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Walden University

College of Management and Technology

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Jennifer Patterson

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Walden University
2018

Abstract

Nurse Supervisors and Certified Nursing Assistants:
Leadership Characteristics and Job Satisfaction

by

Jennifer Patterson

MS, Hodges University, 2011

BS, Hodges University, 2009

Dissertation Submitted in Partial Fulfillment
of the Requirements for the Degree of
Doctor of Philosophy
Management

Walden University

August 2018

Abstract

Significant costs are associated with the turnover rate of certified nursing assistants (CNAs) in skilled nursing facilities (SNFs), and turnover impacts the quality of care for residents of the SNFs through disruption of care. The purpose of this quantitative cross-sectional study was to identify the leadership characteristics of supervisors most associated with the job satisfaction (JS) of CNAs in SNFs. Herzberg's dual factor theory was used as the theoretical framework to explain the relationship between the leadership characteristics and the associated JS. The research question was used to examine the independent variables of trust, teamwork, supportive supervision, leader–follower relationships, and empowerment of supervisors in SNFs that help predict the dependent variable, JS of CNAs. A random sampling of the population of CNAs from 120-bed SNFs located in Florida completed online surveys that included the Organizational Trust Inventory, the Conditions for Work Effectiveness Questionnaire II, and the Benjamin Rose Nurse Assistant Job Satisfaction Scale. Multiple linear regression was used to analyze data to determine the effects of the leadership characteristics on the JS of CNAs in SNFs. Results indicated that the increased levels of trust negatively impact the JS of the CNAs, whereas increased levels of empowerment increase JS. Implementing strategies to address the needs of CNAs positively impacts society by improving the lives of the workers and increasing CNA retention, thus improving the lives of vulnerable members of society through enhanced quality of care.

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Dedication

This dissertation is dedicated in memory of my father, Robert A. Patterson, Jr., who not only provided support and encouragement to engage in this task and see it through, but also exemplified the integrity, determination, and hard-work required to do so. Thank you, Dad!

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Chapter 1: Introduction to the Study

Continuity of care has an impact on the healthcare of residents in long-term care skilled nursing facilities (SNFs; Tilden, Thompson, Gajewski, & Bott, 2012). For instance, a study on the relationship between nursing staff and the quality of life of skilled nursing residents suggested that consistent staffing that effectively minimizes turnover is important to the security and individuality of the residents (Juk Hyun, 2013). Long-term care facilities serve from 26 to 100 residents daily (Harris-Kojetin, Sengupta, Park-Lee, & Valverde, 2013). In 2012, 65.4% of the 952,100 full-time employees of long-term care facilities were certified nursing assistants (CNAs) or aides (2013). Time spent with residents for the CNA averaged 2.46 hours daily in comparison to that of the 1.37 combined daily hours of both licensed and registered nurses (2013). Kash, Castle, Naufal, and Hawes (2006) found that enhancement of continuity of care has been equated with improved healthcare. Morley (2014) revealed that supportive supervision is a major predictor of job satisfaction of CNAs. Additionally, turnover costs associated with the dissatisfaction of workers, such as the CNAs at SNFs, increase healthcare costs (Tilden et al., 2012).

My research was designed to gain an understanding of the relationship between characteristics of leadership of nurse supervisors and the level of job satisfaction of CNAs. Such information may result in organizational benefits that include reduced costs related to decreasing employee turnover rates as well as improving the quality of customer care through increased continuity of care. Additionally, insight from my research may provide an approach to increasing job satisfaction through improved

working relationships between the nurse supervisors and the CNAs. The positive social change implications of the study include not only the satisfaction of these healthcare workers but also improved healthcare for the vulnerable members of society who receive care from CNAs. As job satisfaction of CNAs increase, the continuity of care for their patients improves through the reduction of turnover rates (Tilden et al., 2012). In addition, the high demand for workers in the healthcare field makes satisfaction of CNAs imperative to ensuring availability of caretakers for the increasing healthcare needs of the aging society (Morley, 2014).

Chapter 1 includes a statement of the problem and the issues addressed by the research. Next, the purpose of the study provides the objectives for the research. The nature of the study follows with an overview of the research methodology along with the research question. The following sections of Chapter 1 provide insight into the characteristics of leadership and theories that comprise the theoretical basis for the research. The remaining sections include the definitions of terms and the assumptions, limitations, delimitations, and significance of the study.

Background of the Study

Management of organizations requires both diversity of skills and decision-making processes. Successful achievement of organizational goals depends on effective management of an organization's human capital. Theorists, such as Burns (1978), Bass (1985), and Greenleaf (1977), developed theories related to characteristics of leadership. More information on them will be provided in Chapter 2.

Although CNAs are critical to the healthcare industry, Morley (2014) described the significant costs to healthcare organizations associated with the retention rate of these workers. Replacement costs associated with CNA retention include recruitment and training costs. Exploring staffing issues associated with CNAs, Kalisch and Lee (2014) described the importance of maintaining job satisfaction and revealed the turnover costs and disruption of quality associated with the decreased retention rates among CNAs. Ng and Butts (2009) revealed several characteristics of leadership including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees, which are associated with the job satisfaction of workers. A gap in the research exists regarding the leadership characteristics that exhibit the greatest impact on the job satisfaction of CNAs in SNFs. Developing an understanding of the characteristics of leadership that positively impact the job satisfaction of CNAs may result in organizational benefits, including reduced costs correlated with employee turnover rates and continuity of quality service to the patients. Insight from my research may provide an approach to increasing job satisfaction through improved working relationships between the nurse supervisors and the CNAs.

A search of the existing literature related to the job satisfaction of CNAs, reviewed in greater detail in Chapter 2, revealed several explanations associated with the fulfillment that CNAs perceive in relation to their positions as nursing assistants. For example, Ng and Butts (2009) identified trust, teamwork, supportive supervision, positive leader-follower relationships, and empowerment as characteristics correlated with the job

satisfaction of workers. However, the leadership characteristics with the most impact on the job satisfaction of CNAs are not apparent within the current literature. The results of studying the causes of CNA job dissatisfaction (the leadership characteristics of their supervisors in SNFs) could be used to assist in training supervisors to better address the needs of CNAs. Consequently, increased longevity of the satisfied CNAs could result in increased organizational effectiveness.

Problem Statement

The major reason for my interest in staff turnover in SNFs was related to the reduced continuity of care that impacts the quality of care of the residents. According to the American Health Care Association (2014), the 2013 turnover rate among CNAs in skilled nursing facilities was 45.8%. Despite efforts by management of SNFs to provide competitive benefits and compensation, the general problem is that many CNAs choose to change places of employment frequently (Tilden et al., 2012). Negative effects of this problem on the residents of SNFs include the lack of quality of customer service based on continuity of care and the disgruntled worker attitudes (Morley, 2014). The retention rate for these workers is also the source of significant costs to healthcare organizations (Kash et al., 2006). Potential causes for the general problem of employee turnover rates for CNAs in SNFs are associated with the relationship between the characteristics of leadership of the supervisors and the job satisfaction of the CNAs. However, there is a lack of scholarly research on this issue. As a result, the specific problem in my research was that there is a gap in the knowledge and understanding regarding what leadership

characteristics of supervisors have the greatest impact on the job satisfaction of CNAs in SNFs.

Purpose of the Study

The purpose of this quantitative cross-sectional study was to examine leadership characteristics of nurse supervisors that could impact the job satisfaction of the CNAs in SNFs. The five independent variables were defined as the characteristics of leadership including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees. The dependent variable was the job satisfaction of the CNAs. Analysis of data obtained through online surveys of a sample of CNAs included the correlation of the variables using multiple linear regression (MLR).

A second objective of the study was to use Herzberg’s dual factor theory of needs (Herzberg, Mausner, & Snyderman, 1959) to analyze data associated with the job satisfaction of CNAs and the dependence of the fulfilment of needs, specifically the needs associated with leadership on job satisfaction of the CNAs. My research was unique in that it identified leadership characteristics that have the greatest impact on the level of job satisfaction of CNAs in SNFs.

The final objective of my study was to increase the quality of customer care through increased continuity of care resulting from the reduced turnover rates of CNAs in SNFs. The intent of the study was to enhance the understanding of how leaders can meet the needs of CNAs to increase their job satisfaction and reduce turnover rates. As job

satisfaction increases and turnover rates decrease, the continuity of care and quality of healthcare of vulnerable members of society can improve.

Research Question and Hypotheses

The purpose of my study was to examine the extent to which the leadership characteristics of nurse supervisors impact the associated job satisfaction of the CNAs in SNFs. The focus of the study was on the following research question: What specific leadership characteristics including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees (independent variables) of nursing supervisors in SNFs predict the dependent variable of the job satisfaction of CNAs?

Null Hypothesis: The leadership characteristics including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees (independent variables) of nursing supervisors in SNFs do not predict the dependent variable of the job satisfaction of CNAs.

Alternative Hypothesis: At least one of the leadership characteristics including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees (independent variables) of nursing supervisors in SNFs predicts the dependent variable of the job satisfaction of CNAs.

The sample group of CNAs from 120-bed SNFs located in a county in Southwest Florida completed online surveys. The ease of access to the online surveys provided

anonymity for the CNA participants in settings separate from the supervisors to encourage honest responses. The data collected from the surveys were analyzed using MLR to determine which characteristics of leadership—including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees (previously determined to have significant impact on worker job satisfaction)—were influential.

My study built upon the previous research by Choi and Johantgen (2012) that revealed that supportive supervision significantly affects a CNA’s intent to remain or leave an organization. My research was intended to explore the specific characteristics associated with the leadership that impact the job satisfaction of the CNAs. Analysis of data collected from the surveys provided insight into determining if Herzberg’s (Herzberg et al., 1959) dual factor theory provides an explanation for the relationship between the CNA’s need for specific leadership characteristics and the associated job satisfaction. Using Maslow’s (1943) hierarchy of needs theory that recognized the relationships between motivation of individuals and the satisfaction of individual needs, Herzberg et al. (1959) established that emphasis on affection, ego, and self-actualization needs impacts job satisfaction of workers. Herzberg described benefits of satisfying the individual needs for self-actualization as associated with increased job satisfaction. Both job satisfaction and job dissatisfaction can be identified by different causes. Finding the lower levels of Maslow’s hierarchy of needs to be the hygiene factors, Ozguner and Ozguner (2014) explained that these basic needs must be addressed to prevent job dissatisfaction. Building on Herzberg’s theory, I intended to provide insight into the

causes of job satisfaction of CNAs in SNFs that are associated with the extrinsic hygiene factors of the characteristics of leadership.

Theoretical Foundation

A review of the literature reveals that characteristics of leadership have a relationship to the job satisfaction of workers (Choi & Johantgen, 2012; Doody & Doody, 2012; Holtom, Mitchell, Lee, & Eberly, 2008; Ozguner & Ozguner, 2014; Palanski, Avey, & Jiraporn, 2014; Trybou, Gemmel, Pauwels, Henninck, & Clays, 2014). The purpose of this study was to provide insight into the characteristics of leadership of nurse supervisors to determine which leadership characteristics have the greatest impact on the level of job satisfaction of the CNAs. This section provides the theoretical foundation that includes theories associated with worker motivation including Maslow's hierarchy of needs theory and Herzberg's dual factor theory. Dated research provides insight into the ongoing research built in the original seminal work of the theorists, including Maslow (1943), Herzberg et al. (1959), Burns (1978), Bass (1985), Gilbreth (1914), Downton (1973), Drucker (1974), Follett (1949), Greenleaf (1977), and Weber (1947). More recent research presented in this section suggests the relevance of the theorists' work to current working conditions.

Motivational Theory

Considering something other than necessities as essential to individual motivation, Maslow (1943) theorized that individual performance relies upon the satisfaction of individual needs. Increases in individual motivation associated with the satisfaction of individual needs potentially impact the intent to leave by the satisfied

workers resulting in the subsequent reduction of turnover costs for the organization.

Developing an understanding of the needs of the CNAs associated with the characteristics of leadership that most impact their job satisfaction could increase retention rates resulting in improved quality of customer service through continuity of care.

Using Maslow's hierarchy of needs, Herzberg et al. (1959) developed the dual factor theory to emphasize the effect of affection, ego, and self-actualization on job satisfaction. Addressing individual needs for self-actualization increased job satisfaction. Herzberg suggested that workers should be motivated through job satisfaction. Herzberg's dual factor theory of motivation suggested that motivational and hygiene factors are motivators. Motivators are intrinsic and related to satisfaction and dissatisfaction is extrinsic and associated with hygiene factors.

Drucker (1974) maintained satisfaction of needs not only diminishes the ability to provide motivation but could lead to increased dissatisfaction. Suggesting that as rewards satisfy worker needs, Drucker noted that some incentives could become deterrents. What may have been introduced as a merit pay or bonus increases for workers were later considered rights by those workers (Drucker, 1974). Focusing on the diversity of needs among individual workers, Vlacseková and Mura (2017) emphasized the corresponding requirements for different motivational techniques. Furthering the work of Drucker, Vlacseková and Mura suggested that although financial stimuli are often implemented as a motivational tool, additional alternative motivational techniques should be considered. For example, Scheiner (2015) proposed motivational tools including recognition, participation in decision-making, and advancement as alternative motivational tools.

