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Nurse Manager Job Satisfaction and Retention

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by

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Abstract

The purpose of this study was to explore job satisfaction and retention of front line nurse managers. Retention of nurses in the workplace is a primary focus of health care systems. Helen Erickson, Evelyn Tomlin, and Mary Ann Swain's Theory of Modeling and Role Modeling served as the theoretical framework for this study. The literature shows that there is prevalence of nurse manager job satisfaction and retention. A quantitative study was performed using 6-point Likert scale and the participants' demographics to determine the level of job satisfaction, recommendation for nurse leadership as a career, and retention. Descriptive statistics were used and the results showed nurse managers are satisfied as a nurse leader, they recommend nurse leadership as a career, however they intend to leave current position in next five years. This study serves to add to the current literature.

Keywords: Retention, nursing, nursing leadership, management, nursing administration

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CHAPTER I

INTRODUCTION

Healthcare is a dynamic field with ongoing change and the nurse manager is on the front lines. Nurse managers must show great leadership to face many challenges health care brings and play a critical role in creating a positive work environment for all members of the health care team. They are concerned with the job satisfaction of all other staff, but the nurse manager's own satisfaction is rarely of concern, yet it can affect the morale of the entire unit as well as patient outcomes.

Significance

Retention of nurses in the workplace is a primary focus of health care systems worldwide. When one nurse leaves a position in an acute care hospital, replacement costs range from $40,000-$82,000 (Twibell et al., 2012). The most recent survey by the US Health Resources and Services Administration [HRSA] and the US Department of Health and Human Services [HHS] provided data on the state of the nurse workforce in America and projects the current shortage of RNs will continue to spread across the US through at least 2030 (Gullatte, 2016).

Research suggests that nurse managers play an instrumental role in staff nurse retention and ultimately the quality of patient care. Nurse managers are directly involved in implementing organizational strategies and are essential to meeting current and future ideals, goals and objectives, however, recruitment and retention of nurse managers is not without challenges (Brown, Fraser, Wong, Muise, & Cummings, 2013). Retaining nurse managers in today's health care industry is imperative to ensure high quality patient outcomes and to maintain decreased costs for health care organizations.

The nurse manager's actions are precursors for building and sustaining safe and healthy work environments to enhance staff satisfaction and retention; however, the anticipated nurse manager shortage threatens their potential for positive influence. By the year 2020, the number of nurse manager vacancies within the USA is expected to exceed 67,000. The cost of replacing nurse managers is estimated at 75%-125% of their annual salary, making a higher turnover in this group a costly problem that requires prompt attention (Titzer, Phillips, Tooley, Hall, & Shirey, 2013).

Problem Statement

Retention of well-qualified nurses in managerial positions is problematic because of the challenges associated with the role, the nursing shortage and demands from upper management can be difficult to balance. Research related to staff nurse retention can be found in abundance in the literature however, little research exists related to nurse manager job satisfaction and retention.

Purpose

The purpose of this study was to examine the job satisfaction and retention of front line managers. Front line nurse managers are a link to nurse retention. Nurse mangers create structure, implement processes for nursing care, and facilitate positive outcomes. The leadership and guidance provided by front line nurse managers is invaluable in helping to promote quality nursing care and positive patient outcomes. Thus, ensuring their job satisfaction is a key factor in retaining front line nurse managers (Lee & Cummings, 2008).

Research Questions

This study aimed to answer these questions:

- How satisfied are nurse managers?

- How likely are nurse managers to recommend nurse leadership as a career?

- How long do nurse managers plan to remain a nurse manager?

- Why do nurse managers leave a nurse management position?

Theoretical Framework

Helen Erickson, Evelyn Tomlin, and Mary Ann Swain's Theory of Modeling and Role Modeling served as the theoretical framework for this study. This model is used to build a mirror image of an individual's worldview. This worldview provides a basis to understand what has caused individual's problems, what will help them, and how they want to relate to others. Human needs, classified as basic, social, and growth needs, drive our behavior. They provide motivation for our self-care actions and emerge in a quasi-hierarchical order. Physiological needs must be met to some degree before social needs emerge. Growth or higher level needs emerge after the basic and social needs have been met to some degree (Parker & Smith, 2010).

The degree to which a person's needs are met repeatedly determines how they relate to others; it effects their life orientation. When needs are met repeatedly, people are able to grow and develop, to integrate mind-body-spirit, perceive themselves as worthy human beings, and to experience a healthy balance of affiliated-individuation. When this happens, they are interested in others as individuals who are unique and worthwhile. They enjoy both a sense of connectedness and a sense of individuation. Their life

orientation is called a being orientation because they are interested in becoming all they can be and in participating in the same way with others (Parker & Smith, 2010).

Definition of Terms

- Nurse managers: These were not senior level administrators; however they may have supervised charge nurses, house supervisors, or team leaders who report directly to them.

- Middle managers: Defined as having at least one level of management above their level and supervise at least one level of management.

- Front line managers: Registered Nurses with line responsibility for nursing and acute care units.

- Job satisfaction: The feeling of happiness about the work that one does.

- Retention: One does not leave a position in an organization.

Summary

Many nurse managers are choosing to leave their positions for varying reasons. Satisfaction of nurse managers and the need to retain them are important for the overall staff nurse satisfaction and retention, and to ensure success of the healthcare system. This study explored retention and the reasons they choose to leave leadership positions.

CHAPTER II

LITERATURE REVIEW

The purpose of this study was to better understand the job satisfaction and

retention of nurse managers. The chapter explored the concepts of job satisfaction of

nurse managers. The following databases were used: Cumulative Index of Nursing and

Allied Health Literature (CINAHL) and PubMed.

