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# What are the CNA Perceptions of the Components of Job Satisfaction at a nursing home in Western New York?

Amy Klopp

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What are the CNA Perceptions of the Components of Job Satisfaction at a nursing home in  
Western New York?

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Daemen College

Submitted to the faculty of Daemen College Department of Nursing  
in partial fulfillment of the requirements  
of the degree of Master of Science  
in Executive Leadership in Change

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Project Approval Form

Daemen College

Department of Nursing

This is to certify the Amy Klopp in the Masters of Science in Executive Leadership in Change program at Daemen College Nursing Department has successfully completed the project entitled:

*What are the CNA Perceptions of the Components of Job Satisfaction at a nursing home in Western New York?*

In partial fulfillment of the requirements for the degree of Master of Science in Executive Leadership in Change in Nursing.

Project Defense Date: September 12, 2018

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## Chapter One

A quantitative research study was the approach utilized for the following thesis- *CNA Perceptions of Job Satisfaction at a Western New York Nursing Facility*. A survey of Certified Nursing Assistants (CNAs) employed at a nursing home in Western New York was administered to collect data and rankings of criteria that factor into overall CNA job satisfaction. The theoretical framework for this study was based on Robert K. Greenleaf and servant leadership (Greenleaf, 2003).

### Background

As the population continues to age, the number of people who will require care in nursing homes and long term care facilities will continue to increase (Lee & Sumaya, 2013). This increase in population will create a greater need for nursing staff, including CNAs because the CNA staff provides most of the direct care to residents in long term care facilities (Brady, 2016).

With an increasing need for the CNA workforce, it is important for nurse leaders and administrators to ensure that staff are satisfied with their positions as dissatisfaction can cause staff to leave their positions. When staff vacate positions the costs to replace staff increases and the quality of care decreases (Brown, et. al., 2016). Many factors contribute to the overall satisfaction of CNAs. The factors that contribute to job satisfaction that are focused on in this study include initial nursing assistant training program, current salary, current benefit package, number of residents cared for daily, reputation of the nursing home, shift worked, opportunities for continuing education, ability to work as a team, appreciation of CNA abilities from others, opportunities for career development, types of residents cared for, working conditions of the nursing home and the support and encouragement of the supervisor/manager.

### **Purpose of the Study**

The purpose of this study is to examine the factors that may affect or influence a CNA's overall job satisfaction. Nursing leadership and administration are accountable for understanding what factors affect job satisfaction and make adjustments within the unit and organization to maintain satisfaction and minimize turnover. The outcomes of this research may provide the nurse manager with the ability to address the issues of poor job satisfaction through retention and staff satisfaction program development and implementation. Maintaining CNA staff within the organization has the potential to have a positive impact on resident care.

### **Research Question**

The research question for the study is:

*What are the CNA Perceptions of the Components of Job Satisfaction at a nursing home in Western New York?*

This quantitative study utilized an anonymous survey research method. Survey research is defined as collecting information from a sample of individuals based on their responses to questions (Check & Schutt, 2012).

### **Significance of the Study**

Certified Nursing Assistants are the backbone of long term care. They are the staff that are at the bedside most often to provide care to the residents. It is imperative that the CNA role be comprised of competent staff who are committed to longevity so that the resident is well cared for. When CNA staff are satisfied in their job it is more likely that they will persist in their job. It is important to discover what factors impact job satisfaction for the CNA so that the nurse manager may identify those areas where job satisfaction is low. When areas of low job

satisfaction are known, the nurse manager may then develop and implement programs that are aimed at improved job satisfaction and employee retention.

The findings of this study will bring to light the components of job satisfaction that are important to the CNA population at a nursing home in Western New York. The researcher will identify drivers of job satisfaction as well as those that lead to low job satisfaction. This knowledge can then be used to develop and implement programs aimed at improved job satisfaction and improved retention of CNA staff at this facility. While this study was completed at one facility in Western New York, the findings may also be applied to a broader population and aid in developing staff retentions plans for other similar organizations.

### **Definition of terms**

The definitions of terms for this study are defined as follows:

#### *Certified Nursing Assistant (CNA)*

An individual who has completed an initial training program leading to certification in New York State as a CNA (NYSDOH, 2006). Certified Nursing Assistants are licensed to practice as caregivers in each individual state who issues the license to practice. After completing an initial training program and passing a certification exam, CNA staffs are able to be employed as a CNA in the licensing state. Reciprocity of licenses is available in many states with each state holding its own regulations about reciprocity The CNA may be employed in many different settings including long term care (State Operations Manual, 2010; NYSDOH, 2006).

#### *Long term care/nursing home*

Physical buildings where care to the aging and disabled is provided. Residents in the long term care setting must meet the requirements of the government and state agencies for skilled

nursing care and must be at least 18 years of age. Care provided in the long term care setting may include any level of care provided the care meets the qualifications of the definitions of the regulating agencies for skilled care (OBRA, 1987; NYSDOH, 2006; State Operations Manual, 2010).

### *Nurse Manager*

The nurse manager is an individual who is responsible and accountable for the operations of the nursing unit in a nursing home. The nurse manager is also accountable for job satisfaction and staff retention (Wong, Cummings, and Ducharme, 2013).

### *Job Satisfaction*

Job satisfaction measures how content an employee is with their job. Job satisfaction is multidimensional with factors such as salary and benefits, staffing levels, the opportunity for career advancement, input into decision making, support, and respect from and trust in managers. As pointed out by Wong, Cummings, and Ducharme (2013), the nurse manager is essential to job satisfaction (Mitterer, 2017).

### *Servant Leadership*

The practice of someone who can first serve and then lead (Greenfield, 2003).

## **Limitations**

The study was limited to 43 participants that completed the survey. Due to the small number, results may not be representative of a broader population. This study utilized a convenience sample from one representative sample from one nursing home in the Western New York area. Due to the location of the data collection and the use of convenience sampling being limited to Western New York, the sample will not be fully representative of the entire population of CNA staff employed in New York State or those employed in other states comprising the

United States of America. The researcher is also a novice researcher thus adding to the limitations of the study. This was minimized by oversight of the thesis chair as well as the input from an expert in the field of leadership who is also a researcher.

### **Assumptions**

Multiple factors influence CNA job satisfaction for the CNA's including: The number of residents that are assigned to the CNA, the support and encouragement from their direct supervisor/manager, current salary/benefits, salary/rate of pay, reputation of the nursing home and the working conditions within the nursing home (Brown, et. al., 2016). Keeping an objective frame of reference throughout this study will be essential and the researcher will work collaboratively with the thesis chair to achieve this.

### **Summary**

As turnover in the nursing home is costly and impacts quality of care (Seavey, 2006), reducing turnover where possible is essential. Among the reasons that CNA staff may choose to separate employment is dissatisfaction on the job (Parsons et al., 2006; Seavey, 2006; Sengupta et al., 2010). This research seeks to identify the CNA perceptions of the components of job satisfaction at one nursing home in Western New York. When the components of job satisfaction are identified, nursing leadership can enact change to improve those components that negatively impact CNA job satisfaction and enhance those that positively impact CNA job satisfaction. When staff are more satisfied in their jobs it is more likely that the employee will continue employment in the facility. Longevity of staff leads to improved quality of care in the nursing home.

Chapter two will present a review of literature regarding CNA job satisfaction. It will discuss the theoretical framework of servant leadership, Greenleaf's model, the guide for this

study. In chapter three, the methodology of this quantitative research study will be discussed. In chapter four the findings of the survey data will be analyzed using descriptive statistics. Finally, chapter five will include a summary of the study along with conclusions, implications and recommendations for further research.

## **Chapter Two**

### **Review of Literature**

The theoretical framework that was used to guide this quantitative study on Certified Nursing Assistants (CNA) perceptions of job satisfaction will be discussed in this chapter. A review of the research on CNA job satisfaction and how initial training, continuing education, wages, benefit package, number of residents CNA cares for per day, reputation of the nursing home, shift worked, opportunities for continuing education, ability to work as a team, appreciation of CNA skills by others, opportunity for career development, types of residents cared for, working conditions of the nursing home and support and encouragement from supervisor affect job satisfaction will be presented.

For the purpose of this paper, the literature review was obtained through multiple sources. A literature search was conducted through a local college library and through the nursing reference center at an urban hospital, as well as searches which include sources such as Medline Plus, Ovid, and the cumulative Index to Nursing and Allied Health Literature. The keywords used in the search were nursing assistant, job satisfaction, staff retention, turnover and servant leadership. Ten articles were selected from the resultant searches. The articles were selected for their contributing information to the multiple factors that affect job satisfaction for nursing assistants. Other resources that were utilized were books related to the subject of servant leadership and nursing leadership journals that focused on job satisfaction and staff retention.