Some of the leadership characteristics used for worker motivation are discussed in the following sections. A description of characteristics typically used among the most common leadership styles, including transactional, transformational, and servant leadership, is provided to assist in understanding the relationship between characteristics of leadership style and job satisfaction.

Leadership Styles

Burns (1978) developed the transactional and transformational theories of leadership. Building on Weber's (1947) bureaucratic theory, Burns focused on the role of leaders in the achievement of organizational objectives. Burns's associations between leadership styles and the achievement of organizational goals provided explanations for role of the characteristics of leaders, as well as the leadership approach. Bass (1985) furthered the work of Burns through definitive guides for the measurement of transformational leadership as well as an emphasis on worker performance. Both individual and organizational performances are predictable through the study of the characteristics of leaders encompassed in the leadership styles.

A review of the literature in Chapter 2 confirms that several characteristics of leadership including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees play a role in the job satisfaction of workers. Details of the relationship between these characteristics of leadership and the associated job satisfaction of the CNAs, along with the theoretical frameworks that support the study, are provided in the literature review. Although several factors that influence job satisfaction were

revealed by a review of the literature, there is a lack of research on the characteristics of leadership that have the greatest impact on the job satisfaction of CNAs. A historical perspective providing an overview of transactional, transformational, and servant leadership styles follows. A description of characteristics typically used among the most common leadership styles, including transactional, transformational, and servant leadership provides insight into the relationship between characteristics of leadership style and job satisfaction.

Transactional leadership. Weber (1947) first characterized three categories of leadership styles: traditional, charismatic, and bureaucratic. Founded on the original works of Weber, Burns (1978) further identified bureaucratic leaders as transactional leaders and defined the transactional theory of leadership as the exchange of rewards for services and the inclusion of intimidation and compensation as characteristics of the leader. Burns described the responsibility of transactional leaders as defining follower roles in the accomplishment of organizational goals. The mutual dependence between followers and leaders engages the transactional leaders as the guidance for the followers. Follower responsibilities include carrying out the demands of the leader. Follower interests are best satisfied through accomplishment of leader demands.

Bass (1985) further characterized the focus of transactional leaders as economic with an emphasis on reward systems. Bass defined four dimensions of rewards including contingent rewards, active management by exception, passive management by exception, and laissez-faire management. Associated in the exchange between leaders and followers,

the four dimensions describe the followers' performance of activities toward the achievement of organizational goals.

Transformational leadership. The foundational defining characteristic of transformational leadership that considers followers as individuals can be traced back as early as 1914 in the writings of Lillian Gilbreth. Similar to the research of Burns (1978), Gilbreth emphasized the individualistic approach to managing the workforce. Additionally, the 14 principles of management defined by Fayol (1949) provided a framework for the modern transformational leadership theory. The insights of Mary Parker Follett (1949) were also focused on the benefits of enjoining follower views with that of the leader to determine best approaches for achievement of organizational goals.

Initially defined by Downton (1973), transformational leadership was described by Burns (1978) as an adaptive leadership approach that considers end values, such as justice and integrity. Burns introduced the transforming approach of leadership, describing the leader's ability to impact both followers and organizations. Burns identified distinct differences between the characteristics of transactional leaders and the characteristics of transformational leaders in that transactional leaders are not focused on the change in organizational culture.

Furthering the work of Burns, Bass (1985) added explanations associated with the measurement and the influence of leadership on the motivation and performance of followers. Bass (1987) defined the characteristics associated with transformational leaders as charismatic, inspirational, intellectual stimulation, and the consideration of workers as individuals. During the same year of Bass' work, Kuhnert and Lewis (1987)

furthered the description of transformational leadership through a focus on the followers of transformational leaders, noting that these followers are motivated by leader behaviors that demonstrate confidence as well as by personal values to ensure that organizational goals are achieved. Later, Bass (1990) also recognized the higher levels of performance achieved by followers led by transformational leaders. This evolution of leadership styles was further explained through the work of Choudhary, Akhtar, and Zaheer (2013).

Choudhary et al. built on the work of Bass, suggesting the impact of transformational leadership on the thinking and performances of followers within organizations.

Choudhary et al. also described the focus of transformational leadership as the enhancement of organizational performance through the engagement of followers using innovative problem-solving approaches.

Servant leadership. Greenleaf (1977) first introduced servant leadership. The leadership approach focuses on the leader satisfying the needs of followers. Greenleaf defined the philosophy that supports people who choose to serve first, and who are then available to lead others, as servant leadership. Although the primary motivation of servant leaders is the achievement of organizational goals through service to followers (Choudhary et al., 2013), leaders emphasize the motivation of their followers toward the satisfaction of individual needs. Similar to the characteristics of transformational leader behaviors, servant leaders focus on the service of followers (Choudhary et al., 2013) through the creation of an organizational environment consistent with the provision of trust, integrity, respect, and authenticity.

Leadership Theory

This section is focused on the relationship between leaders and their followers as defined by the leader–member exchange theory and assists in understanding the impact of the leadership of the nurse supervisors on the CNAs they lead.

Leader–member exchange theory. Initially termed the *vertical dyad linkage leadership approach*, the leader–member exchange evolved from the research of Dansereau, Graen, and Haga (1975) into the interpersonal attractions between leaders and followers and the loyalty of followers. With an emphasis on interpersonal exchange relationships, the approach provides consideration for differences in the relationships between supervisors and each of the followers. Dansereau et al. found that positive relationships between supervisors and followers resulted in the achievement of outcomes beyond expectations. Graen (1976) explored the leader–member exchange relationship, focusing on the additional aspects of trust, support, and sensitivity. Adding the dimensions of rewards and satisfaction with leader relationships, Graen and Ginsburgh (1977) examined the previous research associated with support and considered patterns that developed between leader–member exchanges and considered the acceptance of leaders. Looking at the quality of the leader–member exchange, Graen and Schiemann (1978) researched the reciprocal relationship as well as the relationship dimensions of mutual trust, respect, support, and information. This quality of the exchange research was furthered by multiple researchers, including Liden and Graen (1980) in a study of trust, competence, and motivation; Green, Blank, and Liden (1983) through research of sensitivity and employees; Novak (1984) studying leader assistance and job latitude;

Scandura and Graen (1984) researching leader support and communication in the leader–member relationship, as well as inclusion of followers in decision-making; Graen and Scandura (1987) studying the quality of loyalty, trust, and support within the leader–member exchange; and Kozlowski and Doherty (1989) studying the implications of trust, discretion, and communication.

According to the leader–member exchange theory, there are varying qualities of supervisor–follower relationships that can affect performance. Dienesch and Liden (1986) posited that supervisor–follower relationships range from low quality, transactional relationships to high quality trust-based relationships. Trybou et al. (2014) described a positive relationship between the perception of a high-quality social exchange and the willingness of CNAs to go beyond organizational expectations. Similar to servant leadership, the leader–member exchange is focused on the impact of the leadership style on the performance of followers. Gandolfi and Stone (2017) explained that effective working relationships among leaders and followers impacts the effectiveness of work performance. Similarly, Wang, Law, Hackett, Wang, & Chen (2005) described organizational implications of relationships among leaders and followers in their findings of significant correlations between the quality of the leader–follower relationship and the ability of the followers to receive adequate resources for completion of organizational objectives. Furthering the work of Wang et al., Brunetto, Shacklock, Teo, and Farr-Wharton (2014) described the impact of increased trust and respect associated with the positive leader–member exchanges. Using the leader–member exchange theory, Brunetto

et al. explored the positive correlations between the leader–member relationship and the achievement of organizational outcomes.

Leader-member exchange theory has also been used to study the quality of relationships and effects on job performance regarding CNAs. Trybou et al. (2014), noting the lack of research on the impact of the leader–member exchange between nurses and nurse assistants, revealed a positive relationship between a high-quality exchange among nurse supervisors and nursing assistants and the workers' commitment to the organization. Additionally, Morley (2014) revealed that supportive supervision as a major predictor of job satisfaction of CNAs.

Emphasizing the importance of communication, Vlacseková and Mura (2017) described the negative impact on performance resulting from workers receiving misinformation or no information associated with job requirements or job performance. Vlacseková and Mura further noted increased efficiency and worker motivation resulting from the availability of job-related information and supportive feedback.

Climate theory. Exploring connections between the successful achievement of organizational goals and positive leader–follower relationships, Kozlowski and Doherty (1989) developed a framework to distinguish among connections between leadership and organizational climate. Conclusions of researchers (Kozlowski & Doherty, 1989; Probst, Baek, & Laditka, 2010) revealed dependent relationships between leadership style and organizational climate. Described by Kozlowski and Doherty and Probst et al. as dependent on leadership style, organizational climate subsequently impacts the job satisfaction of worker.

Studying factors attributed to the level of job satisfaction among CNAs, Kalisch, Hyunhwa, and Rochman (2010) concentrated on teamwork among healthcare workers and the job satisfaction of CNAs. Kalisch et al. concluded that higher levels of teamwork are correlated with better worker satisfaction. Kozlowski and Doherty (1989) identified leadership and organizational climate as critical for worker satisfaction. Offering theoretical frameworks for consideration of the self-actualization needs of workers, theorists including Maslow (1943), Herzberg et al. (1959), and Greenleaf (1977) posited associated organizational benefits gained from addressing the worker needs.

Although a review of the literature has established correlations between the job satisfaction of workers and the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees, my research was designed to study the level of impact on job satisfaction that CNAs place on each of the characteristics. I investigated whether Herzberg’s (Herzberg et al., 1959) dual factor theory provides an explanation for the relationship between the CNAs need for specific leadership characteristics and the associated job satisfaction. My study was intended to provide insight into the causes of job satisfaction of CNAs in SNFs that are associated with the extrinsic hygiene factors of the characteristics of leadership. I focused on the gap in the research literature regarding leadership characteristics that exhibit the greatest impact on the job satisfaction of CNAs in SNFs.

Nature of the Study

The purpose of my research was to examine the extent to which the characteristics of leadership of nurse supervisors impact the job satisfaction of the CNAs in SNFs. Staff turnover in SNFs has been associated with the quality of care of the residents through reduced continuity of care. According to the American Health Care Association (2014), the 2013 turnover rate among CNAs in skilled nursing facilities was 45.8%. Morley (2014) found that enhanced communication between CNAs and their supervisors, as well as feeling valued, increases CNA job satisfaction.

Kalisch and Lee (2014) examined the associations between staffing and job satisfaction among CNAs and found that the job satisfaction of CNAs decreased with increases in work experience. In other words, the longer CNAs stayed with the job, their dissatisfaction increased. These results were similar to Choi and Johantgen's (2012) study that revealed a significant relationship of supportive supervision and the CNAs intent to leave. These studies document the relationship between job satisfaction and supervision. I analyzed data to determine the characteristics of leadership that impact job satisfaction of CNAs in SNFs.

I focused on the direct relationship of the CNA satisfaction with the characteristics of the nurse supervisor leadership style to CNA job satisfaction. Job satisfaction was hypothesized to be affected by the characteristics of the nurse supervisors' leadership. Trust, empowerment, teamwork, and supportive supervision were hypothesized to be positively associated with job satisfaction and negatively associated with intent to leave.

My study was quantitative, and I used a cross-sectional research design. The quantitative research design enabled me to analyze the variables using an online survey questionnaire instrument to collect data at one point in time and to measure the association between the independent variables (characteristics of leadership) and the dependent variable (job satisfaction of CNAs). The cross-sectional study enabled me to measure multiple independent variables including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees; and only one dependent variable, job satisfaction. Data were analyzed using MLR. Analysis of data using MLR was chosen in that it provides the ability to determine the effects of the independent variables on the dependent variable and to study the overall effect of some or all the variables acting together.

Quantitative analysis was used to test the hypotheses that the characteristics of the nurse supervisors' leadership affects job satisfaction. Quantitative research analysis provides reliable and objective use of statistics that does not rely on the subjectivity of the researcher that is associated with the qualitative research design. Analysis of variables under controlled conditions establishes cause and effect (Singh & Singh, 2015).

The population for the study consisted of the finite population of all CNAs employed by 120-bed SNFs in a county in Southwest Florida. Because the collected data was intended to serve as the basis for generalizations, a subset, or sample, of the population was studied. Each CNA represented an individual sampling unit.

Completion of online surveys by participant CNAs provided data useful for the measurement of job satisfaction and characteristics of leadership of nurse supervisors. Analysis of the results of the data collected from the surveys using MLR determined which characteristics of leadership CNAs considered to be the most associated with job satisfaction. Chapter 3 further details the research method.

Definitions

Definitions are provided for the following terms to ensure consistent understanding of the terms throughout the study. I developed definitions for the terms not accompanied by a citation.

Certified nursing assistants (CNAs): Employees who provide the direct care to the residents of the skilled nursing facilities.

Skilled nursing facilities (SNFs): Organizations that provide healthcare services including long-term care, as well as rehabilitative care.

Residents: The people who receive care in the skilled nursing facilities.

Characteristics of leadership: Traits of leaders associated with the style of leadership.

Job satisfaction: The contentment that workers have with their profession.

Transformational Leadership: A leadership style characterized by leaders who create a vision and inspire followers to advance to higher levels of morale and motivation to achieve organizational goal (Bass, 1985; Burns, 1978).

Transactional leadership: A leadership style characterized by leaders with formal positions of authority who use rewards to motivate workers towards the accomplishment of tasks (Burns, 1978).