Literature Related to Problem Statement

Warshawsky and Havens (2014), examined job satisfaction and intent to leave

with nurse managers. In March 2011, they conducted a secondary analysis of self-

administered electronic survey data collected from nurse managers working in U.S. acute

care hospitals. Nurse managers were defined as the first-line manager of a patient care

area(s) with 24-hour responsibility for the operational, fiscal, and performance

accountability (Warshawsky & Haven, 2015). The nurse managers were members of the

North Carolina Organization of Nurse Leaders (NCONL, n=87) and the American

Organization of Nurse Executives (AONE, n=1,125) were NCONL only, four (2%) were

members of both AONE and NCONL, and 105 (43%) were members of neither

organization. The response rates were 13% for AONE members and 44% for NCONL

members. The author developed a five item questionnaire to measure nurse manager job

satisfaction. A demographic questionnaire and a 6-point Likert Scale were used for the

survey. The average nurse manager was a 47 year old Caucasian female with 9.1

(SD=7.3) years of nurse management experience and 4.9 (SD=4.7) years in their current

positions. Most held a baccalaureate degree in nursing (n=151, 51.97%) or a master's

degree in nursing (n=100, 34.4%) and two (0.7%) had a doctorate degree in nursing. Less

than one-third (n=84, 29%) were *Very Satisfied* and 41% (n=119) were *Satisfied* with their positions as nurse managers. In addition most were either *Very Likely* (n=79, 27%) or *Likely* (n=123, 41%) to recommend nursing management as a career. In this sample, 70% of the participants were either *Satisfied* or *Highly Satisfied* and *Likely* or *Highly Likely* to recommend nursing management as a career, an equal number reported they were also planning to leave their jobs within the next five years. Strategies to improve staff retention need to establish career development programs for nurse leaders at all levels, succession planning, career development, and mentoring programs (Warshawsky & Havens, 2014).

Cziraki, McKey, Peachey, Baxter, and Flaherty (2014) explored the factors that attract and retain Registered Nurses in the First-line nurse manager role. The study used an exploratory, descriptive qualitative approach, consisting of semi-structured individual interviews with 11 Registered Nurses in first-line nurse manager roles. In 2011 the research setting was a large, regional health-care organization with five sites, 1,200 beds, and 10,000 employees in Central South Ontario (Cziraki et al., 2014). Interviews were audio recorded using a digital recorder, transferred to a computer and transcribed verbatim by the researcher. Individual semi-structured interviews of 45-60 minutes were conducted until data saturation was achieved. Eleven first-line nurse managers from medical surgical, critical care, and ambulatory care settings participated in this research study. The participants included novice and experienced first-line nurse managers with 9.5 to 30 years of employment with the organization. Study findings revealed a discrepancy between the factors that attract and retain RN's in the first-line nurse manager role, underscored the importance of the mentor's role and confirmed the

challenges encountered by first-line nurse managers practicing in the current health-care environment. Strategies to improve staff retention were discussed about assigned mentors, assuming the role as a mentor, enable leadership development and include performance appraisal (Cziraki et al., 2014).

Brown et al. (2013) conducted a systematic review to explore the factors known to influence intentions to stay and retention of nurse managers in their current position. This research used 11 databases to identify studies on nurse manager intent to stay and retention. These included: ABI Inform, Academic Research, Nursing & Allied Health Source, Dissertations & Thesis, CINAHL, ERIC, Health Source, Medline, Health Star, Psych Info, and Embase. Studies were included if they met the following criteria: (1) peer reviewed research, (2) measured factors influencing nurse manager retention, (3) quantitative or qualitative research designs or doctoral dissertations to ensure a wide range of evidence was available for analysis, and (4) the study sample included front-line nurse or patient-care managers. This review was also restricted to English language articles. Abstracts were examined twice. Each quantitative study was reviewed twice using a quality-rating tool adapted to measure overall quality based on research design, sampling method, measurement, and statistical analysis of each study included. All studies were of correctional design, therefore only one quality assessment tool was required. The tool comprised 13 items, with a possible total score of 13 points and all items given a weight of one point each. Scoring categories were high quality (10-13), moderate (5-9), and low (0-4). The qualitative studies were screened using the electronically retrieved Critical Appraisal Skills Programme (CASP). The qualitative studies were assessed for appropriateness of research design, sampling, data collection,

ethical issues, and data analysis. The CASP tool does not provide for an allover score. Researchers choose 13 studies (eight quantitative and five qualitative) that examined nurse manager retention. The factors categorized in three themes: organizational, role (position), and individual (personal). Researchers' conclusion from the literature search show factors that influence the nurse manager's intentions to leave or stay in a managerial position are multifactor, not well understood, and future studies are needed for more knowledge. Strategies to improve staff retention would be adequate orientation and training for the manager role, sufficient human and fiscal resources to ensure adequate training and support (Brown et al., 2013).