### **Theoretical Framework**

Servant leadership, a concept that was developed by Robert Greenleaf in 1970, was the theoretical framework that helped to guide this study (Greenleaf, 2003). An individual must serve first and then lead in order to be effective as a leader (Greenleaf, 2003). Greenleaf (2003),

formulated a list of ten characteristics that would be important for an individual to practice in order to be a servant leader. These characteristics include: “listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people and building a community” (Greenleaf 2003, pp 16-19). For the purpose of this study, each individual characteristic will be discussed as it relates to nurse leaders and administrators relative to job satisfaction of staff.

### **Listening**

In order for nurse leaders to understand what is important to CNA staff they must listen to the staff. The servant leader actively listens to what is being said and what is not being said. Listening also means hearing one’s own inner voice. Listening, along with periods of reflection, are essential to the growth and well-being of the servant leader. The servant leader seeks to identify the will of a group and helps to clarify that will. Communication and decision making skills are important for leaders and they need to be reinforced with a commitment to listening intently to others. When staff feel they have a voice in decision making and are heard by their manager, job satisfaction is improved.

### **Empathy**

The servant leader strives to understand and have empathy for others. People need to be accepted and recognized for their special and unique talents and gifts. One assumes the good intentions of co-workers and colleagues and supports them as people, even when one may be forced to refuse to accept certain performance or behaviors. Successful servant leaders are those who have become skilled empathetic listeners. Being empathetic helps the nurse leader understand and support staff and elevate job satisfaction.

**Healing**

The healing of relationships is a powerful tool for transformation; for healing self and relationships with others. Everyone has experienced hurt and loss. As a servant leader, there is the potential to help others to heal. Servant leaders recognize that they have an opportunity to help make whole those in their sphere of influence. By caring for staff, servant leaders model the behaviors that are important for CNAs to exhibit when caring for residents and patients. Overall job satisfaction is improved when staff feel cared about and supported.

**Awareness**

Greenfield (2003), defines awareness as being aware in the work environment. Awareness helps one in understanding issues involving ethics, power, and values (Spears, 2003). When staff understand that their leader is aware, the team becomes stronger. A stronger team improves overall job satisfaction.

**Persuasion**

Another characteristic of servant leaders is persuasion. The servant leader seeks to convince others rather than coerce others to comply. The servant leader helps to build consensus in a group. The nurse manager uses persuasion to help staff work toward common goals. When staff work together toward a common goal, it helps to promote cohesion of the unit. When staff feel like they are united, it helps to elevate job satisfaction.

**Conceptualization**

Conceptualization is described as servant leaders seeking to nurture their abilities to dream great dreams. The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities. For many leaders, this is a characteristic that requires discipline and practice. The traditional leader is consumed by the need

to achieve short-term goals. The servant leader aspires to stretch their thinking to encompass broader based conceptual thinking. Within health care, it is the role of nurse leaders to focus on the mission and vision of the organization. Sometimes nurse leaders become involved in day-to-day operations, which should be avoided as it fails to promote the visionary concept for the organization. Nurse leaders need to be mostly conceptual and staff needs to be mostly operational. Nurse leaders as servant leaders are called to seek a delicate balance between conceptual thinking and a day-to-day operational approach. Nurse leaders help CNAs to understand the conceptual by posting a copy of the unit and organization's mission and vision where all can see. The servant leader can also take time to communicate with staff how their work is contributing to be able to achieve the goals set forth with the mission and vision. When staff feel their work is a contribution to the whole, staff achieve greater job satisfaction.

### **Foresight**

Closely related to conceptualization, the ability to foresee the likely outcome of a situation is hard to define, but easier to identify. Foresight is a characteristic that enables the servant leader to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future. Nurse leaders will use foresight when looking at problems and considering outcomes. When nurse leaders use foresight, they can project future needs of staff. For example, if it is recognized that demand for a particular supply is increasing, the nurse manager will exercise foresight and increase supply pars in anticipation of growing need. When CNAs have the supplies needed to perform their jobs, their overall satisfaction increases.

**Stewardship**

Greenleaf's (2003) view of institutions was one in which CEOs, directors and trustees' roles is to hold their institutions in trust for the greater good of society. The role of the nurse leader is to identify how staff may contribute to the organization as a whole. This promotion of identifying with the greater good will help staff feel part of something larger than themselves and help to elevate job satisfaction.

**Commitment to the Growth of People**

Servant leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, the servant leader is deeply committed to the growth of each and every individual within his or her organization. The servant leader recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of employees and colleagues. In practice, this can include (but is not limited to) the nurse leader taking concrete actions such as developing strategies for personal and professional development, taking a personal interest in the ideas and suggestions from everyone, encouraging staff involvement in decision-making through shared governance, and actively assisting employees to become their best selves. When staff are engaged, they are likely to be more overall satisfaction related to their job.

**Building Community**

According to Greenleaf (2003), building a community is a collaboration of everyone working together to for a strong work environment. Nurse leaders prepare staff to perform their individual roles by providing training, continuing education and monitoring competencies. These efforts to create a positive work environment and will contribute to improved job satisfaction of the individual staff members.

Servant leadership as a framework for this study was chosen because it focuses on valuing and developing people, recognizing and meeting their needs, and fostering the growth of an environment in which staff can develop and grow. This theoretical framework will guide the nurse leader staff to promote job satisfaction among the CNA staff.

### **CNA Job Satisfaction**

#### **Workforce Characteristics**

A scoping review of the health care aide (HCA) workforce literature by Hewko et al., (2015) was done to evaluate the breadth and depth of the HCA workforce literature. The study categorized results of education, supply, use, demand, illness and injury into the synthesis and presentation of results. It was noted that there are gaps in literature in the areas of education and HCA use. The results of the study, according to the researchers present a “picture of a marginalized workforce charged with caring for a vulnerable segment of the global population” (Hewko et al., 2015 BMC Nursing, 14).

According to Lee and Sumaya (2013), the nursing home population in the US is expected to double from the current 1.6 million by 2030. A study was conducted to review the supply of staff in the geriatric workforce which has showed a decline from 2000-2010 (Lee and Sumaya, 2013). The study showed that there is evidence that the workforce needed to care for the aging population is not growing in proportion. The conclusion of the study indicates that it is important to have strategies to attract and maintain a workforce to avoid a crisis in caring for geriatric residents in nursing homes. The study suggests a focus on education curriculums based to establish a pipeline of workers prepared to care for the geriatric population.

The U.S. Department of Health sponsored The National Nursing Assistant Survey (NNAS), as a national study of nursing assistants working in nursing facilities in the United

States. The purpose of the study was to gather data related to nursing assistant job satisfaction, nature of the work environment, training, advancement opportunities, benefits, working conditions and personal or family demands. The goal was to identify nursing assistant priorities, meet those priorities and prevent shortages of nursing assistants in the future. The data contained in the survey was intended to be used for policy makes and administrators to develop strategies that promote the attractiveness of caregiver job and reducing turnover.

### **Direct Care**

Turnover of CNA staff can be costly and disruptive to patient care (Brady, 2016). The lack of job satisfaction by CNAs has been associated with CNAs leaving their job (Easton, 2000). Nursing leadership and administration need to consider what factors affect job satisfaction and how to build strategic plans for retention. Brady's (2016) qualitative study explored CNAs perceptions of the impact of a lack of respect, poor relationships with supervisors and lack of career advancement on job satisfaction. A purposive sample of nine nursing assistants was used for the study. The researcher conducted individual 20 minute face-to-face interviews of consented participants which were recorded, transcribed, and coded for themes using constant comparative analysis. Additional factors impacting CNA job satisfaction included insufficient staffing, lack of trained staff, and supervisors who did not show sufficient interest and placing little value on the CNA role.

The major finding of Brady's (2016) study was that CNAs perceived providing patient care as the leading factor resulting in job satisfaction. They enjoyed taking care of patients and showing concern for them (Brady, 2016). The CNAs felt that residents and patients should be treated like family. An additional finding was working together as a team was a factor in job

satisfaction. The CNAs in the study described supporting each other and working with other CNAs made staff “love” their role (Brady, 2016).

### **Work Environment**

Schwendiman et al., (2016) examined the factors that affect job satisfaction of care workers in Swiss nursing homes using a quantitative cross-sectional survey design. The study used data from a representative national sample of 162 Swiss nursing homes and 4,145 case workers from various educational backgrounds. The study showed that factors that significantly impacted job satisfaction included supportive leadership, good teamwork, an environment focused on resident safety, a good relationship with nursing administration and adequate staffing resources. (Schwendiman et al., 2016). The most important finding was that the actions of the unit supervisor and executive administrator of the nursing home most directly impacted the direct care worker job satisfaction. The study suggests that strategies to promote job satisfaction should a careful hiring process of nurse leaders followed by ongoing leadership training. The study also recommends additional research to examine the effects of the interventions designed to improve leadership on job satisfaction of care workers and outcomes for residents.

