Component Aspect	Females five or less	Males five or less	Females ten or more	Males ten or more
Moral Values	15.90 3.46	15.10 3.27	16.35 4.43	16.95 3.26
Independence	13.90 4.06	13.10 3.10	13.80 3.91	14.30 3.70
Variety	13.95 4.70	14.80 3.63	15.45 4.15	14.70 3.54
Authority	13.35 3.77	14.50 3.60	14.95 3.50	14.15 2.52
Ability Utilization	12.35 4.50	12.30 4.84	16.05 4.65	14.75 4.74

^amean

^bstandard deviation