Djukic, Jin, Kovner, Brewer, and Fletcher (2017) conducted a study of job satisfaction for novice nurse managers. A cross-sectional, correlational survey design was used in the study. The sample consisted of responders to the fifth wave of a multiyear study of new nurses in 2013 (N = 1,392; response rate of 69%) who reported working as managers (n = 209). The parent study sample consisted of registered nurses who were licensed for the first time by exam six years 18 months prior in one of 51 selected metropolitan statistical areas and nine rural areas across 34 U.S. states, and the District of Columbia. The study examined bivariate correlations between job satisfaction and 31 personal and structural variables. All variables significantly related to job satisfaction in bivariate analysis were included in a multivariate linear regression model. In addition, they tested the interaction effects of procedural justice and negative affectivity, autonomy, and organizational constraints on job satisfaction. The Cronbach's alphas for all multi-item scales ranged from .74 to .96. Findings: In the multivariate analysis, negative affectivity (β = -.169; p = .006) and procedural justice (β = .210; p = .016) were

significantly correlated with job satisfaction. The combination of predictors in the model accounted for half of the variability in job satisfaction ratings ($R^2 = .51$, adjusted $R^2 = .47$; p G. 001). The study produced the following Practice Implications: Health care executives who want to cultivate an effective novice frontline nurse manager workforce can best ensure their satisfaction by creating an organization with strong procedural justice. Researchers concluded this could be achieved by involving managers in decision-making processes and ensuring transparency about how decisions that affect nursing are made (Djukic et al., 2017).

Hewko, Brown, Fraser, Wong, and Cummings (2015) explored the relative importance of factors influencing nurse managers' intentions to stay in or leave their current position. Ninety-five Canadian nurse managers participated in a web survey. The participants rated the importance of factors related to their intent to leave or stay in their current position for another two years. Descriptive, *t*-test and MANCOVA statistics were used to assess differences between managers intending to stay or leave. For managers intending to leave (*n*=28) the most important factors were work overload, inability to ensure quality patient care, insufficient resources, and lack of empowerment and recognition. Researchers concluded nurse managers intending to leave reported significantly lower job satisfaction, perceptions of their supervisor's resonant leadership, and higher burnout levels. Organizations wishing to retain existing nurse managers and to attract front-line staff into leadership positions must create and foster an environment that supports nurse managers (Hewko et al., 2015).

Lee and Cummings (2008) conducted a systemic review of research factors influencing job satisfaction of front line managers. Electronic databases searched

included ABI, Academic Search Premier, CINAHL, EMBASE, ERIC, Health-STAR, Health Source Nursing, Medline, Proquest Dissertations and Theses, PsychINFO, with no restrictions on study design and language. The researchers found 14 studies that investigated predictors of front line manager's job satisfaction. The researchers concluded findings of this review provide evidence of a positive relationship between support managers, participative organizations, empowerment, and job satisfaction of nurse managers. Strategies to improve staff retention include reducing managerial span of control and workload, increasing support, and empowerment of front line managers is pivotal to positively influence patient and staff outcomes (Lee & Cummings, 2008).

Strengths and Limitations of Literature

Most of the literature focuses on staff nurse retention and satisfaction, rather than specifically on nurse managers. However, this provides a global view of causes of the nursing shortage and overall strategies to improve nurse retention. Additionally, most studies used cross-sectional and convenience sampling, limiting the generalizability of the results. There is need for more research of nurse manager job satisfaction and retention.

Summary

Research suggests that many nurse managers create and sustain healthy environments that support nursing practice and staff nurses. Nurse managers feel a work overload, a need for empowerment, and a need for positive support. There is a need for more research to understand what influences nurse managers to stay in their positions and what brings job satisfaction for them.

CHAPTER III

METHODOLOGY

The purpose of this study was to better understand job satisfaction and retention with nurse managers. This chapter discusses the research design, setting, sample size, and how the data was gathered and analyzed.

Study Design

A descriptive quantitative research design was used to conduct this study. Nurse managers completed an electronic questionnaire via Survey Monkey (Appendix A) and demographic tool (Appendix B) via North Carolina Nurse Association e-newsletter (Appendix C). The population being studied was nurse managers, those nurses responsible for supervising nursing staff in an inpatient healthcare setting. These were not senior level administrators, however they may have supervised charge nurses, house supervisors, or team leaders who report directly to them. Middle managers were defined as having at least one level of management above their level and those who supervise at least one level of management.

Setting and Sample

The demographic variables included age, gender, highest degree, and years of nursing, years as a nurse manager, and years in current nurse manager position. Data was collected from nurse managers working in North Carolina in 2017. Nurse managers who were members of the North Carolina Nurses Association (NCNA) were invited to participate in the study. An ad was placed in NCNA newsletter sent out electronically to all members (Appendix D). Members were able to navigate to the survey via Survey

Monkey link. The survey included the demographic variables and Job Satisfaction and Retention six-point Likert Scale questionnaire.

Protection of Human Subjects

Prior to the study approval was obtained from the educational institution by Institutional Review Board (IRB) and the organization institution. This research was deemed to have minimal risks for participants. Participants were informed that completion of the survey was voluntary, and that completion indicated their consent to participate. Participants were provided with an informed consent (Appendix E). Participation in the study was voluntary. Participants had the right to refuse to participate in any of the study or stop the study at any time with no penalty.

Measurement Methods

Participants were asked to complete a demographic tool (Appendix B) and the Job Satisfaction questionnaire (Appendix A). The demographic tool was used to describe the population. The Job Satisfaction and Retention questionnaire, developed by Dr. Nora E. Warshawsky, uses two questions on job satisfaction by averaging the scores rated on a scale of one to six. A six-point Likert scale includes responses of one=very dissatisfied, two=dissatisfied, three=somewhat dissatisfied, four=somewhat satisfied, five=satisfied, six=very satisfied. According to Warshawsky, Rayens, Lake, and Havens (2013), the validity and reliability of six-point Likert scale response option was chosen so that there was no exact middle; responses one to three represent decreasing degrees of disagreement, whereas four to six indicate increasing degrees of agreement. The reliability Cronbach's alpha ranged from 0.72 to 0.97. Mean scores ranged from 3.92 to 4.99 on 6-point Likert scale (Warshawsky et al., 2013). Additionally, survey "items were

modeled after items developed by Aiken et al (2001) to measure job satisfaction and anticipated turnover in staff nurses and Jones, Havens, and Thompson (2008) to measure job satisfaction and anticipated turnover in nurse executives" (Warshawsky & Havens, 2014, p 34). Researchers and experts in nursing leadership and job satisfaction reviewed the survey tool to provide content validity.