### **Training**

According to Han et al., (2014) there are federal requirements in the United States regarding the amount of training and continuing education that are needed to enable nursing assistants to provide competent and quality care to nursing home residents. In the study, the researchers’ investigated perceived job satisfaction as it relates to training and continuing education through a cross-sectional secondary data analysis of the National Nursing Home Survey and National Nursing Assistant Survey. The findings show that CNAs who were satisfied with their jobs perceived their initial training of at least 75 hours as helpful in handling

their work/life balance with promoting improves skills such as problem solving, task organization, and working with others. The findings also show that CNAs desired more clinical time to be able to feel more prepared.

### **Components of Job Satisfaction**

Brown, et al. (2016) conducted an observational study to compare workforce characteristics and staff perceptions of safety, satisfaction, and stress between nursing assistants at Green House and other nursing homes. Data was collected from human resource offices to describe the workforce demographics based on facility records. Staff perceptions of safety, stress and satisfaction were obtained from anonymous questionnaires completed by direct care staff. It was found that the NAs of the Green House model were satisfied and they appreciated being involved in decision making which has been shown to have an impact on staff retention. It was also shown that autonomy and self-scheduling were contributing factors to satisfaction.

Several factors were found to be important to overall job satisfaction of nursing assistants and aides by Squires, et al. (2015). The factors include empowerment and autonomy as well as facility resources and workload. Additionally, factors such as age, ethnicity, gender, educational level, attending specialized training, years of experience, satisfaction with salary/benefits and job performance were found to not be important to overall job satisfaction.

The Better Jobs Better Care Survey of Direct Care Workers was completed by study participants in a cross-sectional survey of Hospice and Palliative care nursing assistants between December 2010 and May 2011 (Head, et. al., 2013). The results of the surveys were analyzed using SPSS-20. The results showed that NAs viewed were satisfied, committed to the jobs and viewed their positions as long-term careers. In addition, the study showed that the NAs wanted to be valued as team members, have positive work relationships, and have their supervisors

reduce problems that NAs identify as interfering with their work and continue efforts to increase compensation.

A review of studies to determine job satisfaction of care aides in residential long term care settings was done by Squires et al. (2015). The factors that were identified as being important to job satisfaction were empowerment, autonomy, facility resources and workload. In addition factors including age, ethnicity, gender, education level, attending specialized training, years of experience satisfaction with salary/benefits and job performance were found to be not important.

### **Servant Leadership**

A cross-sectional and a descriptive study were completed to investigate servant leadership in Nordic health care. A questionnaire survey was conducted among healthcare staff in nursing care including nurses, nurse aids, and others in managerial positions in four hospitals in Iceland. Survey data was analyzed using SPSS (17.0). The results of the study showed that there is a significant correlation between job satisfaction and servant leadership (Dunnarsdottir, 2014). The study showed the importance of servant leadership qualities with a focus on trust, partnership and supportive leadership.

A cross-sectional study was done to give support to and to corroborate results in the literature linking leadership style (particularly servant leadership), perceived organizational support, trust in the leader and trust in the organization, job burnout among nurses and subsequent intent to leave their positions (Bobbio and Manganelli, 2015). A model was hypothesized where servant leadership and perceived organizational support, along with trust in the leader and trust in the organization were expected to predict possible job burnout in nurses and an intention to leave the organization. Data was collected from two Italian public hospitals

from January to September 2012. 1743 anonymous questionnaires were distributed and 711 valid questionnaires were collected. Cronbach's alpha coefficients, descriptive statistics and differences of mean scores from the central point were computed for all variables in the two samples. Correlational analyses were used to test hypotheses. Structural equation modeling analysis was performed to test model with a connection of servant leadership, perceived organizational support, trust in the leader, trust in the organization and the factors contributing to job burnout and intention to leave scores. A multi-sample procedure was then applied in order to test if all or some parameters of the model were invariant (Bobbio and Manganelli, 2015). The study concludes that servant leadership is inspiring and suitable for health care organizations. The study also showed that there is a gap in research on servant leadership within healthcare.

### **Summary**

In summation, a review of the literature demonstrates a gap in knowledge of the perceptions of nursing assistants and health care aides in nursing homes and what factors contribute to job satisfaction. In addition, there is further investigation that can be done on the impact of servant leadership on job satisfaction.

### **Chapter Three**

The focus of the current study was to investigate and examine the factors that affect CNA perceptions of job satisfaction. For the purpose of this study, a quantitative method was chosen. The literature review demonstrated that much knowledge regarding job satisfaction has been based both on quantitative and qualitative studies. Though much research has been done, there is still a gap in understanding what impacts job satisfaction and what strategic plans can be implemented by nursing administration to improve retention of CNAs through improved job satisfaction.

To gain a better understanding, it was essential to review the factors that affect job satisfaction and the ranking in importance of each factor. Chapter three will review the methodology used to determine the factors that impact job satisfaction for CNAs. The setting, sample, human rights assurances and tools will be discussed. The chapter will also conclude with the data collection and the method for the analysis of the data.

#### **Overview of Methodology**

A quantitative anonymous survey was the approach that was selected for this research study. This research sought to identify the factors that impact job satisfaction for the CNA. The use of survey research allowed the CNA staff to anonymously identify those factors that most and least impact job satisfaction. The use of an anonymous survey alleviated the concern that staff would not voice their true opinions for fear of management retaliation. As this research is a descriptive research, the quantitative methodology allowed for a collection of data that was analyzed with descriptive statistics to provide the reader with a greater understanding of the perceptions of the CNA staff about those factors that impact job satisfaction.

**Setting**

The setting that was selected for data collection during this study was nursing home in suburban Western New York. The nursing home is part of a larger campus of assisted living and independent housing. The CNA staff employed at the facility were sampled only from those employed in the long term care section of the campus.

**Sample**

For this study, a convenience sample of the population of CNAs employed at a nursing home in Western New York were recruited from the nursing facility campus. A sample of convenience was most appropriate for this study to represent the body of the population.

The following inclusion criteria were established for this study:

- The participant must be an employee of the nursing facility campus.
- The participant must be 18 years of age or older.
- The participant must be able to communicate in English.

The participants recruited for this study were CNAs in a long term care facility in a suburban setting. Permission to conduct the survey at the facility was given by the Administrator of the facility. The participants were recruited at the facility by researchers sitting near the cafeteria. Researchers verbally asked staff if they would be willing to complete the paper and pencil questionnaire. A recruitment letter (see Appendix B) was also attached to each questionnaire to explain the purpose of survey, assurances of confidentiality, voluntary nature of participation, approval by Human Subjects Research Review Committee (see Appendix C) at Daemen College and the estimation of time needed to complete. A collection box for completed questionnaires was placed at the main entrance as well as in close proximity to the cafeteria. Researchers were physically at the facility on four occasions for recruitment. Researchers also returned to the

facility two additional times to collect any completed questionnaires placed in collection boxes while the researchers were not on the premises.

The research study included the use of the CNA survey tool entitled *CNA perceptions of the Initial Training Program and Continuing Education Survey*. The CNA survey tool is used with permission of Janice Hobba-Glose. It is a modified tool taken with permission from Metcalf (2002) who developed a similar tool used to survey North Carolina CNA staff with the same idea of establishing perceptions of CNA's in relation to initial training and continuing education as well as job satisfaction. The survey tool contains five questions collecting demographic information, three Likert scaled response questions that look directly at perceptions of preparedness based on training, and then a ranked order question designed to explore the most to least important items to establish job satisfaction. A copy of the survey can be found in Appendix C.

To ensure reliability of the survey, the questions were designed using a Likert scoring scale that is sound and by design offers an internal consistency as determined by Cronbach's alpha score (Creswell, 2013). The original survey tool, designed by Metcalf (2002), was designed using a ten person expert panel to determine the questions used met the necessary rigor for the study. It was tested and retested and revealed a Cronbach coefficient of .95. This gave credibility to the survey tool.

Previous studies using the survey tool, both by Metcalf (2002) and Hobba-Glose (2014), show successful use of the tool. During previous studies it was shown that the ranking question (question #8) did cause some confusion among CNA staff. In an attempt to minimize or alleviate this problem, the question was modified to help with ease of understanding. Researchers verbally described how to rank order the question. This was piloted during Hobba-Glose's (2014) study

and the outcomes were successful. The modified procedure and modified directions on the survey were used in this study.

### **Data Collection**

Data collection began June 2018 with the CNA survey. The surveys took approximately 15 minutes to complete and each participant in the survey indicated willingness to take part. The tool was distributed during preapproved times determined by the building administrator. The researcher visited the facility in person to distribute and collect the surveys. The researcher remained present throughout the distribution and collection of surveys to ensure that participant anonymity was maintained. The researcher was present on pay day (Thursdays) at predesignated times and available during the day and in the evening shifts to ensure adequate representation from the entire population. The CNA participants dropped completed surveys into a sealed drop box on site that was left at the building by the researcher at the end of each designated timeframe.