Servant leadership: A leadership style that is characterized by leaders who serve the needs of others while motivating them towards the accomplishments of organizational objectives (Greenleaf, 1977).

Assumptions

Responses provided by the CNAs were assumed to be based on overall perceptions of the characteristics of the supervisory leadership rather than on attitudes based on unique or recent situations in that the survey instructions direct CNAs to answer according to the overall perceptions. In addition, I assumed that the perceptions of the CNAs were based on supervisory behaviors rather than on cultural differences or other biases in that the survey instructions direct CNAs to answer according to the overall perceptions.

Scope and Delimitations

The scope of this study addressed the characteristics of leadership associated with the job satisfaction of CNAs employed at 120-bed SNFs in Florida. The dependent variable of job satisfaction and the independent variables of leadership characteristics were measured to understand the impact of the potential causes for the problem of employee turnover rates for CNAs in SNFs. This study addresses the gap in the research literature regarding leadership characteristics that exhibit the greatest impact on the job satisfaction of CNAs in SNFs. The focus was chosen to develop an understanding of the

characteristics of leadership that positively impact the job satisfaction of CNAs. Results can be useful in nurse supervisor training and result in organizational benefits that can include reduced costs correlated with employee turnover rates as well as improve the quality of customer service through continuity of care.

The scope of the study encompassed a sample of CNAs in SNFs providing an overview of CNA opinions on job satisfaction in relation to leadership characteristics. An in-depth understanding of the entire problem may not be clear as a result of the overview. However, it is not possible to address every CNA opinion, even in a much larger study, due to the individual nature of opinions.

Herzberg's dual factor theory (Herzberg et al., 1959) is most related to my study in that it provides an explanation for the relationship between the CNAs need for specific leadership characteristics and the associated job satisfaction. Herzberg suggested increased job satisfaction as an advantage of meeting the individual needs for self-actualization. Building on Herzberg's theory, my study was intended to provide insight into the causes of job satisfaction of CNAs in SNFs that are associated with the characteristics of leadership.

Limitations

CNAs fear of the possibility of repercussions or retribution could have potentially affected the willingness of the CNAs to participate in the study. In addition, the fear of repercussions may have resulted in responses that inaccurately represent the true perceptions of the surveyed CNAs. Although a review of the literature reveals several factors that influence the job satisfaction of the CNA (Choi & Johantgen, 2012; Doody &

Doody, 2012; Holtom et al., 2008; Ozguner & Ozguner, 2014; Palanski et al., 2014; Trybou et al., 2014), the number attributes that must be present in order for a CNA to perceive satisfaction with the job is not evident.

Selection of the included 120-bed long-term care facilities located in Florida was based on the geographical location and the willingness of the facility's leadership to participate in the research study. Participants within the facility were volunteers. Both situations provided risks associated with self-selection. It is not known whether participants were representative of all employees working in long-term care facilities. It was not certain whether the perceptions of non-participants were similar or different from those of the participants. Cultural biases are also possible. Avoidance of the limitations included detailed explanation of the intent of the study to the participants to ensure understanding that the surveys were confidential and that only the overall results from all the surveys would be public knowledge. In addition, the results could only effectively address the problems if the surveys address the intended issues. The basis for the research originated from theory and existing research suggesting justification for additional research. An examination of changes over time could provide valuable insight.

Significance of the Study

Significance to Theory

Analyzing data collected from surveys of CNAs at SNFs provided a method to determine if Herzberg's dual factor theory explains the relationship between the CNAs' need for specific leadership characteristics and the associated job satisfaction. Herzberg (Herzberg et al., 1959) identified different causes for both job satisfaction and job

dissatisfaction. I intended to build on Herzberg's theory by providing insight into the specific causes of job satisfaction of CNAs in SNFs that were associated with the extrinsic hygiene factors of the characteristics of leadership.

Significance to Practice

Developing an understanding of the characteristics of leadership that positively impact the job satisfaction of CNAs may result in organizational benefits such as reduced costs correlated with employee turnover rates. Increasing an understanding of the dynamics between nursing supervisors and CNAs could advance care practices in SNFs through increased continuity of care and improved supervisor–CNA relationships. The study potentially provides useful information toward training nurse supervisors to develop and strengthen effective relationships with the CNAs. Insight from the study suggests an approach to increasing job satisfaction through improved working relationships between the nurse supervisors and the CNAs. Improvement of the nurse supervisor–CNA relationship could increase retention rates.

Significance to Social Change

Developing an understanding of the characteristics of leadership that positively impact the job satisfaction of CNAs may result in reduced costs correlated with employee turnover rates as well as improve the quality of customer service through continuity of care. Insight from the study may provide an approach to increasing job satisfaction through improved working relationships between the nurse supervisors and the CNAs. This can lead to improved CNA retention in SNFs, further reducing healthcare costs and improving continuity of care. Implications for positive social change include the

satisfaction of these workers who are critical to the healthcare field and the improved healthcare for vulnerable members of society through better-quality customer service and healthcare that includes continuity of care.

Summary and Transition

In Chapter 1, I presented the introduction, statement of the problem, research question, significance of the study, definition of terms, and limitations of the study. I also described the study and the reasons for the study as well as potential implications for positive social change. The problem statement and the research question included the studied issues. A summary of evidence providing insight into the relevancy to leadership and management within organizations established significance of the study to current organizational situations. A section on definitions of terms ensures understanding of concepts used throughout the paper. The limitations of the study section offered insight into areas of potential weakness.

Chapter 2 contains the review of literature and research related to the problem that was investigated including the characteristics of leadership found to be associated with the job satisfaction of CNAs. These characteristics contribute to the job satisfaction of CNAs and include the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees. In addition, the literature review provides insight into theories associated with leadership, as well as research related to leadership styles. Chapter 3 includes the methodology as well as the procedures used in the collection of the data for the study.

Chapter 2: Literature Review

The purpose of this study was to examine the extent to which the characteristics of leadership of nurse supervisors impact the job satisfaction of the CNAs in SNFs. The study may provide insight into the characteristics of leadership styles of nurse supervisors to determine which leadership characteristics have the greatest impact on the level of job satisfaction of the CNAs. Chapter 2 begins with the strategy for the research and follows with an organization of the literature review. Next, a study of various leadership styles is followed by theoretical frameworks about psychological needs and motivations of workers. Third, leader–member relationship theories are discussed. Finally, an explanation of characteristics associated with positive leadership including trust, empowerment, teamwork, and supportive supervision is explored. The remaining sections of Chapter 2 include research associated with organizational climate and organizational benefits.

Management of organizations includes a diversity of skills and decision-making processes. Although challenging, the ability to effectively manage an organization’s human capital is critical to organizational success. Theorists have suggested several approaches of effective human resource management to achieve organizational objectives.

Effective management is especially important for the retention of CNAs, who are critical to the healthcare industry. Morley (2014) explained that the retention rate for these workers is the source of significant costs to healthcare organizations. Because these workers must meet certification guidelines, the requirements for replacing vacant

positions are mandated by regulatory agencies. The pool of qualified candidates is limited by the certification requirements. Developing an understanding of the workers' frustrations could assist in better satisfying the needs of the workers as well as improve the organizational retention rates.

My research was designed to gain greater insight into the relationships between the characteristics of leadership styles of nurse supervisors and the impact on the job satisfaction of CNAs. Research has already been conducted on the importance of supervisor qualities on the job satisfaction of CNAs. For example, Choi and Johantgen (2012) examined CNA considerations associated with supportive supervision using 10 of the 2004 National Nursing Home survey items (National Center for Health Statistics, 2007). The items Choi and Johantgen included were the treating of CNAs equally, assisting CNAs with tasks, supporting CNA teamwork, dealing with CNA complaints and concerns, listening to CNA concerns regarding the facility residents, listening to suggestions, accomplishment of CNAs work, providing clear work guidelines, implementing fair discipline of CNAs with poor work ethic, and supporting CNA career goals. Studies like Choi and Johantgen's were the focus of my review because I wanted to examine the characteristics of leadership associated with the job satisfaction of CNAs.

Identifying individual performance as dependent on the satisfaction of the individual's needs, Maslow (1943) theorized the fulfillment of needs as mandatory for individual motivation. Because satisfied workers are less likely to leave the organization, organizational costs associated with turnover subsequently decrease. Herzberg et al. (1959) built on Maslow's theory on the need for self-actualization by providing insight

into the causes of job satisfaction and worker motivations associated with intrinsic motivators and extrinsic hygiene factors. Suggesting that as the needs are satisfied their ability to motivate diminishes, Herzberg advised that these same needs progress into hygiene factors. Herzberg explained that these once-motivating needs can become deterrents and lead to dissatisfaction.

Literature Search Strategy

I used electronic databases including ProQuest, Academic Search Complete, Medline, Sage, and Business Source Complete, in conducting the review of literature. The key words used in the search process included *transformational leadership, transactional leadership, servant leadership, nursing, certified nursing assistants, long term care, skilled nursing facility, nursing home, supportive supervision, trust, teamwork, empower, organization climate, climate theory, path-goal theory, exchange theory, retention, turnover long-term care nursing assistant, employee satisfaction, supervision, and job satisfaction.*

The literature review includes a summary and critical comparison of peer-reviewed journal articles between the years of 2012 and 2017. It is organized by theoretical frameworks, leadership styles, leadership characteristics, and organizational benefits. Theoretical frameworks encompass approximately 15% of the research and include Maslow's hierarchy of needs theory, Herzberg's dual factor theory, House's path-goal theory, exchange theory, attribution theory, and climate theory. Leadership styles, leadership characteristics, and associated organizational benefits comprise the remaining 85% of the literature review. Leadership styles include transactional leadership,

transformational leadership, and servant leadership. Factors included in the literature review of leadership characteristics associated with the job satisfaction of CNAs include supportive supervision, teamwork, trust, and empowerment. Finally, a review of literature includes organizational benefits suggested as potential advantages associated with the job satisfaction of CNAs.

Given the focus of the transactional leadership approach on the exchange of rewards for services and the inclusion of intimidation and compensation as characteristics of the leader (Burns, 1978), Bass (1990) described alternative leadership approaches, such as transformational leadership, that enable the consideration of diverse leadership methods toward improvement of worker performance. Maslow (1943) recognized the increased potential for the motivation of workers correlated with the satisfaction of individual needs. Using Maslow's hierarchy of needs theory, Herzberg studied the impact of affection, ego, and self-actualization on the job satisfaction of workers. Studies have revealed correlations between worker job satisfaction and addressing needs associated with the consideration of achievement, recognition, challenge, responsibility, and professional development. According to the literature, leadership approaches and the leader–follower exchanges initiate the success of organizational outcomes.

Theoretical Foundation

The theoretical foundation includes a review of literature associated with theories that are related to addressing needs of workers. This review begins with an analysis of the human needs suggested by Maslow (1943) and listed in the order that Maslow considered must be addressed before other needs can become motivators. A review of literature

opposing Maslow's needs theory is included, along with Herzberg's dual factor theory that builds on Maslow's theory that workers have needs for self-actualization.

Following the review of Maslow and Herzberg's theory, a review of House's path-goal theory provides another theory that describes the influence of leaders on the perceptions and effectiveness of followers. The review of theoretical frameworks that outline relationships between supervisors and followers continues with the leader-member relationship theories, including the exchange theory and the attribution theory, and provide insight into the importance for the development and training of an understanding of leader-member relationships. The review of supervisor-follower relationship theories concludes with the climate theory and discusses Lewin's (1951) original connection of individuals to the work environments.

Maslow's Hierarchy of Needs

Maslow (1943) prioritized the taxonomy of human needs into a hierarchy. The arrangement of needs in order of precedence suggests that motivation to seek satisfaction of higher-level needs depends on the satisfaction of needs at previous levels. Representing the foundational lower-level of the hierarchy, human physiological needs represented basic requirements for survival. The next level includes necessities for safety followed by the levels of belonging and self-esteem. Maslow positioned self-actualization at the peak of the hierarchy. As a seminal source cited by over 21,000 researchers, Maslow's theory has offered insight into the basis of motivation theories.

Researching connections between the levels of workers' desire for a particular need and the associated job satisfaction, Alderfer (1972) revised Maslow's hierarchy of

needs theory and focused on the specific needs or existence, relatedness, and growth. Examining the correlation between the proposed needs and job satisfaction, Alderfer found negative correlations between existence desires and satisfaction. The findings did not support the hierarchical notion that fulfillment of lower level needs results in desire for higher needs. Noting the importance of relationships similar to Maslow's suggestion of social needs, Alderfer suggested the deficiency consequences enhanced through the managerial focus on existence needs and neglect of relatedness needs.

Using Maslow's hierarchy of needs as an instrument for understanding worker needs, Ozguner and Ozguner (2014) studied existing literature regarding methods for satisfying those needs to increase job satisfaction and found that Maslow's ideas offer potential leadership opportunities resulting from positive motivational consequences achieved through the successful fulfillment of worker needs. Ozguner and Ozguner's findings suggested the timely managerial awareness of worker needs mandated by Maslow's needs theory. Additionally, Maslow's ideas support the negative impact on worker attitudes and behaviors that result from unsatisfied needs (Ozguner & Ozguner, 2014).