Participants were also asked how long they planned to remain in their current position. Participants planning on leaving in the next three years were asked to indicate their reason for leaving.

Data Collection Procedure

NCNA electronic newsletter sent the Survey Monkey link via email to potential participants. Nurse managers navigated the survey. The survey was left open for one month. The completed surveys were retrieved from Survey Monkey. The informed consent, demographic sheet, and link to survey are attached.

Data Analysis

Data was analyzed using excel. Descriptive statistics were used. The use of Survey Monkey is a means to maintain confidentiality of results. Research data will be kept on a password protected flash drive, which will be stored at the University for three years following completion of the study. Destruction of data will be completed after the three year timeframe. Research results will be presented during a poster presentation at the University and were loaded into the ProQuest database. Additionally, results may be presented at regional and national conferences.

CHAPTER IV

RESULTS

The purpose of this study was to explore nurse manager job satisfaction and retention. The nurse shortage continues to grow and the need for nurse satisfaction research. There is a growing demand for quality nurse managers in leadership.

Sample Characteristics

Eight nurse managers participated in the study. According to the demographics, the nurse manager years of nurse experience ranged from three to 25 years. The nurse manager years of experience as a nurse reported one to four years was 13% (n=X), five to nine years was 13% (n=X), 15 to 19 years was 25% (n=X), 20 to 24 years was 38% (n=X), 25 to 29 was 13% (n=X). Years of experience are displayed in Figure 1.
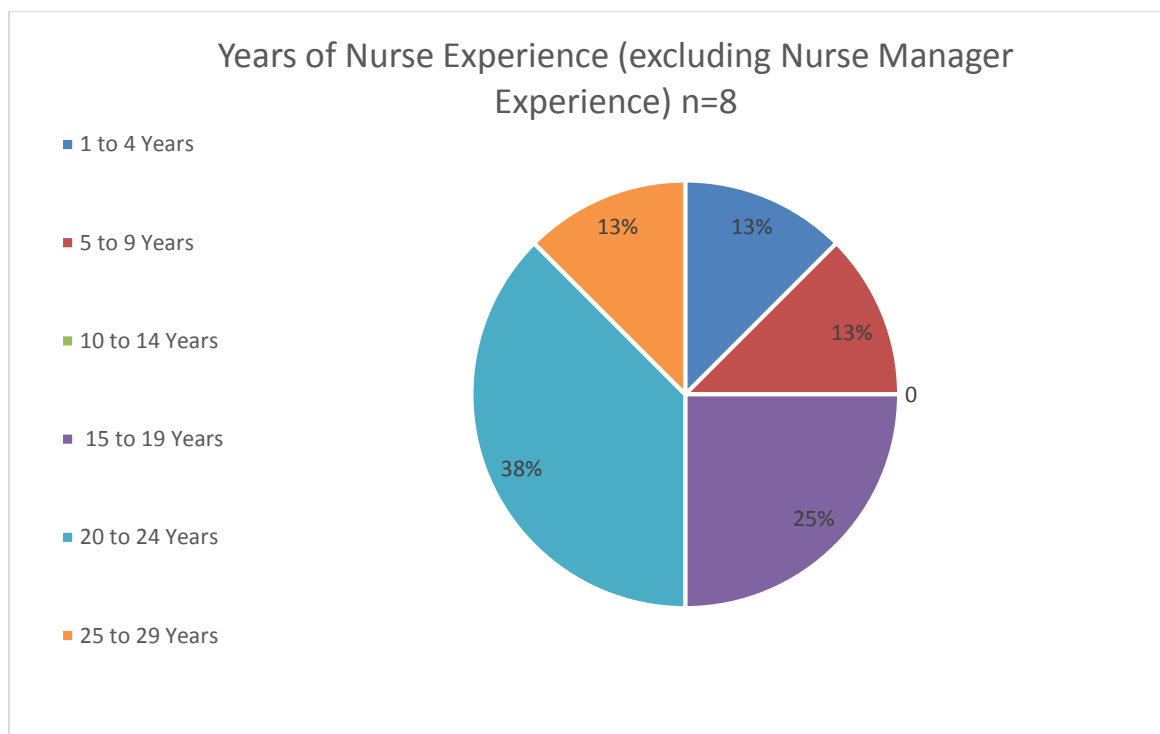

Figure 1. Years of Nurse Experience (excluding Nurse Manager Experience)