### **Data Analysis**

This study used quantitative data analysis. The Statistical Package for the Social Science (SPSS) Version 19 was used to analyze descriptive statistics attained from the results of the anonymous survey. Descriptive statistics examines frequencies, means, standard deviations, and cumulative percentages relevant to the data gathered.

The Likert Scale was used to scale responses in research questionnaires, and a simple scale was used. It is assumed the distance between each item is not equal but represents symmetry and balance in the bipolar scale. The Likert scaling method used in this study measures both positive and negative responses to a statement.

**Protection of human subjects**

This study has the approval of the Daemen College Human Subjects Research and Review Committee. Both the tool and the research methods were reviewed prior to implementation of the study. Participants in the study consisted of adults, ages 18 or older, who are certified nursing assistants working in a nursing home setting. They are voluntary participants selected through convenience sampling. An informative explanation on the front sheet on the survey tool identifies risk and benefits of participation and that completion of the survey and indicates implied consent to participate. (See Appendix B)

The data collected during the study was done so anonymously with no participant names being collected at any time. SPSS software was used to analyze the anonymous data and all data is reported in aggregate form so that no identity of any participant can be known.

Completed surveys will be kept in a locked cabinet in the nursing office of Daemen College where they will remain for three years and then will be destroyed. The processed data and data set is de-identified and is stored on a password protected computer known only to the researcher and will be maintained in a secure location at researchers home.

**Limitations**

Subject recruitment is limited to one facility and based on staffing levels for varied shifts, leading to a small sample size. The staff at this facility had recently completed surveys for their employer so staff may have been less willing to participate due to survey fatigue.

Another limitation revolved around staff and timing of the surveys. Staff were being asked to complete the survey on work time during their break periods, sometimes causing them to refuse to participate as they wanted enough time to eat lunch or rest. This could have impacted the sample size as well as the representation of the entire population.

The survey tool consisted of a question that asked the participant to rank each item in number order in relation to their satisfaction with their job as a CNA. Staff were additionally asked to use each number only once. It was discovered after the survey was printed and distributed that there was a typographical error in the survey. Where the question asked to rank order items on a scale of 1-10 for least to most important reasons for job satisfaction there were actually 13 choices. Some staff used all 13 rank ordered numbers, some stopped at 10 and some were not sure how to complete the question due to the confusion in the numbering system. It was discovered in the data mining phase that there were thirteen choices, causing confusion with the wording of the question. There were fourteen surveys returned that did not answer the question correctly.

Certified Nursing Assistants are noted to be in very large demand due to staffing shortages, this can make turnover rates and movement from job to job among the class very fluid. It is possible that subjects may change positions before the research process is completed. As a result, some staff perceptions may be different as new staff replace those staff who have vacated positions.

### **Summary**

CNA perceptions of factors including initial nursing assistant training, current salary, benefit package, number of residents cared for in a day, reputation of the nursing home, shift worked, opportunity for continuing education, ability to work as a team, appreciation by others of abilities as a CNA, opportunities for career development, type of residents cared for, working conditions in the nursing home and support and encouragement from the supervisor are important to the overall CNA job satisfaction.

This research utilized a quantitative survey approach that produced data analyzed using descriptive statistics to identify and describe the perceptions of the CNA working at a long term care facility in Western New York.

This research sought to gain insight from the CNA perceptions about the factors that affect job satisfaction in order to assist nurse managers and administrators in developing strategies to improve overall satisfaction and improve staff retention. Chapter four will describe the process of data collection as well as the date and data analysis that result from this study.

## Chapter Four

This quantitative study was conducted to gain an understanding of the perceptions of the CNA related to factors that may have an impact on job satisfaction. This study sought to identify what CNAs perceived to be the least important to the most important factors and their overall job satisfaction.

Chapter four describes the data that was collected between June 2018 and July 2018 from a nursing facility located in Western New York. The data for this research was collected through a survey of the CNAs in the participating facility that focused on their perceptions of factors that affect their job satisfaction in their position as CNA: initial nursing assistant training, salary, benefit package, number of residents cared for in a day, reputation of the nursing home, the work schedule, opportunity for continuing education, ability to work as a team, how others appreciate CNA abilities, opportunity for career development, type of residents cared for, working conditions in the nursing home, and support and encouragement from the supervisor.

The survey also focused on how prepared respondents felt related to basic nursing skills, providing personal care, providing basic restorative services, promoting resident's rights and independence, providing mental health and social services, managing behaviors of residents with dementia/memory loss, communicating with residents who are cognitively impaired, and communicating with residents and family members who ask questions about care of the family member or self.

In addition, the survey asked how prepared CNA after the first month on the job and after receiving continuing education after initial training. The responses to these categories were, "I was not well prepared, I was prepared or I was very well prepared."

Quantitative data was collected in the CNA survey, a data set was created and the data set was then used to analyze the results of the study using the Statistical Package for the Social Sciences, version 19.

### **Research Question**

*What are the CNA Perceptions of the Components of Job Satisfaction at a nursing home in Western New York?*

### **Sample**

#### ***Facility***

Participants from the study were recruited from a not-for-profit skilled nursing facility that also had beds for sub-acute rehabilitation. This facility services Western New York and is found within Erie County in Western New York. This facility was chosen to participate in the study as they are one of the area facilities that regularly holds the certified nursing assistant training classes within the facility. The facility allowed full access to the CNA staff for study purposes, allowing the researcher access to the staff during work hours, and allowing the staff time to complete the survey tool. The facility is a Christian provider of inter-related adult residential, health care and rehabilitation services. This facility has 240 beds.

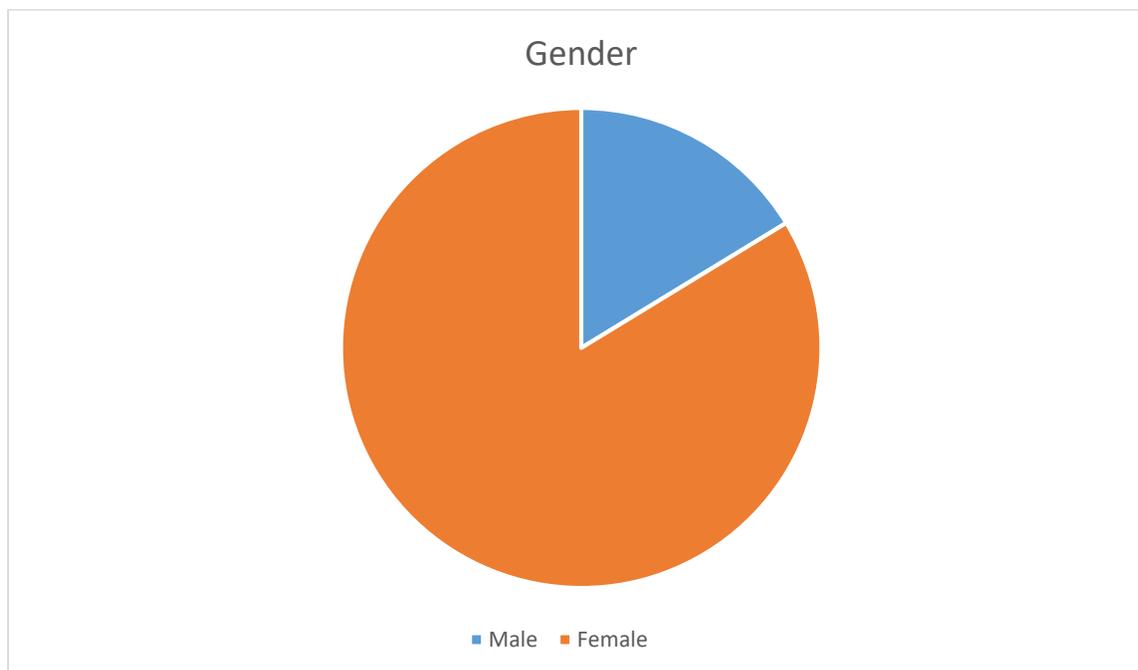
#### ***Certified Nursing Assistants***

All CNA staff employed by the facility were eligible to participate in the survey. A total of 43 surveys were distributed to the CNA staff with a 100% response rate ( $n = 43$ ). A total of 43 surveys containing demographic information were included in the descriptive analysis of the sample of CNAs who completed the survey. The facility employs 106 CNAs. 41% of the CNAs participated in the survey.