Expanding Maslow's needs theory in a study of 400 nurses, Chaturvedi and Dubey (2016) explored the relationship between organizational fit and job satisfaction. Findings revealed positive correlations between the organizational fit and the job satisfaction of the nurses. Chaturverdi and Dubey found this relationship significantly predicted the job satisfaction of the nurses and the satisfaction of needs provided partial improvement in the relationships and job satisfaction.

Noting the increased job satisfaction resulting from the satisfaction of employees' higher-order needs based on Maslow's needs theory, Pacheco and Webber (2016) revealed the positive relationship between the variables of participation in decision-making and job satisfaction. Pacheco and Webber accomplished this through an empirical analysis comparing univariate and bivariate probit models of the relationship between the ability for workers to participate in decision-making and the workers' job satisfaction. Findings of the Pacheco and Webber study suggested satisfaction of needs positively impact the job satisfaction of workers.

Satisfaction of Each Level of Needs

According to Brumm and Drury (2013), high performing organizations must enhance the quality of working life. Enhancement of work quality creates a work climate that enables individual to meet their needs in the hierarchy of needs in any stage including that of self-actualization (Brumm & Drury, 2013). Brumm and Drury posited adequate and fair compensation as essential for maintaining the quality of work life. The researchers further cited a safe and healthy work environment, a workplace including social integration, and jobs providing professional development opportunities, as imperative towards the creation of a quality working life.

Physiological needs of workers. Citing Maslow's theory that physiological needs must be addressed first, Friery (2014) explained the importance for employers to address the most basic needs of workers before attempting motivational techniques. Vlacseková and Mura (2017) posited that because individual workers have differing needs, recognition of stimuli and motivational factors that influence each worker must begin

with development of an understanding of the individuals. Using Maslow's theory as a basis, Crumpton (2016) noted the significant organizational benefits gained through the consideration of complaints as opportunities to address individual needs. Crumpton suggested the application of Maslow's theory toward the advancement of motivation with organizations.

In a quantitative study on health care workers' perceptions of managerial practices, Scotti and Harmon (2014) analyzed the link between perceptions of workers with the fulfillment of organizational goals. The researchers revealed differences associated with the amount of workers' time for direct-patient care. Concluding that both workplace climate and job conditions influence worker attitudes, Scotti and Harmon's findings of connections between the attitudes of the workers and the job performance outcomes explained the importance of understanding worker behaviors and the potential for enhanced worker performance.

Need for safety. Safety refers to the "common preference for familiar rather than unfamiliar things" (Maslow, 1943, p. 379). The definition of safety varies with individuals. Santamaria (2016) described safety as the inclusion of security towards addressing needs for protection against threats of physical or emotional harm. Similarly, Chen, Van Assche, Vansteenkiste, Soenens, and Beyers (2015) defined safety as "the need to feel safe from environmental threats and to perceive oneself as having sufficient material resources to ensure survival" (p. 746). Güss, Burger, and Dörner (2017) explained that because structure and organization are required for the fulfillment of the need for security, unforeseen events threaten perceptions of safety.

Testing Maslow's model in a study of 224 adult university students in South Africa, Chen et al. (2015) analyzed whether the absence of the satisfaction of the need for safety would negatively impact lower-level needs. Suggesting that as individuals work toward satisfaction of current needs, the energy to pursue higher-level needs becomes exhausted. Acknowledging Maslow's (1954) assertion that individuals seeking satisfaction of physical needs would demonstrate less desire for the satisfaction of psychological needs, Chen et al. noted that the findings of their research did not support Maslow's hypothesis. Further, the researchers suggested that the South African students desired more satisfaction of the psychological need during times in which they experienced lower levels of safety.

Social needs. Several theorists have identified benefits for developing and maintaining a sense of belonging among workers. Describing the identification of individual needs as paramount to organizational success, Cummins (2016) explained that as personal issues are addressed, worker attention to responsibilities improves. Addressing needs ensures the workers are challenged and focused. Ferguson (2010) cites Adler's belief that "fundamentally humans all have a need to belong" (p. 1) and function better when they feel a sense of belonging. Conversely, the healthy functioning decreases when people do not feel they belong (Ferguson, 2010). Adler connected the positive mental health of individuals with their feelings of belonging. Further, according to Martinez (2010), Vygotsky's zone of proximal development theory acknowledged that "individuals often exhibit higher levels of skill through the assistance, encouragement, and coaching of other people" (p. 210). Therefore, the literature indicates the significance

of support for ensuring that workers feel like they belong to the organization and that they feel respected (Ng & Butts, 2009). Alternatively, Skinner (2001) argued that people are social only because their environment includes other people. Though his logic for worker's reasons for belongingness is based on the necessity of having other people as part of their lives, Skinner's views support the proposition that social behavior remains an important factor in the worker's lives that must be addressed by managers on a continual basis.

Need for esteem. Located at the third level on Maslow's (1943) hierarchy of needs, self-esteem was defined by Eromo and Levy (2017) as "the appraisal of one's own personal value, including both emotional components (self-worth) and cognitive components (self-efficacy)" (p. 280). Whelpley and McDaniel (2016) suggested that managers seek methods for development of worker self-esteem. Using a meta-analysis of the literature to study the relationship between self-esteem and counterproductive work behaviors that impact work performance, Whelpley and McDaniel found a negative relationship between self-esteem and counterproductive work behavior. Noting the expectation that workers with higher self-esteem would be less likely to participate in counterproductive work behavior, Whelpley and McDaniel cited consequences of increased levels of counterproductive work behaviors as increased incidence of theft and workplace violence and bullying, as well as decreased levels of individual performance. Conversely, organizations with higher self-esteem among employees would outperform competition through increased performance resulting from with fewer counterproductive behaviors.

Need for fulfillment. Following the satisfaction of the lower-level needs of physiological, safety, belonging, and self-esteem, the need for self-actualization and challenge develop. Maslow (1943) located the self-actualizing ability to reflect and to think about one's own thoughts at the highest level of the hierarchy of needs pyramid. Using the seminal work provided by Maslow as a basis, Wieck (2007) defined self-actualization as the need to reach an individual's full potential and further, recommended "fostering creativity and innovation to promote self-actualization" (p. 370). Vanagas and Adomas (2014) distinguished self-actualizing workers as ambitious and tolerant of competition with well-developed personal skills. Noting that workers seeking self-actualization require circumstances for autonomy, Vanagas and Adomas reported self-actualizing workers as good leaders. Addressing the need for self-actualization assists workers in their need for fulfillment. Ali (2009) explained that, although self-motivated workers achieve at the highest levels possible with limited intervention from management, individual self-actualization needs may be unsatisfied.

Herzberg's Dual Factor Theory

Recognizing that fulfilled worker needs no longer incite motivation for enhanced performance, Herzberg et al. (1959) challenged the process of rewarding employees by maintaining that people should be motivated through job satisfaction. Based on findings of a 1959 study of worker attitudes, Herzberg et al. categorized needs associated with job satisfaction as motivational factors or hygiene factors.

Providing distinctions between work satisfaction and job dissatisfaction each with unique identifications, Herzberg's (Herzberg et al., 1959) dual factor theory of motivation

suggested that motivational and hygiene factors govern motivation. Identifying motivators as intrinsic and related to job satisfaction, Herzberg recognized hygiene factors as extrinsic and associated with dissatisfaction. Herzberg included money, status, treatment of followers, and security, as hygiene factors and the consideration of achievement, recognition, challenge, responsibility, growth, and development as the motivators essential to individual job satisfaction. Similar to Maslow's theory, Herzberg concluded benefits for the satisfaction of needs include increased motivation resulting from job satisfaction. Conversely, the dissatisfaction of the needs results in decreases in performance.

Influenced by Maslow's (1943) hierarchy of needs, Herzberg et al. (1959) demonstrated the achievement of job satisfaction through an emphasis on affection, ego, and self-actualization needs. Still relevant today as demonstrated in the numerous studies using the theory, Herzberg's original work contrasted previous conventional wisdom and pioneered distinctions between the mutually exclusive factors associated with satisfaction and dissatisfaction. Prior to Herzberg's work, conventional study of job satisfaction included a single continuum approach with job satisfaction and job dissatisfaction at opposing ends. A search of the literature revealed over 14,000 articles citing the seminal work of Herzberg.

Ozguner and Ozguner (2014) distinguished the lower levels of Maslow's hierarchy of needs as the hygiene factors that must be addressed, or the consequence will become job dissatisfaction and lead to problems. Furthering the seminal works of Herzberg (Herzberg et al., 1959) and Maslow (1943), Ozguner and Ozguner noted that,

once fulfilled, these hygiene factors become motivators toward the higher levels of self-actualization.

Using the Herzberg's dual factor theory to analyze the relationships between the job satisfaction of teachers at a University in Pakistan and the two factors of motivators and hygiene, Ghazi, Shahzada, and Khan (2013) sought to understand the job satisfaction and motivational levels of the teachers. In contrast to Herzberg's assertion that hygiene factors are not the cause for increased motivation and job satisfaction, findings of the research revealed hygiene factors to be a source of job satisfaction and motivation. Based on the findings Ghazi et al. suggested specific attention towards ensuring the satisfaction of the hygiene factors.

Arguing that Herzberg's dual factor theory did not account for the role of the larger environment surrounding and external to the organization, Dinham and Scott (2000) suggested a third-dimension that influenced worker job satisfaction including societal factors. The findings of Dinham and Scott's study supported Herzberg's theory in that the primary sources of job satisfaction were associated with the intrinsic rewards of the work. Dissatisfaction correlated with the extrinsic societal factors, such as the employer and government, and supported Dinham and Scott's hypothesis of a third-dimension influencing worker satisfaction.

Using the Dinham and Scott (2000) three-dimension framework as a basis for their 2014 study Liu and Onwuegbuzie examined the motivations teachers had for entering the teaching profession and the associated job satisfaction. Liu and Onwuegbuzie's research provided an additional application for Herzberg's theory

through the analysis of initial motivating factors for entering the job in comparison to job satisfaction. In support of Herzberg's theory, the researchers revealed significant relationships between intrinsic job factors and job satisfaction.

In a more recent study applying Herzberg's dual factor theory as a basis for hypotheses on the moderating role of age in the relationship between job characteristics and job satisfaction, Drabe, Hauff, and Richter (2015) provided support for Herzberg's theory and contributed to the literature on diversity management. Drabe et al. established recommendations for age diversity management including social work relationship characteristics.

Through an examination of public, private, and nonprofit sector employees, Hsieh (2016) cited Herzberg's theory as a foundation for analysis of the relative job satisfaction and job performance of the employees within the three sectors. Identifying goal ambiguity and leader-member exchange as variables impacting outcomes across the three sectors, Hsieh described findings that revealed job satisfaction positively impacts job performance.

While Maslow's theory focused on the satisfaction of needs for the motivation of workers, Herzberg's theory considered motivators and hygiene factors as associated with dissatisfaction. Although the seminal research of Herzberg research began in 1959, the research presented suggests the relevance of the theorists' work to current working conditions.

Opposing Views to the Hierarchy of Needs

According to Maslow's (1943) theory, lower levels of the hierarchy cease to enhance motivation upon satisfaction of worker needs at each level. Using Maslow's (1943) seminal needs theory as a foundation for the study of needs, Cohen (2008) identified job security and salary as basic needs for safety. Although Maslow theorized that motivation occurs through unsatisfied needs, Skinner (2001) suggested the existence of other techniques for addressing behaviors caused by the unmet needs. Skinner argued that positive reinforcement results in anticipated rewards for performance. Vlacseková and Mura (2017) emphasized the importance of the establishment of attainable goals in the professional development of workers to increase their self-motivation. Worker confidence improves their ability to achieve the additional skills. Suggesting that continuous feedback enhances worker confidence, Vlacseková and Mura emphasized the impact of praise as motivation for workers. Both the worker and the organization benefit from motivation enhanced through recognition of the accomplishment of professional goals.

According to Maslow's (1943) hierarchy of needs theory, satisfaction of unmet needs precedes the consideration of higher levels of achievement. Suggesting that as unmet needs are satisfied, the ability to act as motivators diminishes, Drucker (1974) argued that changes in worker values provides an additional consideration not addressed by Maslow's hierarchy. Drucker further suggested that Maslow's hierarchy fails to address the increased desire for additional material satisfactions.

Groff and Terhaar (2010) focused on Maslow's interpretation of human motivation noting that people are driven instinctively towards psychological growth and self-development. Alternatively, a more behavioristic approach to understanding worker motivation suggests that under certain circumstances, alteration of human behavior occurs regardless of unmet needs. Maslow's (1945) hierarchy of needs theory suggests that workers often become less motivated when they feel that their basic needs are not being addressed. Consequently, the behavior of the workers is a response to the unmet needs. Cummins (2016) noted that most studies that cited Maslow's theory and demonstrated positive correlations were found in cross-sectional studies. Whereas, support for Maslow's work in longitudinal studies is less prevalent.

Nain (2013) argued in opposition to Maslow's hierarchy of need theory, suggesting that the hierarchy of needs is not the same for everyone. Further, Nain argued that the hierarchy of needs suggests that needs occur in succession rather than the true nature of several needs occurring simultaneously. O'Connor and Yballe (2007) acknowledged that many textbooks mention the lack of research supporting Maslow's theory, but argued that Maslow's intended the hierarchy of needs to portray a simplification that overviewed the levels of importance people place on needs. O'Connor and Yballe noted Maslow's awareness of the fluid occurrence of needs and the simultaneous occurrence of combinations of needs. In addition, Maslow (1943) noted the potential for actions to be motivated by several factors. The hierarchy of needs emphasizes that the focus of attention is placed on the most crucial unmet needs. These needs attract the most attention from individuals until reasonable satisfaction occurs.