According to the demographics, the participants' years of experience as a nurse manager ranged from one to 11 years. The nurse manager years of experience in a nurse manager position reported one to four years was 50% (n=X), five to nine years was 13% (n=X), 10 to 14 years was 38% (n=X). Years of nurse manager experience displayed in Figure 2.
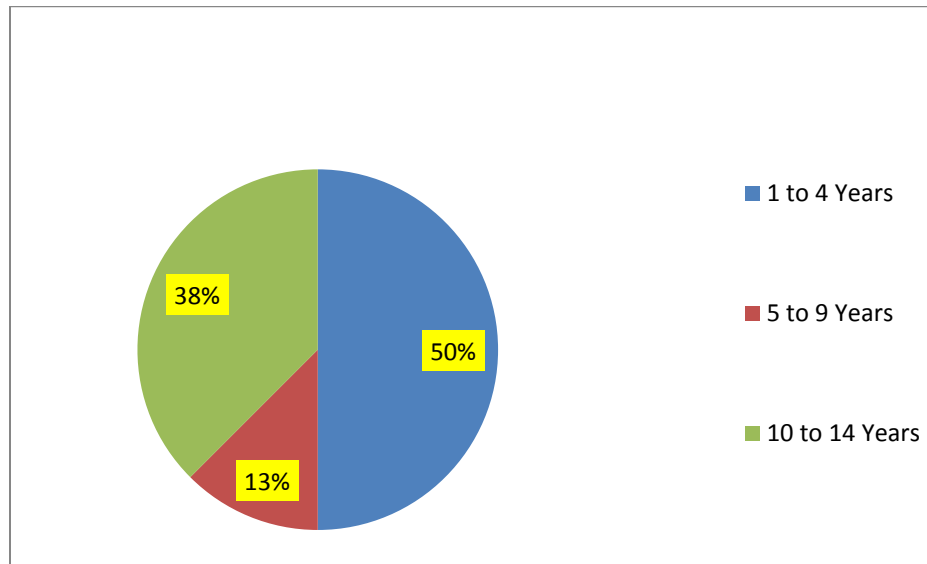

Figure 2. Years as a Nurse Manager (n=8)

According to the demographics, the participants' were in current nurse manager position for one to six years. The nurse manager current position reported one to four years was 75% (n=X), five to nine years was 25% (n=X). Years of experience in current nurse manager position are displayed in the Figure 3.
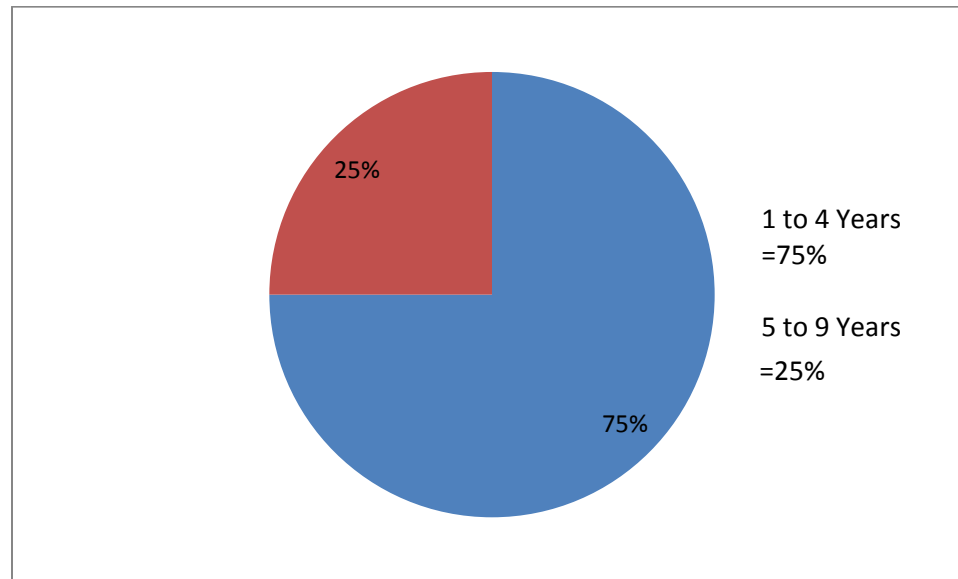

Figure 3. Current Nurse Manager Position (n=8).

The nurse manager participants' nursing degrees range from Associates Degree to Masters Degree. According to the demographics, the participants' degree 25% were Associates in Nursing (n=X), 25% were Bachelor in Nursing (n=X), 50% were Masters in Nursing (n=X). Nursing degree reported displayed in Figure 4.
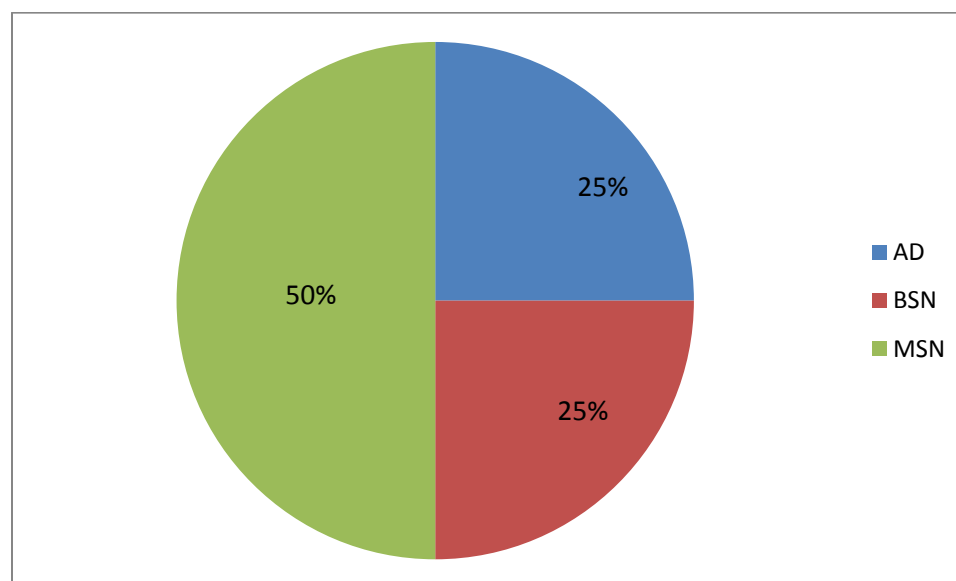

Figure 4. Nursing Degree (n=8).

According to the demographics, the participants' age ranged from 38 to 58 years of age, with the average age of 48 years of age. The participants' gender reported as 75% of to be female and 25% to be male.