**Gender.** The sample was composed of 36 females (84%) and seven males (16%). The data is displayed in Figure 1.

*Figure 1*

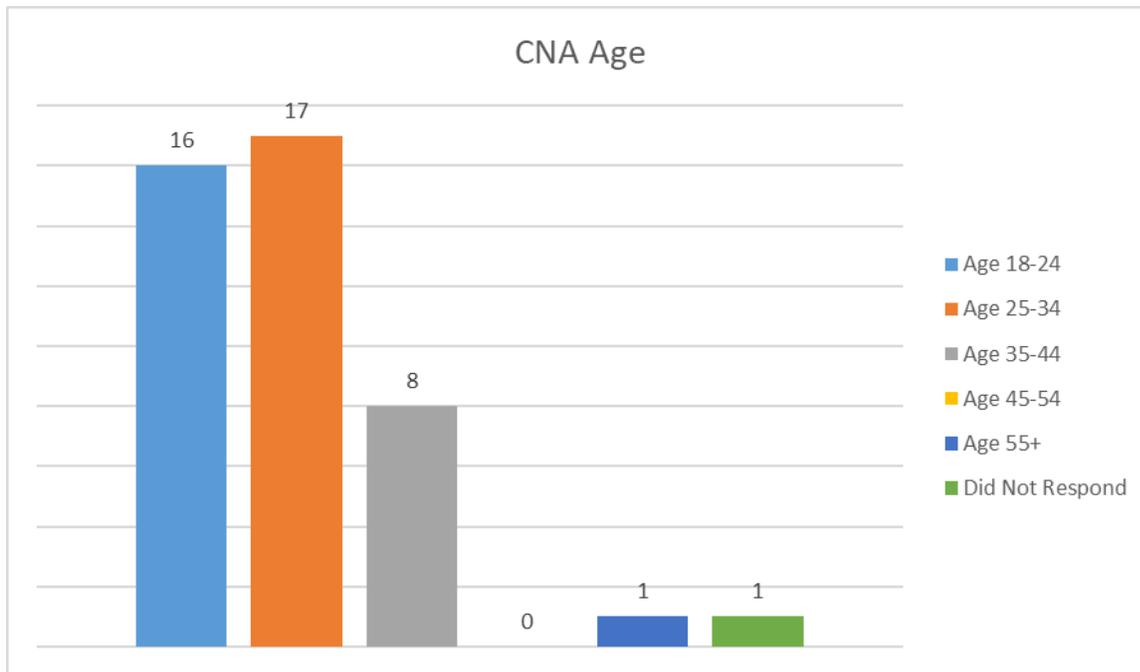
*Gender*



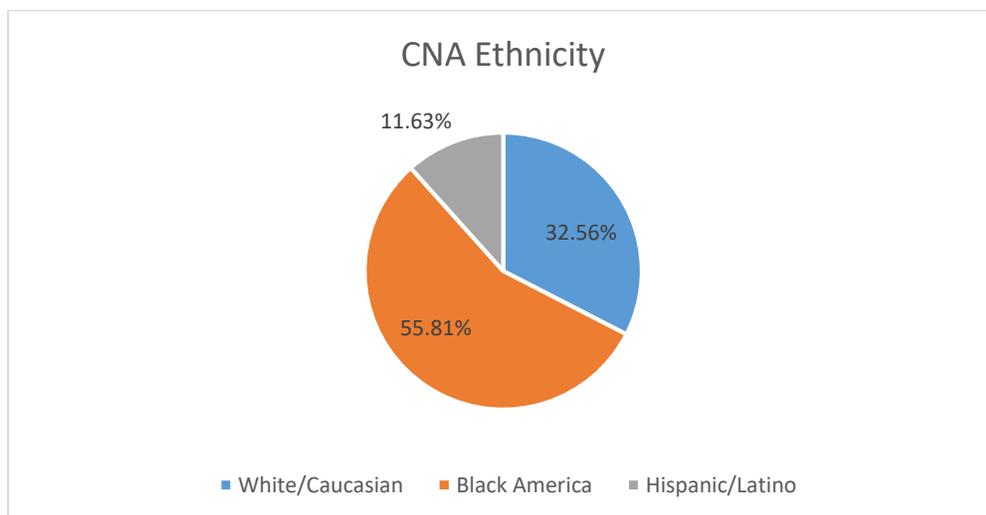
**Age.** The ages of the survey respondents ranged from 19 to 58 years of age. The mean age of the respondents was 28.17 years of age (see Figure 2).

Figure 2

Age



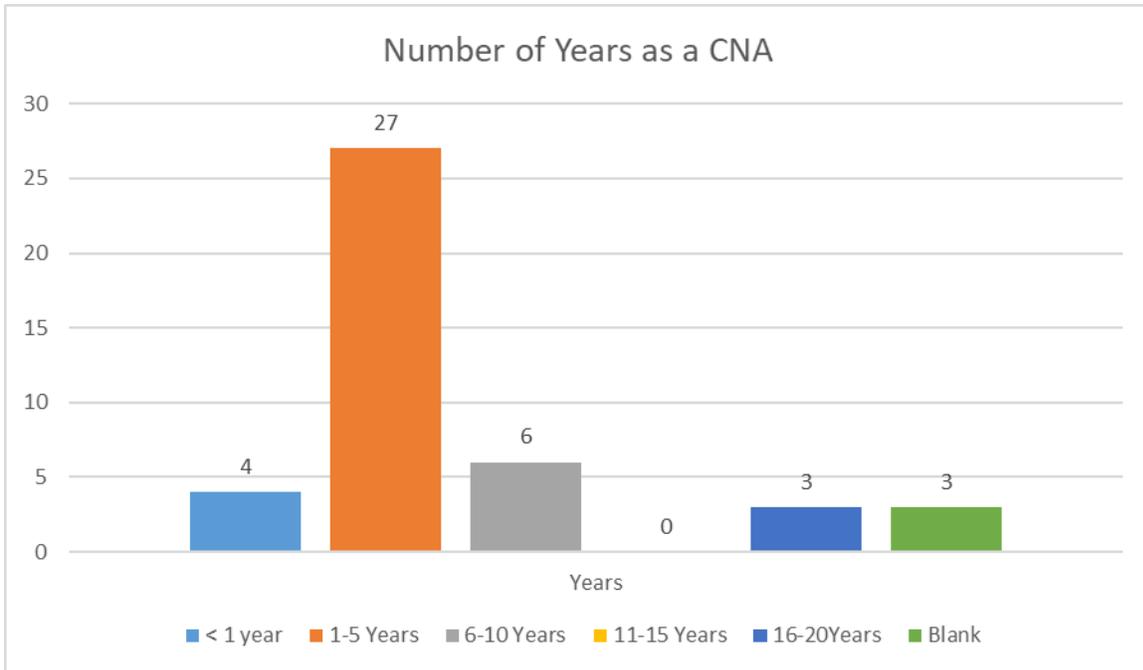
**Ethnicity.** A total of 14 (32.56%) of the respondents self-identified as White/American, Non-Hispanic and Non-Latino, while the majority, 24 (55.81%), self-identified as Black American and another 6 (11.63%) self-identified as Hispanic (see Figure 3).

*Figure 3**Ethnicity*

***Number of years as a CNA.*** Work experience among the CNAs participating in the survey ranged from less than one year up to 20 years with the majority of the respondents having 1 to 5 years of experience (see Figure 4).

Figure 4

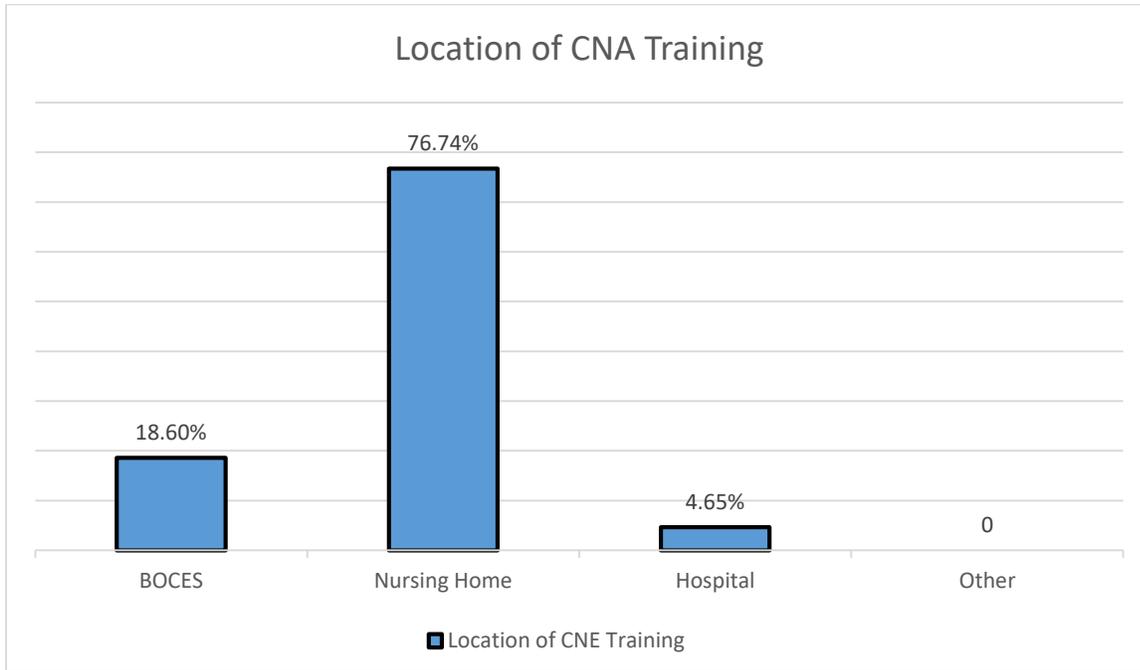
Years of CNA Experience



**Training location.** Of the total number of respondents, 43 (100%) reported completing their CNA training in New York state. There were several options available via the survey tool for respondents to indicate the location of their initial training: Nursing Home, BOCES Center, Hospital, and Other (Please Specify). Responses were found to show that 18.60% trained at BOCES, 76.74% trained at a Nursing Home, 4.65% trained at a Hospital (see Figure 5).