Although limitations exist within Maslow's hierarchy of needs theory, its establishment of a logical framework for understanding that individuals can be motivated through the satisfaction of their needs provides insight into the potential value in addressing worker needs. In addition, satisfaction of the higher level of needs is less important when unmet lower level needs exist.

Leader–Member Relationship Theories

Exchange theory. Doody and Doody (2012) suggested that the consideration of the effective motivation of groups of followers depends on the appropriate style of leadership. Trybou et al. (2014) noted that nursing assistants are more likely to go beyond the call of duty when higher-quality relationships between the leaders and workers exist. Described by Brunetto, Teo, Shacklock, Farr-Wharton and Shriberg (2017) as the quality of the relationship between supervisors and the followers, the leader–member exchange theory suggests differences in relationships and interactions with supervisors impacts the ability for the followers to receive necessary resources. According to the leader–member exchange theory, followers who have quality relationships with their supervisors find it less-challenging to receive resources. By comparison, worker relationships with supervisors viewed as less than ideal face greater challenges receiving the required resources. Brunetto et al. explained that ideal leader–follower relationships include high levels of trust and respect.

Citing individual differences, contextual variables, and attitudes as conditions for withdrawal thoughts Holtom et al. (2008), theorized that such behaviors eventually lead to withdrawal intentions. Palanski et al. (2014) extended the Holtom et al. theory through

an emphasis of the contextual variables, ethical leadership and abusive supervision and their association with the single attitude variable, withdrawal intention. Findings of Palanski et al. revealed that workers who considered the behaviors of their supervisors to be abusive were less satisfied with their jobs and considered seeking alternative employment. Further, Palanski et al. noted that although ethical leadership might exist, its presence was expected and was found to be neutralized by the presence of the slightest level of perceived abusive supervision. Implications of the Palanski et al. study include consideration of the specific behaviors CNAs might perceive to be abusive supervisory behaviors, as well as the impact of such behaviors on the leader–member relationship. Understanding the role of the members in the leader–member relationship, as well as the importance of building trust within the relationship is useful in the study of the nature of leadership and leadership influences.

Attribution theory. Focusing on the development of an understanding of leader–member relationships, Martinko, Harvey, and Douglas (2007) reviewed available literature on the topic of the attribution theory as it relates to leadership. The reviewers focused on leadership initially explored in the attribution and leadership research. Originating with the work of Heider (1958), the theory provided definitions for the causes of positive or negative outcomes. Green and Mitchell (1979) explored the relationship between attributions and leadership and developed a model that proposed connections exist between follower behaviors and leader attributions. According to the model, the followers in turn, influence the leaders. Green and Mitchell assert that focus on leader

and follower relationships can identify potential factors for understanding and improving follower performance.

Focusing on the leader in the leader–follower relationship, Wilson, Sin, and Conlon (2010) explored the leader–follower relationship within organizations. In contrast to previous researchers that focused on the member-follower such as Graen and Uhl-Bien (1995) and Gerstner and Day (1997), Wilson et al. emphasized the enhanced performance and support gained as a result of positive leader–follower relationships.

Climate theory. The field of climate theory originated with Lewin’s (1951) connection of individuals to the work environments. Kozlowski and Doherty (1989) determined climate to be an essential element of worker motivations and behaviors. MacCormick and Parker (2010) described the possibility for simultaneous adherence to multiple work climates to accommodate needs. MacCormick and Parker further noted that the organization could maintain a flexible climate toward individuals in addressing workers’ needs yet retain a more rigid control for accountability of standards. In addition, the researchers advocated for the constructive use of tense situations to enhance worker participation and involvement in accomplishing organizational objectives.

Ram, Swapna, and Prabhakar (2011) examined relationships among service climate, employee job satisfaction, employee engagement, and customer satisfaction and found that employee job satisfaction positively influences customer satisfaction. Similarly, using the linkage theory to classify contributing variables that connect organizational climate to work outcomes, Scotti and Harmon (2014) identified factors associated with the healthcare customers’ experiences with the employees. Reviewing

current literature associated with service climate, performance outcomes, and job conditions and developing associated linkages among the theories, Scotti and Harmon recommended that managers become aware of the impact of the variables in the workplace climate and on the workers' associated job satisfaction. Based on the findings, Scotti and Harmon suggested a less-conventional, more customized strategy for management of the work climate and for the management of organizational work outcomes.

Shuck, Rocco, and Albornoz (2011) revealed the importance of leadership in the role of shaping organizational culture and workplace climate. Vlacseková and Mura (2017) described the key role of management in the maintenance of productive working environments. In addition, the researchers (Vlacseková & Mura, 2017; Shuck et al., 2011) found relationships exist between employee engagement and work place climate. Suggesting that positive corporate cultures motivate workers, Vlacseková and Mura described additional effort displayed by workers through perceptions of management as helpful and caring. Workers' engagement in the accomplishment of organizational objectives increase when satisfied with the work climate (Shuck et al., 2011). The essential role of the leader enhances worker engagement through the development of relationships. A review of the literature associated with three commonly used leadership styles, transactional leadership, transformational leadership, and servant leadership, follows to provide insight into the characteristics exhibited by each style of leader.

Literature Review

Traditional Conventional Leadership

Focusing on separate aspects of organizations, traditional hierarchical thinking does not consider the impact of all the parts working simultaneously. Monitoring achievement of organizational goals requires the analysis of the outcomes of an organization. Suddaby, Hardy, and Huy (2011) argued that many organizational managers use outdated theories and approaches to management and strategic development. The researchers further argued that the basis of historical management theory was established in other non-business-related disciplines and have since become barriers to the formulation of innovative management techniques directly associated with the discipline of business. Suddaby et al. supported their argument using a review of literature related to the basis of organizational management theory.

Transformational Non-Conventional Leadership

Noting the limited applications for traditional leadership theory in relation to the achievement of organizational outcomes, Schreiber and Carley (2006) supported leadership approaches that enhance organizational efficiency through a focus on non-conventional leadership to accomplish organizational objectives. Similarly, following examination of the effectiveness of existing leadership theories, Pryor, Humphreys, Oyler, Taneja, and Toombs (2011) supported the consideration of new approaches to leadership. Vlacseková and Mura (2017) suggested actively involving workers through participation in decision-making, additional responsibility, and the encouragement of creative and innovative ideas motivates workers.

Management of organizations requires consideration of numerous factors to ensure the achievement of organizational goals and the recognition of the needs of the stakeholders. Morgan (2006) noted that many organizations appear to be managed as mechanistic. Individuals within the organizations are managed according to objectives (Cameron & Green, 2009). Senior management assumes responsibility for control and employee discipline. The labor is divided into specific roles. Understanding individual behaviors and motivational factors of workers, including the satisfaction of needs challenges managers. Additionally, Maslow (1943) identified a specific hierarchy of needs that must be satisfied to enable individuals to perform most effectively and efficiently. Important managerial considerations include differences in individual motivational factors in that understanding these factors can assist managers in challenging the individuals (Vlacseková & Mura, 2017).

Schreiber and Carley (2006) studied skills required for effective leadership. Focusing on the role of leadership style on the effectiveness of decision-making processes, Schreiber and Carley suggested that organizational efficiency is enabled through learning and adaptation. The researchers proposed integration of transformational leadership approaches including involvement of workers in decision-making processes rather than the traditional transactional leadership approaches. Similarly, Minoja (2012) supported the consideration of stakeholder commitment to organizational goals and the associated stakeholder interests.

Similar to the study of previous researchers, Bell and Dyck (2011) proposed alternative approaches to traditional leadership methods and suggested the consideration

of overall organizational advantages. Citing the traditional singular emphasis on profits, Bell and Dyck maintained that potential organizational benefits gained through implementation of initiatives designed to consider strengths of stakeholders throughout the organization. Unlike traditional leadership approaches, Bell and Dyck supported a resource-based theory designed to strengthen previous research theory through the inclusion of organizational stakeholders in problem-solving circumstances.

Exploring the consequences of leadership styles on organizational stakeholders, Braynion (2004) studied leadership approaches and revealed that benefits of traditional leadership approaches were limited exclusively to the organization rather than all organizational stakeholders. Further, Braynion emphasized advantages of less-traditional leadership approaches that consider a holistic approach to organizational leadership. Similarly, Davidson (2010) maintained significant advantages associated with addressing organizational uncertainties through transformational leadership approaches.

Pryor et al. (2011) focused on the evolution of theories related to organizational management and leadership as perceived through legitimacy and efficacy perspectives and suggested a model of strategic leadership. Pryor et al. focused on the evolution of theories related to organizational management and leadership as perceived through legitimacy and efficacy perspectives. Suggesting that leadership approaches should be relevant to current times, Pryor et al. supported development of new leadership approaches designed to meet the needs of individuals and aligned with modern organizations.

Birasnav, Rangnekar, and Dalpati (2011) suggested that human capital benefits from the adaptive ability of transformational leaders. Additionally, Birasnav et al. posited that transformational leaders develop positive organizational culture through support of employee considerations and the development of trust. The researchers further suggested that the development of organizational culture that adapts to environmental changes emphasizes individualism and includes the adaptation of employees to organizational initiatives.

Utilizing a transformational leadership approach similar to previous researchers, Goski (2002) suggested a leadership approach focused on the development of respectful workplace environments designed to enhance appreciation of worker cultures. Using a comprehensive leadership approach to promote the establishment of work and home life balances for workers, Goski proposed non-traditional leadership approaches emphasizing worker initiatives designed to accomplish organizational objectives through increased worker performance. In a study of the relationship between nursing leadership and patient outcomes, Wong, Cummings, and Ducharme (2013) revealed that the development of organizational strategies towards the improvement of transformational and relational leadership enhanced patient outcomes. Additionally, similar to previous articles, Goski (2002) and Vlacseková and Mura (2017) argued in support of focus on individual workers, along with an increasing emphasis on the development of the leader–follower relationships.

Leadership Styles

A review of the literature reveals characteristics of leadership with established relationships on the job satisfaction of workers. Doody and Doody (2012) suggested that the consideration of the effective motivation of groups of followers depends on the appropriate style of leadership. Brumm and Drury (2013) suggested effective leadership styles including methods for empowerment of followers and providing workers opportunities to succeed. Brumm and Drury revealed positive correlations between increasing follower empowerment and enhanced communication, training, and seeking follower input. Trybou et al. (2014) noted that nursing assistants exceed performance expectations when higher-quality relationships between the leaders and workers exist.

Describing managers as the subjects and workers and the objects of workplace motivation, Vlacseková and Mura (2017) emphasized the responsibility of leaders in the creation of workplace environments conducive to worker motivation. Citing the diversity of needs among workers, the researchers further recommended recognition of individual needs of workers and accommodations to satisfy those needs to enhance worker performance toward achievement of organizational goals. Suggested motivational techniques included the provision of additional responsibility and decision-making authority for workers, encouragement of creativity and innovative problem-solving, professional development and training for both workers and leaders. Reminding leaders to maintain realistic goals, Vlacseková and Mura advised that expected outcomes for unreasonable goals include decreased worker motivation.

Raul, Mark, and Malcolm (2003) studied the preferred leadership traits associated with members of generation X as they differ from those preferred by previous generations. The researchers' proposal of the consideration of the appropriate styles of leadership according to the group of followers provides a basis for my study in that it supports the hypothesis that leadership styles must vary in relation to the needs of the followers. Additionally, Raul et al. suggested that one style of leadership may not be appropriate and may not motivate every group of followers. The researchers noted that expectations of the younger generation vary significantly from that of the former generations and mandate variances with regard to leadership style and motivational techniques. Describing differences between motivational techniques required for the baby boomer generation and that of younger workers, Raul et al. emphasized the importance for leaders to understand the needs of the workforce to ensure the leadership approach motivates workers and assists in the job satisfaction of the current followers.

According to Davidson (2010), updated leadership approaches provide opportunities for recognition of current considerations and enable the resolution of present-day problems. The author suggested utilizing seven da Vincian principles as tools for the transformation of leadership analysis of organizational situations and practices. Among the da Vincian tools, the author noted specific emphases on individuality and creativity among successful attributes for transformational leadership styles. Suggesting the implementation of transformational leadership styles to address organizational uncertainties, Davidson supported a departure from traditional transactional leadership styles in favor of an emphasis on comprehensive organizational responses. Similar to the

findings of previous researchers, Davidson argued in support of the consideration of alternative leadership approaches that are transformational in nature as opposed to the traditional approaches to leadership. Davidson's conclusions held that linear traditional leadership styles were ineffective and inadequate to address current problems of the ever-changing world.

Transformational leadership. Through an analysis of transactional and transformational leadership approaches, Howard and Victoria (2007) characterized transactional leaders as authoritative and procedure-driven in contrast to the visionary characteristics demonstrated by transformational leaders. Using creativity in their approach for sharing the organizational vision and motivating followers towards the achievement of organizational goals, transformational leaders established support among workers (Howard & Victoria, 2007). The researchers favored the transformational leadership approach in its consideration of worker views associated with organizational problem-solving.