Major Findings

Eight nurse managers participated in the survey answering questions using the six-point Likert scale. According to the survey the participants' reported they were 37.5% very satisfied, 12.5% satisfied, 25.0% somewhat satisfied, 12.5% somewhat dissatisfied, and 12.5% very dissatisfied with a report mean of 4.38(sd=1.65) n=8 with being a nurse

manger. How satisfied were nurse managers with being a nurse leader displayed in Figure

5. According to the survey the participants' were 62.5% very likely, 25.0% somewhat

likely, and 12.5% unlikely to recommend nursing leadership as a career choice, with a

mean of 5.00(sd 1.41) n=8. How likely were participants' to recommend nursing

leadership as a career choice to other nurses displayed in Figure 6. According to the

survey the participants' plan to remain in the current nurse manager position < than one

year 25%, one year 13%, three to five years 25%, five to six years 25%, and > six years

13% (n=8). How many years' participants' plan to remain in the current nurse manager

position displayed in Figure 7. According to the survey participants' reported the reasons

to leave their current position as follows 33.3% promotion, 16.67% retirement, 16.67%

career change: remain in nursing, 16.67% other: organizational reason, other: personal

reason, with a mean of 8.00 (sd 2.89) . Primary reason for leaving displayed in Figure 8.
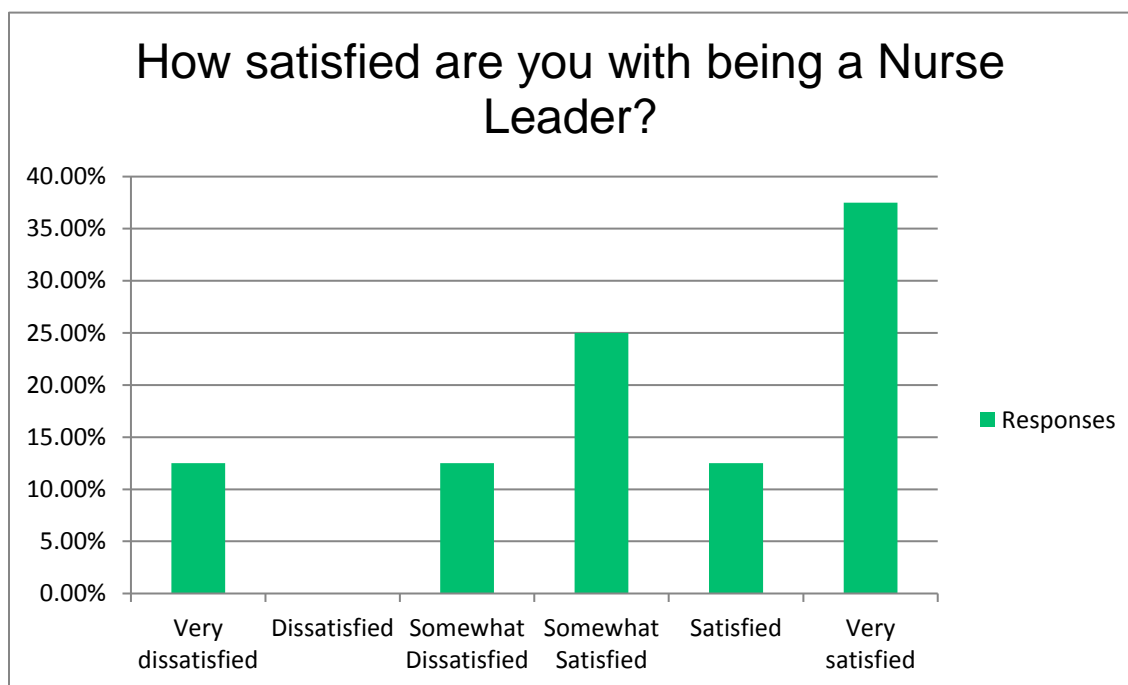
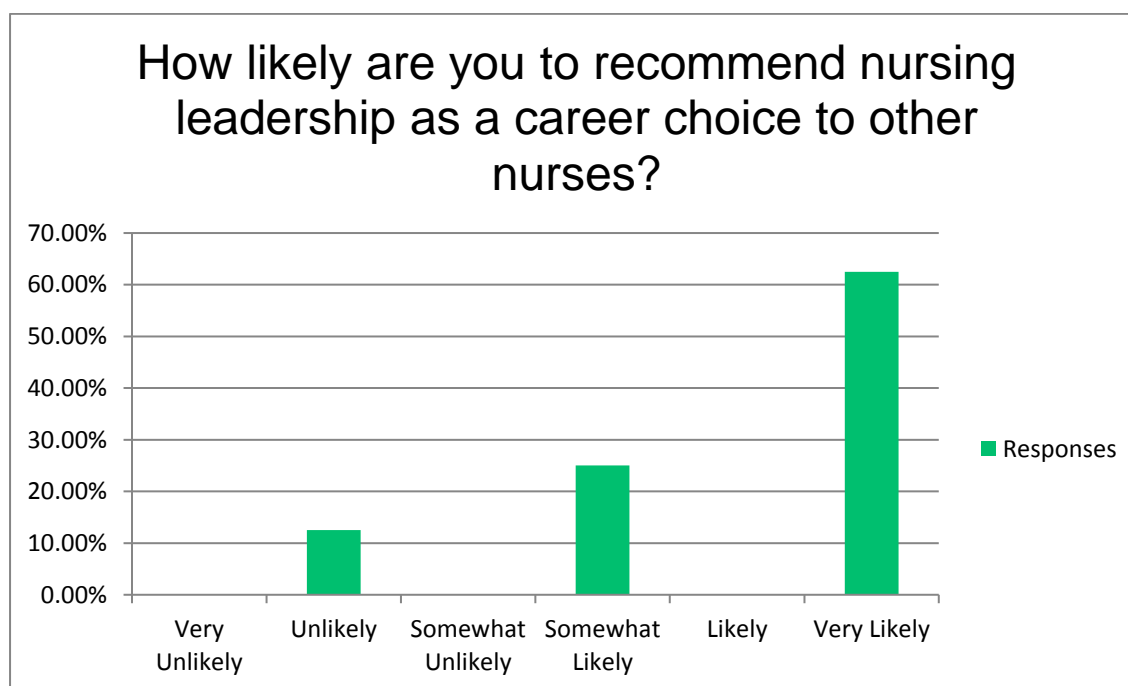Figure 5. How Satisfied are you with being a Nurse Leader?