Figure 5

Location of CNA Initial Training Completion



The results (see figure 6) indicate that one respondent felt they were not well prepared as a CNA (2.3%). 23 respondents felt prepared (53.4%) and 19 respondents felt very well prepared (44.2%). Overwhelmingly, those surveyed felt prepared to perform their jobs which contributes to overall job satisfaction.

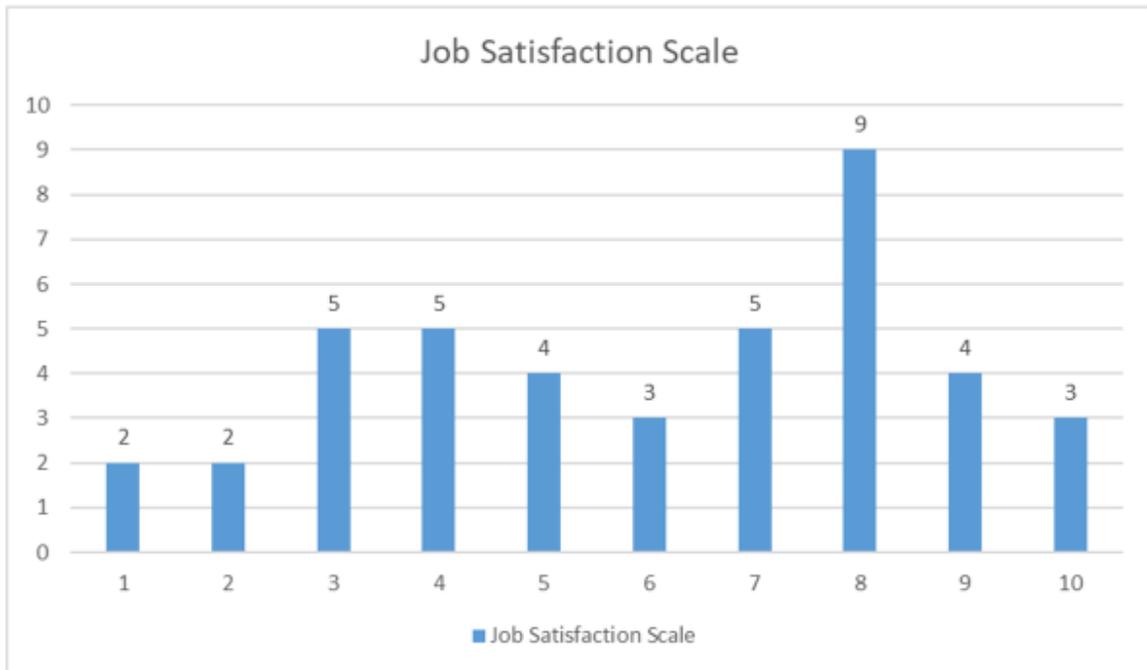
Figure 6

Overall CNA Preparedness

| <b>When I first finished my training classes to become a CNA, I felt that I was prepared to care for residents in the following clinical skills:</b>               | <b>I was not well prepared</b> | <b>I was prepared</b> | <b>I was very well prepared</b> | <b>Blanks</b> |
|--|--------------------------------|-----------------------|---------------------------------|---------------|
| Overall, when you reported to work as a CNA in a nursing home for the first month on the job, how well prepared did you feel to be able to do the work of the CNA? | 1                              | 23                    | 19                              | 0             |

Respondents ranked from one to ten the most important items that help achieve job satisfaction. The results of the rankings of factors that CNAs found to be most important were Reputation of the nursing home (18.2%), current salary (15.2%), shift worked (15.2%), working conditions of the nursing home (44% ranked in top five) and current benefit package (33% ranked in top five). These factors would be considered job satisfiers.

The results of the lowest rankings indicate three factors that would be considered job dissatisfiers. These dissatisfiers include support or encouragement from supervisor, number of residents cared for and type of residents cared for. These factors were selected less than the other factors by respondents as having an impact on their overall job satisfaction.

*Figure 7**Overall Job Satisfaction*

The average of the respondents overall job satisfaction was 6.1. The distribution of the responses show an average of 6.1 but distribution showed many respondents (16) were very dissatisfied scoring and eight or higher, while less (nine) score a three or less which would indicate they are very satisfied.

### Discussion

The results of the literature review suggest that factors of engagement, feeling like part of a team, performing restorative care and the support and encouragement of the supervisor impact the overall job satisfaction of the CNA (Brady, 2016). This is similar to the findings of Schwendimann et al., (2016) who found the factors that significantly impacted job satisfaction included supportive leadership, good teamwork, an environment focused on resident safety, a good relationship with nursing administration and adequate staffing resources. (Schwendiman et al., 2016). Head, et al., (2013) suggests that quality supervision is paramount to the retention and job satisfaction of the NAs. An important finding from the study was that the actions of the unit supervisor and executive administrator of the nursing home impacted the direct care worker job satisfaction (Head, et al., 2013). The results of the rankings of factors in this study that CNAs found to be most important were the reputation of the nursing home (18.2%), current salary (15.2%), shift worked (15.2%), working conditions of the nursing home (44% ranked in top five) and current benefit package (33% ranked in top five). The results of this study did not align with the literature in that when ranking multiple factors that impact job satisfaction, none of the CNA respondents who ranked “support and encouragement from my supervisor” as the most important or even the second most important. While the results of this survey did not mimic those found in research, this researcher feels it would benefit staff to develop and sustain positive relationships between the staff and supervision. Servant Leadership characteristics focus on developing relationships with staff (Greenleaf, 2003). Supervisors who listen carefully and offer timely positive feedback, attend to suggestions and opinions of NAs, respect their skills in the work environment and treat NAs as equal team members can build productive relationships that lead to greater job satisfaction and reduce turnover (Head, et al. 2013). The quality of nursing

leadership has an impact on overall job satisfaction (Schwendimann, 2016). Similarly, Bobbio & Manganelli (2015) concluded that servant leadership and perceived organizational support were relevant in the clinical setting suggesting that organizations should take care in the recruiting and training of nurse leaders due to the impact on job satisfaction.

CNA perceptions of factors including initial nursing assistant training, current salary, benefit package, number of residents cared for in a day, reputation of the nursing home, shift worked, opportunity for continuing education, ability to work as a team, appreciation by others of abilities as a CNA, opportunities for career development, type of residents cared for, working conditions in the nursing home and support and encouragement from the supervisor are important to the overall CNA job satisfaction (Brady, 2013). Brown, et al., (2016) showed that NAs who had negative opinions of their work environments, including inadequate staffing and poor communication among staff were dissatisfied with their jobs. In this study, 44% of the respondents felt that the working conditions of the nursing home had an impact on overall job satisfaction. The servant leadership characteristic of conceptualization can be used by nurse leaders to improve the perception of the work environment for the CNAs working on their team (Greenleaf, 2003). The servant leader will help staff see the mission and vision of the unit. By working together on common goals, they feel like they are a part of something bigger which can improve job satisfaction. As individuals are strengthened, the team becomes stronger as well.

Another characteristic of servant leadership is foresight (Greenleaf, 2003). By recognizing the negative aspects of the history of a unit, the servant leader puts processes and strategies into place to achieve positive outcomes. For example, a nurse leader may do a systematic review of supplies used on the unit over a certain period of time. The nurse leader will then be sure to have an appropriate par level of supplies available to staff to attend to the

needs of the residents on the unit. By having supplies and equipment at hand, staff can focus their attention rounding on and caring for residents. When staff can focus their attention on resident care, they can end their shift knowing they have done a good job. Satisfaction in a job well done will aid in improving overall satisfaction of the individuals, thus strengthening the team. Being part of a strong team will create positivity and ultimately improve care provided to residents also leading to a greater overall job satisfaction of the staff.