Adding to the previous research of Howard and Victoria (2007), Parolini, Patterson, and Winston (2009) noted the reliance of transformational leaders on charisma to increase influence and motivation from follower followers. The study identified the transformational leaders as focusing on inspiration of followers by offering support. Transformational leaders aspire to support their own interests with the good of the group and organization. Parolini et al. argued that transformational leadership potentially violates organizational development of ethical norms because of its focus on overriding the individual's interests and values in an effort to suit the organization. Birasnav et al.

(2011) provided additional insight into the transformational leadership research through an emphasis on knowledge management within organizations. In addition, Birasnav et al. suggested leader support of followers through the development of trust in the leader–member exchange relationship. Further, development of initiatives designed to enhance follower participation in organizational objectives demonstrates worker inclusion in an adaptive organizational environment focused on individual needs of workers (Birasnav et al.). In a study of the relationship between nursing leadership and patient outcomes, Wong et al. (2013) revealed that the development of organizational strategies toward the improvement of transformational and relational leadership enhanced patient outcomes.

Building on Downton’s (1973) initial recognition of transformational leadership< Burns (1978) described the leadership approach as an adaptive leadership approach that considers end values, such as justice and integrity. Using four components of leadership defined by Bass (2003) as associated with transformational leaders, Doody and Doody (2012) explored the characteristics of idealized influence, inspirational motivation, intellectual stimulation, and individual consideration for nursing leaders. Wong et al. (2013) discussed the importance for the creation of meaningful dialogue between supervisors and workers and explained the positive contributions to patient care of relational leaders who include worker engagement through the provision of encouragement and support to workers.

Transactional leadership. As defined by Bateman and Snell (2017), transactional leaders guide followers using powers of coercion and rewards. Followers implement demands of leaders and lack decision-making authority (Bateman & Snell).

Consideration of the achievement of organizational goals precludes concerns for worker needs.

Examining the influence of leadership approaches on worker performance in an organization, Basri, Rashid, Abashah, and Samah (2017) found correlations between transactional leadership approaches and worker performance towards organizational initiatives. Further, the researchers noted the impact associated with the influence of the leadership approaches on the worker performance. Successful achievement of organizational objectives was rewarded while penalties were assessed for failure to accomplish goals. Describing the attention of transactional leaders as focused on accomplishment of organizational objectives, Basri et al. explained that organizational objectives and circumstances, situational characteristics, and the needs of the workers dictated the required leadership approach.

Servant leadership. Encouraging leaders to serve followers by addressing their needs, Greenleaf's (1977) theorized a servant approach to leadership. Greenleaf suggested that the impact of the servant leadership approach led to increased improvement of the work life of followers resulting in the subsequent increased achievement of organizational objectives. Follower participation in organizational decision-making is encouraged. According to the leadership style, follower needs preempt the needs of leaders. Further, servant leaders are motivated to serve before leading. The concept leads to the followers becoming servants, as well. van Dierendonck, Stam, Boersma, de Windt and Alkema (2014) revealed that the behaviors of servant leaders are associated with the fulfilment of follower psychological needs. Rezaei, Salehi,

Shafiei, Sabet (2012) revealed that a relationship between servant leadership and organizational trust exists and is strengthened by organizational communication.

Primarily invested in the service of followers, servant leaders achieve organizational objectives through an emphasis on the development of followers (Choudhary et al., 2013). Savage-Austin and Honeycutt (2011) identified described a community-style culture existing within servant-led organizations. Noting that servant-led organizations promote strategies for worker motivation, Savage-Austin and Honeycutt suggested enhanced achievement of organizational objectives resulting from increased performance of the motivated workers.

Choudhary et al. (2013) cited the focus of leaders as the primary difference between transformational leaders and servant leaders with the focus of the former solely on organizational goals and the emphasis of the latter on the needs of the followers. Similar to the transformational leadership approach, servant leadership approaches result in positive correlations between empowerment of workers and overall organizational effectiveness (van Dierendonck et al., 2014). In contrast, servant leadership approaches typically enhance organizational performance superior to that of transactional leadership approaches (Bass & Avolio, 2000).

A review of the literature associated with several characteristics of leadership including trust, teamwork, supportive supervision, and empowerment is included in the following sections. The review of the literature continues with an overview of literature associated with the relationship of organizational culture and employee job satisfaction.

The review concludes with a review of the organizational benefits correlated with the improved supervisor-follower relationship, as well as worker job satisfaction.

Leadership Characteristics

Trust. Although organizational leaders are necessarily focused on costs and the bottom line, Turaga (2013), described the importance of not only building but also maintaining trust in organizations to achieve organizational goals, as well as to reduce conflict and problems. Turaga revealed relationships between the trust of followers in leaders and the associated commitment to organizational initiatives. Noting the importance of communication in the leader–follower relationship, Turaga explained the enhancement of trust positively impacts work performance and leads to fewer required explanations for the member-followers.

In a study of the impact of trust in leadership on the job satisfaction of 294 nurses in healthcare settings, Gibson and Petrosko (2014) found that trust in leaders positively affects job satisfaction. Asked to assess the level of trust in supervisors, nurses from various nursing units responded to questionnaires. Analysis of the results included regression analysis. Often cited in the study of job satisfaction, Maslow’s needs theory provides a basis for explanations associated with the correlation between the need for trust in leadership and job satisfaction.

Scandura and Pellegrini (2008) suggested that the strength of the leader–member relationship depends on both leaders and followers. The researchers revealed that connections exist between follower performances and trust in the leader. Furthering this leader–member research and exploring the perceptions of the leader–member exchange

and cognition-based trust on employee intention to leave, Su Jin, Do-Yeong, and Mina (2014) explained that turnover intention can be reduced through the respectful treatment of the employees by their supervisors. In a study of workers' trust in supervisors, Li and Tan (2013) found positive correlation between increased trust in supervisors and enhanced job performance. Development of trust occurs over time (Gibson & Petrosko, 2014). Similar to previous research, Top, Akdere, and Tarcan (2015) examined transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals and cited organizational trust as a significant predictor of organizational commitment of public servants. However, Top et al. found organizational trust as a significant regressor of organizational commitment of private sector employees.

Revealing correlations between leadership styles and positive job performance Pablo Ruiz, Carmen Ruiz, and Ricardo Martinez (2011) focused on the impact of ethical leadership on worker performance. Consequences of motivated followers included better attitudes and organizational commitment associated with improved job satisfaction (Ruiz et al.) In a study of the relationship between the level of healthcare worker's trust in supervisors and their associated intent to leave, Gibson and Petrosko (2014) found that trust in supervisors impacted the workers' intent to leave. The researchers suggested that future models of job satisfaction and intent to leave should include trust in supervisors. Furthermore, Bulatova (2015) argued that the development of organizational trust is associated with the strength of the leader-member relationship. Rezaei et al. (2012) suggested that, since servant leaders initiate relationships of trust between leaders and

followers, the servant leadership style could be instrumental toward enhancement of organizational trust.

Using the dimensions of a great workplace model, Mineo (2014) provided the dimensions of a great workplace model as an explanation that great workplaces are built on a foundation of trust which includes the respect for employees, as well as consideration of workers as individuals. Exploring the relationship between empowering workers and the associated intent to leave, Mineo recognized that workers through honesty and openness reciprocate the trust.

Supportive supervision and empowerment. Malik (2013) revealed relationships between leader behavior and worker job satisfaction noting that significant associations exist between all four dimensions of path-goal leader behaviors. Behaviors found to be associated with the job satisfaction of workers include supportive leadership, participative leadership, directive leadership, and achievement-oriented leadership. In contrast to the research of Kuo, Yin, and Li (2008) and Kostiwa and Meeks (2009), Choi and Johantgen (2012) focused on the study of the influence of supportive supervisors on the job satisfaction of the CNAs. However, similar to characteristics of empowerment revealed by Kuo et al. and Kostiwa and Meeks, Choi and Johantgen found that supportive supervisors communicate effectively with the CNAs, as well as provide necessary resources. The researchers (Choi & Johantgen) maintained that supportive supervision should be considered the mitigating factor in the job satisfaction of the CNA.

A meta-analysis by Mor Barak, Travis, Pyun, and Xie (2009) revealed positive and significant relationships between supervisory interpersonal interactions and positive

worker outcomes. The findings support the importance of effective supervision in determining the potential for positive worker achievement of outcomes. Further, Studying the influence of leadership practices on the job satisfaction of workers in long-term care, Tourangeau, Cranley, Laschinger, and Pachis (2010) found that higher job satisfaction was associated with higher organizational support, higher empowerment, stronger teams, and higher levels of personal accomplishments.

Although McGilton, Profetto-McGrath, and Robinson (2013) revealed a positive reception by nurses toward the enhancement of supervisory skills, time-consuming support from supervisors encroached on the demanding issues inherent in addressing the needs of long-term patients. McGilton et al. found that supportive supervision in long-term care facilities often conflicted with patient care needs in that time spent on supporting followers reduced available time for patients.

Gobalakrishnan and Deepika (2013) study revealed increased job satisfaction by workers in which employee-orientated supervision included concern for individuals. Conversely, in job-oriented supervision, the findings revealed decreases in job satisfaction associated with supervisory focus on the work rather than the individuals. Gobalakrishnan and Deepika's study of 101 respondents at a Salem Steel Plant sought to gain insight into worker perceptions regarding supervisors in a public-sector organization.

Carson and King (2005) supported moving away from the traditional leadership and developing leadership styles that establish self-guidance among the organizational workers. According to the researchers, empowerment incites self-leadership. Carson and

King further defined empowerment as the enabling of lower level workers with the authority to make decisions relevant to their positions. Additionally, the authors posited that the exchange of “power” from higher-level management to the workers encompasses the primary difference between the traditional approach to leadership and the proposed approach of empowerment.

Research of the literature revealed that empowerment of employees can provide numerous organizational benefits. Explaining that empowerment encourages creativity and innovation, Armache (2013) described additional benefits of providing authority to followers as the creation of a learning working climate that increases knowledge and enhances achievement of organizational goals. Armache described additional benefits that include satisfaction of customer needs, which in turn, ensure organizational longevity. In addition, Campbell and Campbell (2011) noted that although empowerment typically results in more effective teams, leaders are often hesitant to provide employees authority. Campbell and Campbell found that followers were more willing to work for managers that empower.

Suggesting the necessity for purposeful leadership, Mary Parker Follett (1949) proposed organizational integration of organizational areas in the pursuit of organizational objectives. Follet posited that leaders guide followers and work beside them toward the achievement of organizational goals. Similar to Maslow’s (2000) theories associated with the necessary fulfillment of self-actualization needs, Follett maintained that empowerment of workers enhanced the satisfaction the self-actualization needs of the workers.

Similar to the previous research of Follett (1949), Leana (1987) focused on the delegation of authority that empowers followers through provision of decision-making authority. Findings of Leana's study revealed shared organizational control increased through the empowerment established from the delegation of decision-making.

Furthering the work of Follett (1949) and Leana (1987), Zhang and Bartol (2010) suggested that correlation exists between empowerment of followers and autonomy. The researchers (Zhang & Bartol) studied leadership approaches that supported worker creativity enhanced by the motivation of workers through empowerment. Suggesting that modern organizational uncertainties and unusual circumstances dictate the need for creativity and problem-solving methods, Zhang and Bartol further cited organizational benefits associated with participation of workers in decision-making processes including the achievement of organizational objectives.

Teamwork. Kalisch et al. (2010) exploration of CNA job satisfaction revealed increased levels of job satisfaction associated with the workers' perceptions of teamwork within the organization. Kalisch et al. (2010) exploration of CNA job satisfaction revealed increased levels of job satisfaction associated with the workers' perceptions of teamwork within the organization. Proposing theoretical frameworks recognizing strategies for consideration of the self-actualization needs of workers, Maslow (1943) and Greenleaf (1977) suggested potential consequences for organizational benefits. Noted as essential for the job satisfaction of workers, Kozlowski and Doherty (1989) established links between positive organizational climate and leadership style. Wadsworth and Epstein (1998) found associations between organizational challenges and absence of

communication among workers and leaders within healthcare organizations. While a review of the literature has revealed correlations between the job satisfaction of workers and trust, teamwork, supportive supervision, positive leader–follower relationships, and empowerment, the proposed research is designed to study the level of impact on job satisfaction that CNAs place on each of the characteristics.

Kostiwa and Meeks (2009) described empowerment as the transference of power to non-management workers, such as CNAs in long-term care facilities. Similarly, Kuo et al. (2008) studied the relationship between empowerment and job satisfaction and found a significant relationship between the job satisfaction of workers and the level of empowerment. Kuo et al. defined empowerment as the provision of the necessary information, support and resources that permits the CNAs to perform their duties. According to the researchers (Kuo et al., 2008), CNA commitment and higher levels of trust are correlated with the implementation of initiatives for empowerment of the workers. Kuo et al. revealed a positive relationship between the level of job satisfaction perceived by CNAs and organizational empowerment. In addition, the findings supported the importance of sharing, communication, and support as crucial to the level of job satisfaction of the CNAs.

Kostiwa and Meeks (2009) described empowerment as the transference of power to non-management workers, such as CNAs in long-term care facilities. Similarly, defining empowerment in relation to CNAs, Kuo et al. (2008) emphasized the importance of supervisory support and resources, as well as necessary information. Studying the relationship between empowerment and the job satisfaction of workers, Kuo et al.

revealed a significant relationship between the job satisfaction and consequential commitment of workers and the level of empowerment. The researchers revealed communication and supervisory support as critical to the job satisfaction of the CNAs.