Figure 6. How likely are you to Recommend Nursing Leadership as a Career Choice to Other Nurses?
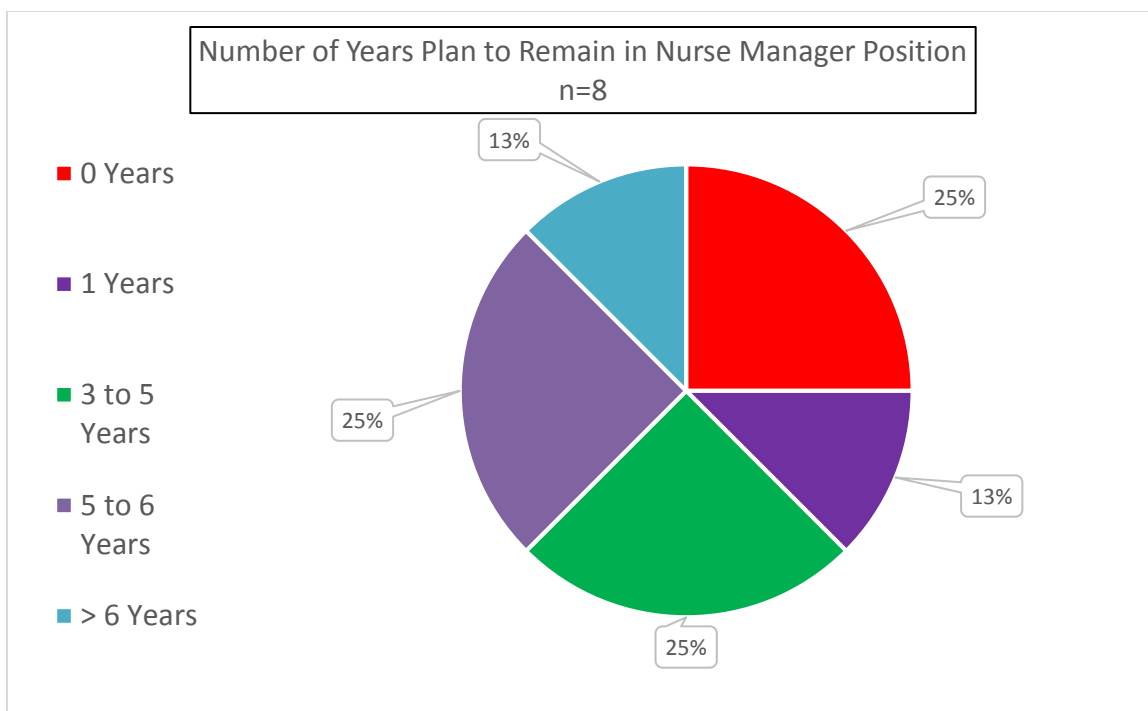
Figure 7. Number of Years Plan to Remain in Nurse Manager Position

Figure 8. Primary Reason for Leaving

Summary

The overall findings from this study gave information about nurse manager job satisfaction and retention. In general, nurse managers were satisfied with their jobs and likely to recommend nursing leadership as a career choice yet many plan on leaving their current nurse manager position within the next five years. In this study 33.33% gave promotion as a reason for leaving current nurse manager position.

CHAPTER V

DISCUSSION

The purpose of this study was to gain a better understanding of nurse manager's job satisfaction and their retention. The literature showed that many nurse managers are generally satisfied with being a nurse manager and would recommend nurse management as a career choice, however they plan to leave the position over the next five years. This study validated the literature found for this study.

Implication of Findings

The overall findings of this study showed that nurse managers are satisfied with being a nurse leader and would recommend nurse leadership as a career. According to Warshawsky et al. (2013), the validity and reliability of 6-point Likert scale response option was chosen so that there was no exact middle; responses one to three represent decreasing degrees of disagreement, whereas four to six indicate increasing degrees of agreement(Warshawsky et al., 2013). The results can guide organizations to improve practice for nurse managers. Changes and additions to organizations nurse managers' workload, succession plans, mentor programs can be practice improvements.

When comparing the results to the literature, this study had a lower participation rate but had a high job satisfaction rate, high recommendation rate, and a high rate to leave current position in the next five years. The distribution of the survey in an enewsletter could be a factor of low participation.

Application to Theoretical/Conceptual Framework

Erickson, Tomlin, and Swain's Theory of Modeling and Role Modeling were a great choice in guiding this study because job satisfaction meets a degree of physiological

needs. The degree to which a person's needs are met repeatedly determines how they relate to others; it affects their life orientation (Parker & Smith, 2010). This study showed that job satisfaction can drive behaviors, provide motivation, and self-care. Leaders should focus on job satisfaction of nurse managers.