Few studies indicated that salary and compensation were the most important factors to impact job satisfaction. Lee & Sumaya (2013) did show that workers in the geriatric field received a lower compensation than those in other healthcare specialties. Hewko, et al. (2015) investigated various benefits that could affect the CNA workforce including employer paid health insurance, employer administrated pension plans, and employer paid sick and vacation time. Brady (2016) found that hourly pay did not seem to affect job satisfaction and turnover. However, the results of this study indicate that the CNA respondents held the reputation of the nursing home, salary and the work schedule to be most important to the overall satisfaction. A servant leader recognizes that exercising good stewardship with regard to resources of an organization is important to sustaining that organization. It is important to note there is also an associated cost to turnover as noted by Schwendimann (2016). Nurse leaders as servant leaders find the balance in maintaining a fair wage for staff and offering creative programs when raising wages is not possible to improve job satisfaction and keep turnover low.

### **Summary**

This chapter presented the results of the descriptive quantitative study. The data presented is in result to the research question, *What are the CNA Perceptions of the Components of Job Satisfaction at a nursing home in Western New York?* The results of the study show that

the reputation of the nursing home, current salary, shift worked and working conditions of the nursing home were the factors most important to the respondents in relation to job satisfaction. The data shows that the least important factors relating to job satisfaction for the respondents were the support and encouragement of the supervisor, number of residents cared for and the type of residents cared for.

The purpose of this research was to gain an understanding of the perceptions of CNAs of the components of job satisfaction at a nursing home in Western New York. The data analysis in this chapter describe the perceptions that are important and those that were not important to the overall job satisfaction of the CNAs and improved staff retention. Chapter Five will present the discussion, implications, limitations and recommendations of this research.

## Chapter Five

This chapter will summarize the quantitative research study that examined the CNA perceptions of the factors that contribute to job satisfaction. Included in this chapter are the conclusions and implications of the study based on the findings.

### Summary of the Study

This quantitative research study was conducted to examine the perceptions of the CNA as they pertain to job satisfaction. The purpose of the study was to gain a better understanding the perceptions and importance of multiple factors and what the impact is to job satisfaction. Servant leadership, introduced by Robert Greenleaf was the theoretical framework that was the basis for this study (Greenleaf, 2003). The roles and actions of the manager who utilizes servant leadership was the lens through which this data was analyzed.

To analyze the data for this quantitative study, the Statistical Package for the Social Science (SPSS) Version 19 was used. After careful review of the data obtained through the descriptive analysis, the perceptions of CNAs related to preparedness based on initial training, continuing education and others factors including salary, benefit package, number of residents cared for in a day, reputation of the nursing home, shift worked, opportunities for continuing education, ability to work as a team, appreciation of CNA abilities, opportunities for career development, types of residents cared for, working conditions of the nursing home and support and encouragement of the supervisor were identified.

The CNA staff were asked to rank in order of importance from one to ten from 13, various factors that affect their job satisfaction. The factors that were listed as the most important to CNA respondents relative to job satisfaction were: reputation of the nursing home (18.2%), current salary or rate of pay (15.2%) and the current shift that was worked (15.2%), the working

environment of the nursing home and the current benefit package. The factors that were listed as least important were support or encouragement from supervisor, the number of residents cared for and the types of residents cared for.

The results of the survey show nurse leaders and administrators where they should be investing their resources. The results also show nurse leaders what is least important to the CNA staff.

### **Conclusions**

In conclusion, the 43 participants who participated in this quantitative study which explored the perceptions of the CNA staff in relation to job satisfaction responded that the reputation of the nursing home, their current salary, the shift that they worked, the working environment of the nursing home and the current benefit package were the most important factors that impacted job satisfaction. A servant leader will look at the results of the study and ask how they can impact each of these factors in order to improve the overall job satisfaction of the staff to promote staff retention. A servant leader utilizing the characteristics developed by Greenleaf (2003) including listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people and building a community will use their leadership to positively impact staff members and promote overall job satisfaction and reduce turnover.

### **Implications**

#### **Reputation of the Nursing Home**

From the research that was conducted, it is evident that the respondents felt that the reputation of the nursing home was important to the overall job satisfaction. Nurse leaders and facility administrators need to consider this when investing in their marketing and advertisements

strategies. CNA staff are basing their career and employment decisions of the reputation of the nursing home. Nursing homes that are perceived to have the best reputation either through staff word of mouth or resident word of mouth are going attract quality staff.

Servant leaders can affect the reputation of their organization through staff. When feel genuinely cared about and that they matter, amazing transformations can take place. People become willing to voice concerns and present unique ideas which allow creativity to flourish flourishes and innovative problem-solving to emerge.

When staff feel valued, they begin to feel a greater sense of loyalty for their organization, team members and nursing leaders, co-workers, and bosses. Staff retention improves and productivity increases. When loyalty improves, the reputation of the facility improves.

Servant leaders as nurse managers also focus on the residents. Servant leaders balance the need to sustain profitability with the focus of resident-centered care. If the resident is kept at the core of the business the overall experience will be a positive one. When residents feel genuinely cared for and feel their concerns are appropriately addressed, they will communicate their positive experience to family and friends and make recommendations to use the same organization. As a result, the reputation of the organization is positive in the community.

When an organization is respected by both staff and residents, their image and brand are associated with good quality and value and will attract high quality staff with a commitment to the residents, administration and the organization.

### **Salary**

The results of the study also imply the salary received by CNAs is important to job satisfaction. When determining budgets and salaries, nurse leaders and facility administrators need to consider the importance of salary for CNA staff as it relates to overall job satisfaction.

While it is not necessarily possible to just raise the hourly wage of the staff members, nurse leaders can develop some other creative strategies to satisfy the staff. Nurse leaders can create an incentive program for staff to recognize outstanding performance. Staff and residents alike can recognize when a certain staff member goes above and beyond to perform their tasks and duties well. These recognitions can be given in the form of a point or currency system. The balances of the points can then be converted for items such as gift cards or other items that have value to the CNA staff.

### **Shift Worked**

The third most important factor to CNA staff was the shift that is worked. In determining schedules and staffing, nurse leaders and facility administrators need to consider the importance of the shifts as it relates to overall job satisfaction. Further discussion may help in understanding what factors of the scheduling are important to staff. The nurse leader can look to create creative shifts that would appeal to specific CNA populations. For example, nursing students take positions as nursing assistants so that they may gain more hands-on experience and become more comfortable in the clinical setting. Nursing students typically attend classes during the day Monday through Friday. To attract nursing students as nursing assistants, nurse managers may create shifts that are worked only on weekends. Also, it may be attractive to offer 12 hour shifts versus eight hour shifts so staff members can commute fewer times per week to the facility to reach their contracted hours of work.

### **Working Conditions**

The results also indicate that the working conditions of the nursing home are important to overall job satisfaction. Nurse leaders as servant leaders need to make sure that they are aware of staff feelings on the unit as well as the physical working environment. Having a facility that

is clean and updated can help to satisfy staff. In addition, the nurse leader needs to promote unity and teamwork so that all staff members feel they are contributing. Clearly, having a positive work environment is important to staff.

### **Benefits**

The current benefit package was also indicated to be of importance to CNA staff with regards to overall job satisfaction. Another way that nurse leaders can improve benefit packages without having a financial impact on the budget is to work with community partners to develop a discount program. For example, retailers may offer a discount off products or services to staff of the facility when they present their current employment ID badge. This represents a measurable benefit that can be enjoyed by employees of the facility.

### **Recommendations for Future Research**

This current quantitative research study represents the perceptions of 43 CNA staff at one facility in Western New York. Due to the small sample size and the limited population, it is unlikely that this sample is representative of all CNA staff. Expanding this research to other facilities and with a larger sample size would lend value to the findings of this research if replication were to occur.

A review of the literature found few studies that identified the perceptions of CNAs and nursing assistants regarding job satisfaction. Further research on CNA perceptions of factors that impact job satisfaction is recommended so that clear identification of those factors that drive and resist job satisfaction can be identified.

Many of the factors that impact job satisfaction in this study have also been identified in literature. However, there are no studies that look specifically at the “reputation of the nursing home” and what it means to developing a strategic plan for recruitment and retention of quality

CNA staff. Therefore, it is recommended that a follow up study with regard to the perception of staff of the reputation of nursing homes would be beneficial.

Another recommendation would be for a future study to determine the effectiveness of strategic plans for recruitment and retention of CNA staff. Tracking turnover and retention rates based on hiring strategies of CNAs over a period of time would be beneficial to evaluating improving overall retention.

In addition, a recommendation for future studies to further explore the perceptions of initial nursing assistant training program, salary, benefit package, number of residents cared for daily, reputation of the nursing home, shift worked, opportunity for continuing education, ability to work as a team, how others appreciate ability as a CNA, opportunity for career development, types of residents cared for, working conditions within the nursing home and support and encouragement from the supervisor as they pertain to job satisfaction.

While quantitative descriptive studies are important to identifying the factors that impact CNA job satisfaction, future qualitative studies would be beneficial to gain a deeper insight as to the explanations for why CNAs rank different factors the way they do. Being able to ask the CNA staff directly to expand on those factors that promote or restrict job satisfaction may yield a clearer picture of why those results are the way that they are.