In contrast to previous studies associated with the relationship between teamwork and the worker commitment to organizational objectives, Adler, Forbes, and Willmott (2007) provided a review of literature that focused on management studies and concluded that teamwork within organizations emphasizes authoritarian hierarchies, as well as consequently denies social emphases. While the researchers recognized that a study of the available literature regarding organizational teamwork revealed increased organizational unity, it was suggested that the practice of teamwork simultaneously excludes social divisions. Adler et al. suggested that profits, rather than societal interests, primarily motivate organizational goals. The researchers concluded that future critical management studies should deliberately seek to enhance theories of management through increased understanding of current academic research.

González-Romá and Gamero (2012) explored whether the team mood affected the relationship between team climate of support from the organization and team performance. Findings revealed positive relationships between supportive climates and a positive team mood. This study provides insight into the critical role of team climate in organizational effectiveness.

In a quantitative study of the relationship between the different treatment of members of a group by the leader and the group effectiveness, Wu, Tsui, and Kinicki (2010) sought to provide empirical evidence that differentiated treatment of members

within a group negatively affects the effectiveness of the group. Findings of the analysis revealed that implications of group-focused leadership are in contrast with the consequences of individual-focused leadership. Wu et al. developed a model designed to explore relationships between individual member-followers and leaders. With an emphasis on the differences in the manner in which a leader treats individual members of the group, Wu et al. measured the strength of group-focused transformational leadership through a multi-factor questionnaire. As theorized by the researchers, findings of the study revealed positive group effectiveness result from group-focused leadership. Group effectiveness diminishes through individual-focused leadership. In contrast to previous articles, the study suggests leadership focuses on the collective group in opposition to the individual members. Implications for leaders include support for improving group building within the organization. Additionally, results imply empowerment of individuals negatively affects group performance.

Organizational climate. Janicijevic, Seke, Djokovic, and Filipovic (2013) explained the importance of understanding connections between healthcare worker satisfaction and the associated impact on patient satisfaction. Increasing the worker satisfaction directly impacts the level of patient satisfaction. Studying the consideration of organizational climate, employee creativity, and workers' identification with leaders, Peng and Rode (2010) revealed associations with the effectiveness of transformational leadership. Suggesting a model for worker initiatives, Goski (2002) included organizational environments that encourage respect among workers and embrace diverse cultures. Further, the model focused on the promotion of the balance of work and home

life among workers. Using the model as the foundation for a leadership development plan, Goski posited commitment to organizational objectives associated with enhanced worker performance.

Charbonnier-Voirin, El Akremi, and Vandenberghe (2010) examined the role of climate in the relationship between transformational leadership and adaptive performance. Data analysis findings indicated a positive relationship between adaptive performance of followers and transformational leadership at both the individual and the team level of analyses. Findings of the study revealed that the climate of transformational leadership could impact the adaptive performance of the follower followers. Implications of the research support that the development of positive leader–follower relationship at the individual level positively affects the performance of the group. The findings further indicated that innovative work climate affected individual perceptions of transformational leadership and adaptive performance.

Gelfand, Leslie, Keller, and de Dreu (2012) revealed relationships between cooperative conflict management styles and collaborative conflict cultures. The research demonstrated the critical role of leaders in organizational conflict cultures. Gelfand et al. established meaningful links between organizational culture and leadership methods, as well as associated connections to organizational effectiveness.

Organizational Benefits

Organizational benefits for the consideration of the leadership characteristics that most effectively influence the job satisfaction of CNAs include reduced costs associated with employee turnover rates. Evidence exists within the healthcare industry that as

workers become dissatisfied with conditions within the organization, the workers seek other employment, often within the same industry. Studying the relationship between staffing and job satisfaction of nurses and CNAs, Kalisch and Lee (2014) found that CNAs reporting the greatest amount of experience were the least satisfied with their jobs. In a study of long-care employees, Rai (2012) found that job satisfaction positively impacted organizational commitment. Additionally, Rai revealed that workers who felt supported demonstrated greater organizational commitment.

Juk Hyun (2013) studied the relationship between nursing staff and the quality of life of the skilled nursing residents and cited nursing staff turnover as the factor that most impacts quality of life for residents. Although CNAs are critical to the healthcare industry, Tilden et al. (2012) noted that the retention rate for these workers is the source of significant costs to the healthcare organizations. Organizations must absorb turnover costs. For this reason, Harman, Lee, Mitchell, Felps, and Owens (2007) explained that understanding the causes of the dissatisfaction could increase employee longevity and benefit the organizational “bottom line.” Scotti and Harmon (2014) suggested that increasing consideration of work climate on healthcare workers could result in the enhancement of maximized human resource investments, as well as improved customer satisfaction.

Researchers, Barrick and Zimmerman (2009) and Shahnawaz and Jafri (2009) explored the organizational consequences of worker turnover. Ng and Butts (2009) researched the impact of worker turnover on organizational effectiveness. Ruiz et al.

(2011) revealed that organizations with ethical management achieved a competitive advantage.

Studying the association between empowerment of CNAs and the quality of service perceived by the customers, Kostiwa and Meeks (2009) provided insight into the potential impact of the job satisfaction of CNAs on commitment to organizational objectives. The researchers revealed enhanced quality of service provided by empowered CNAs in contrast to the lower levels of service provided by non-empowered CNAs. In addition to potential organizational benefits associated with the job satisfaction of the workers including reduced worker turnover, the enhanced quality of service provided by empowered CNAs confirmed potential organizational benefits resulting from the empowerment of workers.

Summary and Conclusions

The review of the literature confirms that several characteristics including trust, teamwork, supportive supervision, positive leader–follower relationships, and empowerment play a role in the job satisfaction of CNAs. However, it is not clear whether all of the attributes must be present in order for a CNA to perceive that there is satisfaction with the job. It is possible that CNAs could work in an organization that does not promote the characteristics found to be associated with positive job satisfaction yet still be satisfied with the work. In addition, the literature does not reveal the characteristics of leadership that have the greatest impact on the job satisfaction of the CNAs. Potential organizational benefits including turnover cost reduction, as well as

potential customer service improvement could be achieved from research of the specific characteristics of leadership that influence the job satisfaction of CNAs.

The researchers discussed the importance for organizations to develop leadership skills that enable organizational longevity and growth. Accordingly, the researchers argued that while many organizations actively recruit or “grow” new leaders with established records for management success, the organizational future might be at risk in that the leaders with the established records often bring the conventional traditional leadership styles to their new positions. In doing so, the researchers argued that those organizations could be ill prepared for future success. Additionally, the researchers concluded that since organizational success is ultimately connected with the positive succession of leadership, organizational benefits could be gained through challenging traditional leadership approaches. Additional details of the research approach and design are provided in Chapter 3.

Chapter 3: Research Method

The purpose of this quantitative cross-sectional study was to examine the extent to which the leadership characteristics of nurse supervisors impact the job satisfaction of the CNAs in SNFs. A secondary objective of the study was to test Herzberg's dual factor theory of needs (Herzberg et al., 1959) that suggested that the job satisfaction or job dissatisfaction of CNAs is dependent on the satisfaction of their needs associated with the leadership that they are working under at the time. This study was designed to identify the leadership characteristics that have the greatest impact on the level of job satisfaction of CNAs in SNFs.

A final objective of this study was to assess the impact on the quality of customer care as a consequence of increased continuity of care resulting from the reduced turnover rates of CNAs in SNFs. The intent of the study was to enhance the understanding of how leaders could meet the needs of CNAs to increase their job satisfaction and reduce turnover rates. I examined the premise that as job satisfaction increases and turnover rates decrease, the continuity of care and quality of healthcare of these vulnerable members of society improves. The following topics are included in Chapter 3: the research method, the sample, survey instruments, and the process included in the data analysis.

Research Design and Rationale

My quantitative study included a cross-sectional research design. The quantitative research design was used to analyze the variables using an online survey questionnaire to collect data at one point in time and to measure the association between the independent variables (leadership characteristics) and the dependent variable (job satisfaction of

CNAs). I measured multiple independent variables including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees; and only one dependent variable, job satisfaction. Data obtained through online surveys of a sample of CNAs were analyzed using MLR to determine the individual effects of the independent variables on the dependent variable and to study the overall effect of some or all the variables acting together.

The five independent variables were defined as the characteristics of leadership including the ability to create trust (*TR*) with employees, develop teamwork (*TW*), provide supportive supervision (*SS*), develop and maintain leader–follower relationships (*LF*), and empower employees (*EM*). The dependent variable was defined as the job satisfaction of the CNAs.

Methodology

I chose a quantitative method for this research inquiry because of the (a) alignment to empirical data collection, (b) potential to obtain unbiased participant responses, and (c) the ability to assess relationships among independent and dependent variables (Kleinbaum, Kupper, Nizam, & Rosenberg, 2008). The decision to reject a qualitative method of study resulted from the potential limited number of participants willing to risk potential repercussion from supervisors (Choy, 2014). Because the qualitative approach would require observation and communication with participants, possible consequences could have influenced the participant responses (Lee & Cassell, 2013). In addition, the quantitative research analysis provided reliable and objective use

of statistics that did not rely on the subjectivity of the researcher that is associated with the qualitative research design. Analysis of variables under controlled conditions could provide evidence of cause and effect (Singh & Singh, 2015).

Because the research question was designed to explore relationships among predictive independent variables and the criterion dependent variable, MLR was the chosen research method. Nimon and Oswald (2013) described the effectiveness of MLR in organizational research. However, Nimon and Oswald suggested that interactions among predictor variables result in challenges in the interpretation of the influence of each independent variable on the dependent variable.

Population

The population for the study was intended to consist of approximately 450 CNAs employed at the seven 120-bed SNFs in a county in Southwest Florida. Study and selection of a simple random sample of the population provided an opportunity for use of the collected data as the basis for generalizations. Each CNA represents an individual sampling unit.

Sampling and Sampling Procedures

The simple random sampling method provided a nonbiased representation of the population studied. Nonprobability sampling techniques were not chosen in that the selection of the subgroups required subjective judgment of the researcher rather than a random selection of participants. Random sampling provided an equal chance for any participant to be chosen. The sample size was determined using G*Power (Faul, Erdfelder, Lang, & Buchner, 2007), the open source statistical program for power

analysis and sample size calculations. A priori analysis (Cohen, 1988) controlled the Type-I error probability, α (an incorrect rejection of H_0); and the Type-II error probability, β (incorrectly failing to reject H_0 ; Faul et al., 2007).

The power of the study, the effect size of the study, and the level of significance of the study comprised the factors of my study. The effect size helped measure the margin of error in sampling, or the difference from zero that the statistical test was capable of detecting with a desired probability. The typical level of significance (α) in social science research is .05. In my study, the decision rule for statistical significance was that if the p value was less than or equal to the level of significance, the null hypothesis would be rejected (Pagano, 2007). The results were not considered significant and the null hypothesis would not be rejected if the p value was greater than α (Pagano). Using a moderate effect size ($e = .15$), level of significance ($\alpha = .05$), power ($1 - \beta = .80$), and five predictor variables, the minimum sample size was $N = 92$ (see Figure 1).

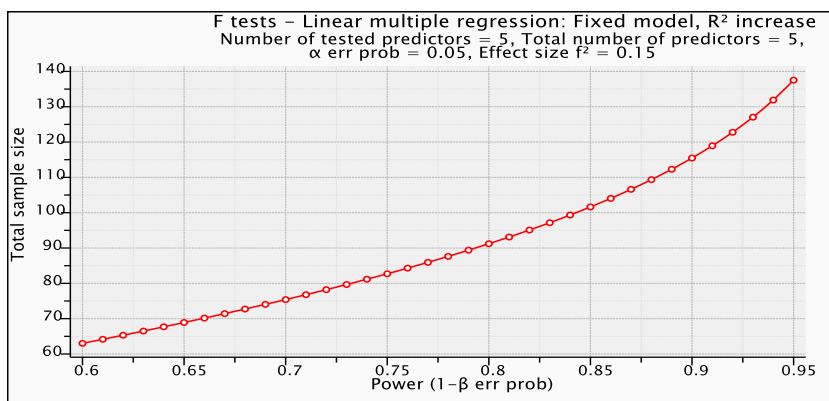


Figure 1. Power as a function of sample size.

Procedures for Recruitment, Participation, and Data Collection (Primary Data)

The sample group of voluntary participant CNAs from 120-bed SNFs located in a Southwest Florida county completed online surveys from Survey Monkey. Using Survey Monkey provided opportunities for participants to respond online to secure surveys that were useful for data collection and data analysis. The secure online website enabled participants to provide anonymous responses and provided access to responses by me. Using MLR to analyze data collected from the surveys enabled determination of which specific characteristics of leadership including trust, teamwork, supportive supervision, positive leader–follower relationships, and empowerment were influential (postulated to have significant impact on worker job satisfaction).

Invitations to CNAs distributed at the SNFs explained that their identities and responses would remain anonymous and would not affect their jobs. Similarly, nonparticipation would not negatively affect their jobs. Participant honesty was encouraged to acquire credible information through the assurance of anonymity and confidentiality (Ghauri & Gronhaug, 2010). Anonymity ensured that CNAs could provide honest responses without fear of retribution. Invitations distributed to the CNA participants provided the link to access the survey for the study on Survey Monkey. Instructions regarding participation in the online survey, as well as login instructions, deadlines for participation, phone numbers for questions, and a list of frequently asked questions were included in the invitations. Completion of the survey constituted consent for the information to be used for study purposes.