Limitations

A potential limitation of this study was the low number of participants. The second potential limitation of this study was the e-newsletter chosen to send out the survey link. Another potential limitation of this study was the timing; the study was conducted end of spring beginning of summer.

Implications for Nursing

This study serves to add to current literature of nurse manager job satisfaction and retention. Though this study did not show dissatisfaction in their nurse manager position, it did show intent to leave current position in the next five years. As nurse managers leave current positions for promotion, leadership should engage in developing mentor programs for current nurse managers to prepare them for advancement opportunities. The current nurse managers develop a mentor program for future nurse managers to take on their role. The workload of the nurse manager should be evaluated, many times they are expected to be available 24 hours a day.

Recommendations

Continued research on nurse manager job satisfaction and retention are needed. The researcher recommends conducting the study at a different time of year. A study conducted at more than one local hospital could show potential for more results. Nurse managers practice change for mentor programs, workload, and succession plans would be

great opportunities to keep nurse managers and train new nurse managers. The

relationship between nurse manager job satisfaction and retention needs further research.

Conclusion

Nurse managers must show great leadership and create a positive work

environment. Nurse managers have a stressful and never ending job. The job satisfaction

and retention of the nurse manager is critical for the satisfaction of other staff and patient

outcomes. Even though this study showed nurse managers were satisfied with being a

nurse leader and would recommend nurse leadership; it also shows the intent to leave

needs to be addressed.

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Appendix A

Questionnaire

Are you a Nurse Manager?

- o **Yes (please continue)**
- o **No (Thank you for your participation, you may now close your browser window)**

Job Satisfaction & Retention Questionnaire

How satisfied are you with being a Nurse Leader?

1. Very Dissatisfied

2. Dissatisfied

3. Somewhat Dissatisfied

 4. Somewhat Satisfied

 5. Satisfied

6. Very Satisfied

How likely are you to recommend nursing leadership as a career choice to other nurses?

1. Very unlikely

2. Unlikely

3. Somewhat unlikely

4. Somewhat likely

 5. Likely

 6. Very likely

How many years do you plan to remain in your current position? If less than 1 year, enter 0.

Number of Years

If you plan to leave your current position in the next 0 - 3 years, what is your PRIMARY reason for leaving? Select only 1 reason.

☐ Career change: Leave nursing

☐ Career change: Remain in Nursing

☐ Education: Do not want to meet new requirement

☐ Education: Pursue full-time studies

☐ Family concerns

☐ Financial reasons

☐ Health reasons: Specify, _____

☐ Promotion

☐ Retirement

☐ Other organizational reason

☐ Other personal reason

☐ Other, specify _____

Permission given by author Nora Warshawsky

Appendix B

Demographics Profile

Demographics Profile

1. Years of experience as a nurse _____

2. Years of experience as a nurse manager _____

3. Highest nursing degree _____

4. Years in current manager position _____

5. Age _____

6. Gender _____

Appendix C

NCNA e-Newsletter Ad

Are you a nurse manager? If so, please take part in this brief Job Satisfaction survey. The survey should take no more than 10 minutes of your time. This study is being completed as a requirement for a Master's degree in Nursing Administration at Gardner-Webb University. Your participation is completely voluntary and anonymous.

https://www.surveymonkey.com/r/CDLHVRM

Appendix D

Permission from NCNA

Thu 3/15, 12:23 PM

You have permission to post the survey as a Classified Ad in our monthly e-newsletter, Inside NCNA, and you will need to pay the rate that applies to the word count of your ad.

Best,

Kristin

Kristin Goins
Manager of Member Services
North Carolina Nurses Association
800.626.2153, Ext 221
www.ncnurses.org

Appendix E

Informed Consent

Informed Consent

PURPOSE: The purpose of this research study is to better understand the prevalence of nurse manager job satisfaction and retention.

This research study is part of the MSN program. Ivy Renee Morton BSN, RN who is a graduate student at Gardner-Webb University will be conducting the study. She is under the guidance of Dr. Quanza Mooring who is a faculty member in Gardner-Webb's Hunt School of Nursing.

The survey has 6 demographic and 4 job satisfaction questions. Only nurse managers should answer the survey. Nurse managers are responsible for directing, organizing and supervising the work of their nursing staff, including registered nurses, licensed practical nurses, certified nursing assistants, and medical clerks.

PROCEDURE: You are being asked to complete a demographic tool and job satisfaction questionnaire. The approximate time required to complete both surveys is 10 minutes. Upon completion of the surveys you have no further obligation to the research study.

VOLUNTARY PARTICIPATION: Participation in this study is completely voluntary and confidential. Should you choose to participate in this research study, you have the right to withdraw at any time without consequence. Additionally, you have the right to refuse to answer any question(s) for any reason, without consequence.

RISKS AND BENEFITS: There is a minimal level risk involved in participating in this study; however, if you experience any type of distress while completing the survey you

may withdrawal at any time by closing the browser. There are no direct benefits associated with participating in this study; however, it is hoped that your input will help nursing and organizational leaders understand nurse manager job satisfaction and retention.

If you have questions, want more information or have suggestions about the research you may contact the researcher at igee@gardner-webb.edu. You may also contact my professor, Dr. Quanza Mooring at qmooring@gardnerwebb.edu. If you have concerns about your rights or treatment, or the risks and benefits related to this study you may contact the Gardner-Webb University Institutional Review Board at 704-406-4724.

CONFIDENTIALITY: Participation and responses to the survey questions will be anonymous and confidential. Please do not disclose identifying information on the surveys.

By continuing, you are acknowledging your consent to participate in this study. Should you, at any time, wish to discontinue participation, you may withdraw by simply closing your browser window.