Facility administration may also look to compile data from exit interviews of nursing assistants. This could give insight to the reason why someone chose to leave the employment of the facility.

Additionally, further research may be done to assess the leadership styles and philosophies of facility administrators and nurse leaders. Education on servant leadership can be

provided. Insight into personal leadership styles and the incorporation of servant leadership characteristics may also help to improve overall job satisfaction of staff.

### **Summary**

This study was completed with the assistance of the CNAs who were willing to complete the paper and pencil questionnaire to provide information about their initial training as a CNA as well as the importance of multiple factors that impact job satisfaction. This was a quantitative study that explored the CNA perceptions of job satisfaction. The data was analyzed and the three factors that ranked most important to CNAs relative to job satisfaction were identified. The results of the study will help nurse leaders and facility administrators to utilize the principles of Servant Leadership to implement strategies to promote job satisfaction. This research study contributes to a greater understanding of factors that affect the perceptions of CNAs related to job satisfaction.

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**Appendix A****Facility Letter of Agreement to Participate in Research**

I have been asked to allow the staff in my facility to voluntarily participate in a research project entitled:

Perceptions of Certified Nursing Assistants Regarding Certified Nursing Assistant Initial Training, Continuing Education and Job Satisfaction

This research is being conducted by:

Colleen Osborn, BSN, RN

Amy Klopp, BS, RN

Karen Allman, BSN, RN

Megan Vickers, BSN, RN

This research is being supervised by:

Janice Hobba-Glose, DNS, MS, RN, Assistant Professor of Nursing at Daemen College

I have been provided with a letter of recruitment that outlines the study as well as my and the facility role in the research. I have been given an opportunity to read and keep a copy of this Agreement, the recruitment letter and was given the opportunity to ask questions concerning the study. Any such questions have been answered to my full and complete satisfaction.

Dr. Hobba-Glose and her team of researchers is granted permission to conduct the aforementioned research at:

Brothers of Mercy Wellness Campus

10570 Bergtold Road

Clarence, NY 14031

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_

Please complete this agreement letter, print it on facility letterhead and return it to Janice Hobba-Glose via email at [jglose@daemen.edu](mailto:jglose@daemen.edu) or via mail to Daemen College Department of Nursing 4380 Main Street Buffalo, NY 14226

## **Appendix B**

### **Informational Letter**

Dear CNA:

Thank you for agreeing to participate in this survey about the initial training, continuing education and job satisfaction for CNAs working in this facility. Your answers to this survey will help to describe your perceptions of the initial training, continuing education and job satisfaction for CNA's and may be used to improve the initial training, continuing education and job satisfaction that the CNA staff in this facility experience. You are being asked to participate in a research project entitled:

CNA Perceptions of Initial Training Program, Continuing Education and Job Satisfaction

This research is being conducted by: Amy M. Klopp, BS, RN, Colleen Osborn, RN, BSN, CCM, Karen B. Allman, BSN, RN and Megan Vickers, BSN, RN.

This survey will take approximately 15 minutes of your time to complete and it provides a way for your voice to be heard about this topic. There are no serious risks to the participants in this study. The CNA survey seeks demographic information as well as recall of perceptions of training and items that most promote job satisfaction.

Your participation is voluntary and will not affect your job in any way. Completion of this survey indicates consent to participate. Your participation in this project is voluntary. At any point in time you may choose not to participate without consequences. If you choose not to participate, any survey responses you have completed will be discarded. All results will be reported in a group form so that neither one person/organization nor their answers can be linked back to a particular participant. Your responses will only be seen by the research investigator and your employer will not have access to your unique responses.

You will also have the opportunity to decide to participate in a 30-minute interview allowing you to voice your opinions about the nurse aide training and education or job satisfaction. The interview will be completed at a later date that is convenient for you and the researcher. If you decide to participate in the interview and are chosen to participate then you will be contacted by the researchers to arrange for the interview.

## Appendix C

### IRB Approval

Protocol Approval (HSRRC Review): E.NUR0718.192.v2 - Expedited

Protocol Title: CNA Perceptions of Initial Training Programs, Continuing Education and Job Satisfaction

Protocol Approval Date: 05 June 2018

Protocol Expiration Date: 04 June 2019

Dear Dr. Hobba-Glose, Ms. Klopp, and Associate Investigators,

The Daemen College Human Subjects Research Review Committee (HSRRC) approves your application, noted above.

HSRRC approval is valid for one year and will expire on the date noted above. Your protocol may commence immediately.

HSRRC approval is given with the understanding that no changes may be made in the procedures to be followed nor any study materials to be used until such modifications have been submitted to the HSRRC for review and have been given

approval. The documents used for this protocol must be replicas of those in the approved document.

Studies cannot be conducted beyond the noted expiration date without re-approval by the HSRRC. If an extension is required beyond the expiration date, please submit a request to the HSRRC.

At the conclusion of the study, a Study Closure Form should be sent to the chair person of the HSRRC at [hsrrc.chair@daemen.edu](mailto:hsrrc.chair@daemen.edu).

For the record, the approved protocol and consent forms are attached to this message. Should a need arise, please refer to the protocol ID above in any future correspondence to the Committee regarding this study.

On behalf of the HSRRC Committee, best of luck as you move forward with your research!

Regards,

Jennifer L. Scheid, Ph.D, CSCS  
Chair, Human Subjects Committee  
Daemen College  
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## Appendix D

### Survey



DAEMEN  
COLLEGE

Nursing Department

**CNA Perceptions of the Initial Training Program and Continuing Education Survey**

*Please answer the following questions about you by checking or filling in the blank.*

1. What is your gender? \_\_\_\_\_
2. What is your current age in years? \_\_\_\_\_
3. What is your ethnicity? (Check appropriate description)
 

|  |   |
|--|---|
| <input type="checkbox"/> White/Caucasian | <input type="checkbox"/> Black American               |
| <input type="checkbox"/> Hispanic/Latino | <input type="checkbox"/> Other (Please specify) _____ |
4. Please choose **only one** category to describe how you felt about each topic listed

| When I first finished my training classes to become a CNA, I felt that I was prepared to care for residents in the following clinical skills:  | I was not well prepared | I was prepared | I was very well prepared |
|--|-------------------------|----------------|--------------------------|
| Infection control  |                         |                |                          |
| Basic nursing skills (vital signs/height/weight; reporting abnormal changes in body functioning; and end of life care)   |                         |                |                          |
| Providing personal care (bathing/grooming/dressing)  |                         |                |                          |
| Providing basic restorative services (training the resident in self-care and use of assistive devices)   |                         |                |                          |
| Promoting resident's rights and independence   |                         |                |                          |
| Providing mental health and social services (responding to a resident's behavior; allowing personal choices)   |                         |                |                          |
| Managing behaviors of residents with dementia/memory loss  |                         |                |                          |
| Communicating with residents who are cognitively impaired (have difficulty remembering or have dementia).  |                         |                |                          |
| Communicating with residents and family members who ask questions about care of their family member or self.   |                         |                |                          |
| Overall, when you reported to work as a CNA in a nursing home for the first month on the job, how well prepared did you feel to be able to do the work of the CNA?                           |                         |                |                          |
| When thinking about any education that you have received since completing your initial CNA training, how well did the continuing education prepare you to care for the geriatric population? |                         |                |                          |

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# DAEMEN COLLEGE

Nursing Department

- 5. Did you complete your initial training to become a CNA in New York State?  
 Yes     No
- 6. Where did you complete your initial training to become a CNA?  
 Nursing Home     BOCES Center     Hospital     Other (Please specify) \_\_\_\_\_
- 7. How many years have you been employed as a CNA in any facility? \_\_\_\_\_
- 8. Please rank each item in number order in relation to your satisfaction with your job as a CNA. Use each number only once:

**One (1) is the most important item that helps you achieve job satisfaction and thirteen (10) is the least important item that helps you achieve job satisfaction.**

- \_\_\_\_\_ My initial nursing assistant training program
- \_\_\_\_\_ My current salary/rate of pay
- \_\_\_\_\_ My current benefit package
- \_\_\_\_\_ The number of residents I care for each day
- \_\_\_\_\_ The reputation of the nursing home
- \_\_\_\_\_ The shift that I work
- \_\_\_\_\_ The opportunity for continuing education
- \_\_\_\_\_ The ability to work as a team
- \_\_\_\_\_ How others appreciate my abilities as a CNA
- \_\_\_\_\_ The opportunity for career development
- \_\_\_\_\_ The types of residents that I care for
- \_\_\_\_\_ The working conditions within the nursing home
- \_\_\_\_\_ The support and encouragement from my supervisor

Overall how satisfied are you with your job?  
(1 is extremely satisfied 10 is extremely dissatisfied).

1   2   3   4   5   6   7   8   9   10

**Thank you for participating in this survey**

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