As mentioned, anonymity and confidentiality were maintained through the voluntary participation of the CNAs in the online survey. Participant CNAs did not provide names nor confidential information. At the conclusions of the dissertation, results of the study will be made available upon request from participants. An e-mail address was provided to participants for the requests of result.

Instrumentation and Operationalization of Constructs

The three survey instruments (listed in Appendix A, B, and C, respectively) are as follows: (a) the Organizational Trust Inventory (OTI; Nyhan & Marlowe, 1997); (b) The Conditions for Work Effectiveness Questionnaire II (CWEQ- II; Kiefer, Harris-Kojetin, Brannon, Barry, Vasey, & Lepore, 2005); and (c) The Benjamin Rose Nurse Assistant Job Satisfaction Survey (BRJS; Kiefer et al., 2005). Decisions for survey instruments to be used in my study were based on instrument reliability (Ghuri & Gronhaug, 2010) and the criteria measured by each of the survey instruments. Ghauri and Gronhaug described reliability as a reference to the stability of the measurement. Internal validity refers to the extent to which causal relationships between two or more variables can be inferred (Ghuri & Gronhaug, 2010). The standard measure for an instrument's internal consistency is Cronbach's reliability coefficient (α).

The independent variables that are associated with the job satisfaction of BRJS were uploaded to Survey Monkey. Dr. Philip Bromiley, Dean's Professor of Strategic Management at the University of California, Irvine, provided permission to use the OTI for my study for the measurement of the independent variable of trust. Permission provided by Daryl Stephenson of the University of Western, Ontario granted the use of

the CWEQ-II for the measurement of the independent variables of supportive supervision and empowerment. The permission for use of the BRJS was granted by Dr. Farrida Kassim Ejaz, Senior Research Scientist II, at the Benjamin Rose Research on Aging for the measurement of the independent variables of teamwork and the leader–follower relationship.

Organizational Trust Inventory (OTI). Designed by Nyhan and Marlowe in 1997, the OTI consists of three dimensions that use 12-items in the measurement of the individual's trust in the leader/supervisor. Dimension 1 measures behavior in relation to commitments. Dimension 2 measures the participant's perceptions of the leader/supervisor's honesty in negotiations. Dimension 3 measures the participant's opinions regarding whether the leader/supervisor takes advantage of the workers. The OTI has been demonstrated to have reliability with reliability of .84-.96 in SEM (structural equations modeling) for Dimension 1. Dimension 2 was shown to have a reliability of .78-.94 in SEM and Dimension 3 was demonstrated to have a reliability of .88-.92 in SEM. The OTI is useful as a measurement for my research in that it measures the participants' trust in the supervisor. The survey was tested in seven organizations and included 779 individuals.

The Conditions for Work Effectiveness Questionnaire II (CWEQ- II). Based on the original 31-item CWEQ-I survey (Kiefer et al., 2005), the Laschinger's CWEQ-II (Laschinger, Finegan, Shamian, & Wilk, 2001) comprises a 12-item questionnaire with a consistent reliability and validity in the measurement of Kanter's empowerment dimensions including perceived access to opportunity, support, information, and

resources in an individual's work setting (Kanter, 1977; Laschinger, 1996). With Cronbach alpha reliabilities for the CWEQ-II ranges from 0.79 to 0.82, and 0.71 to 0.90 for the subscales, the CWEQ-II instrument has shown demonstrated reliability and validity in the nursing industry since 2000 and is useful in my study to measure empowerment and supportive supervision. The construct validity of the CWEQ-II supported a confirmatory factor analysis (Kiefer et al., 2005). Simple calculated scoring for the five-point Likert scale survey included addition of each of the subscales. Subscale mean score calculations include summing and averaging items. Perceptions of empowerment are indicated through higher mean scores.

The Benjamin Rose Nurse Assistant Job Satisfaction Survey (BRJS).

Measuring the participants' perceptions of organizational teamwork and the relationships with their leader/supervisors, the BRJS includes an 18-item measure specifically designed to study nursing assistants' perceptions of relationships with their supervisors and coworkers as correlated with their job satisfaction. Developed by researchers at the Margaret Blenkner Research Institute (Noelker & Ejaz, 2001), the instrument investigates nursing assistant perceptions about supervisory demonstration of communication, and recognition, as well as team building initiatives (Kiefer et al., 2005). BRJS was previously used to study 338 nurse assistants in long-term care settings for more than ten years (Noelker & Ejaz, 2001). BRJS has a demonstrated internal consistency of .92 (Kiefer et al., 2005). With an r of .16 and a $p = .005$, lower levels of job satisfaction were found to be correlated with nursing assistants reporting lower levels of positive relationships with colleagues (Kiefer et al., 2005). Simple calculations of the four-point

Likert scale survey were performed through addition of the survey items. Higher scores indicate positive job satisfaction.

Data Analysis Plan

Outliers

The Statistical Package for the Social Sciences (SPSS) was used for the analysis of the results. Data cleaning included a check of collected data for potential outlying values. Outliers, considered as values for variables that are far beyond the norm for the sample population, increase error variance, decrease normality, and alter the odds for Type I and Type II errors (Osborne & Overbay, 2004). Arising from both data errors and the variability of data (Osborne & Overbay, 2004), outliers typically fall three or more standard deviations from the mean and can be detected by visual examination of the data. Analysis of the reason for outliers provides the opportunity for determination of how to address the outliers. Removal of data error outliers, such as those associated with data collection, protected data from the statistical distortion resulting from the presence of outliers (Osborne & Overbay, 2004). Osborne and Overbay provided empirical evidence that *t* tests demonstrate significant statistical changes from outlier removal resulting in more accuracy. Suggesting that the benefits of data cleaning extend to simple and multiple regression, Osborne and Overbay noted that social science researchers remove or alter outliers. Based Osborne and Overbay's research, the outliers in my study were removed.

Research Question

Do the independent variables of specific leadership characteristics of nursing supervisors in SNFs (the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees) predict the dependent variable (the job satisfaction of CNAs)?

Hypotheses and Multiple Linear Regression

MLR was used to test the hypothesis that job satisfaction is affected by the characteristics of the nurse supervisors' leadership. The MLR model is the following:

$$Y = \beta_0 + \beta_1 X_1 + \dots + \beta_k X_k + \varepsilon$$

where

Y = the independent or response variable

β_0 = the Y intercept for the population

β_j = the slope for the population (the coefficient for the independent variable X_j)

X_i = the j th independent or explanatory variable

ε = random error in Y .

As stated earlier, it was necessary to evaluate the impact of two-factor interactions between predictor variables which could result in challenges in the interpretation of the influence of each independent variable on the dependent variable. I created 10 additional independent variables which were the cross-products of the original five independent variables and tested the interactions in the MLR analysis. Using a stepwise approach to evaluate all possible regression models considered the influence of individual predictor

variables, including the interactions, and their contribution to the strength of the overall regression model.

Null Hypothesis: The leadership characteristics including the ability to create trust (*TR*) with employees, develop teamwork (*TW*), provide supportive supervision (*SS*), develop and maintain leader–follower relationships (*LF*), and empower (*EM*) employees (independent variables) of nursing supervisors in SNFs do not predict the dependent variable of the job satisfaction (*JS*) of CNAs. The hypothesis for the significance of the overall multiple regression model (the hypothesis regarding the influence of the *Xs* on *Y*) is as follows:

$H_0: \beta_1 = \beta_2 = \dots = \beta_k = 0$ (there is no linear relationship between the dependent variable and the independent variables)

Alternative Hypothesis: At least one of the leadership characteristics including the ability to create trust (*TR*) with employees, develop teamwork (*TW*), provide supportive supervision (*SS*), develop and maintain leader–follower (*LF*) relationships, and empower (*EM*) employees (independent variables) of nursing supervisors in SNFs predicts the dependent variable of the job satisfaction (*JS*) of CNAs.

$H_1: \text{at least one } \beta_j \neq 0$ (there is a linear relationship between the dependent variable and at least one independent variable).

The hypothesis was tested regarding the overall model (testing if there was a significant relationship between the dependent variable and the entire set of independent variables) using the *F* test (and its associated *p* value). The *F* test assessed whether the set of independent variables predicted the dependent variable. R^2 , the coefficient of

determination, examined the extent to which the set of independent variables contributed to the variance in the dependent variable (Statistics Solutions, 2013). The t test determined the significance of each predictor variable, independently. For significant predictors, the dependent variable increases or decreases by the unstandardized beta coefficients associated with each predictor (Statistics Solutions, 2013).

MLR assumes linearity, a straight-line relationship between the predictor variables and the criterion variable; homoscedasticity, the variation of the dependent variable is constant for all values of the independent variables; absence of multicollinearity; independence of the dependent variables; and normally distributed residuals (error terms). A scatter plot assesses linearity, independence, and homoscedasticity (Statistics Solutions, 2013). A normal probability plot of residuals was used to assess their normality. The absence of multicollinearity assumes no relationship among predictor variables (Statistics Solutions, 2013). Variance Inflation Factors (VIF) assess the absence of multicollinearity. VIF values greater than five suggests the presence of multicollinearity. When multicollinearity was present, I eliminated variables, sequentially, starting with the variable with the highest VIF.

Following the first run of MLR, I used a stepwise regression approach to model-building. I proceeded with this process to produce a model whose independent variables were significant, and which was the best predictive model—considering adjusted R^2 .

Threats to Validity

External Validity

Reliability and validity reflect the assessment of the quality of research (Bryman, 2015). Although validity in research is synonymous with integrity, reliability refers to consistency and the potential for the results to be repeated in future testing. Bryman explained that measurement validity ensures that the measurement tool reflects the concepts they are designed to measure. Bryman explained external validity as the concern that the results of the study could be generalized beyond the context of the current research. The frequent use and study of the CWEQ-II in nursing research since 2000 has shown consistent reliability and validity (Laschinger et al., 2001).

Internal Validity

Bryman (2015) explained that internal validity ensures the accuracy in the determination of causal relationships. Internal validity confirms suggestions that variable *a* influences variable *b*. Internal validity provides confidence that variances in the dependent variable resulted from the influence of the independent variable.

Construct Validity

Cummings and Bromiley (1996) described the construct validity of the organizational trust inventory survey as high and found in diverse settings. Further enhancing construct validity of the OTI, Top et al. (2015) used the OTI in research to examine transformational leadership, job satisfaction, organizational commitment and organizational trust in Turkish hospitals and revealed the significant effect of organizational trust on overall organizational commitment. The construct validity of the

CWEQ-II supported a confirmatory factor analysis (Kiefer et al., 2005). Construct validity of the BRJS maintained that improved relationships with supervisors is correlated with nursing assistants reporting higher levels of positive interaction with other staff members (Kiefer et al., 2005). Further, better relationships with supervisor are also significantly correlated with higher job satisfaction (Kiefer et al., 2005).

Ethical Procedures

Upon approval of Walden University's Institutional Review Board (IRB), I secured the consent of the administrators of the SNFs prior to beginning the collection of data. The IRB ensures that research addresses ethical principles including U.S. federal regulations. Approval by Walden's IRB ensures that research complies with all policies and procedures required to ensure compliance with ethical standards. The SNF administrators provided approval prior to surveys of their employees. Data collection techniques, instrumentation, and analysis were disclosed to participants and the administrators of the SNFs in which they were employed.

After the completion of the study and the dissertation, results of the study will be made available upon request. An email address was provided to participants for the requests of results. Email requests will be provided the results of the study. Collected data will be kept by me in a secured safe deposit box for the 5-year period after graduation required by Walden University. Immediately following the required date, any hard copies of the data will be shredded and destroyed, and all digital files will be deleted.

Summary

The purpose of this study was to examine the extent to which the leadership characteristics of nurse supervisors impact the job satisfaction of the CNAs in SNFs. Secondly, the intent of the study was to test Herzberg's dual factor theory of needs (Herzberg et al., 1959) that suggests that the job satisfaction or job dissatisfaction of CNAs is dependent on the satisfaction of their needs. This study identifies the leadership characteristics that have the greatest impact on the level of job satisfaction of CNAs in SNFs. Finally, the purpose of the study was to increase the quality of customer care through increased continuity of care resulting from the reduced turnover rates of CNAs in SNFs. The intent of the study was to enhance the understanding of how nursing supervisors can adjust their leadership to build more satisfying relationships with the CNAs leading to increased CNA job satisfaction and reduced turnover rates.

Chapter 4: Results

The purpose of this quantitative cross-sectional study was to examine the extent to which the leadership characteristics of nurse supervisors impact the job satisfaction of the CNAs in SNFs. The leadership characteristics that have the greatest level of job satisfaction of CNAs in SNFs were tested using MLR. I tested five independent variables/predictors that I hypothesized impact the dependent variable, job satisfaction (*JS*) of CNAs in SNFs including: trust (*TR*), teamwork (*TW*), supportive supervision (*SS*), leader–follower relations (*LF*), and empowerment (*EM*). The variables were measured using multiple regression statistical models to address the research question and hypotheses.

Research Question: What specific leadership characteristics including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees (independent variables) of nursing supervisors in SNFs predict the dependent variable of the job satisfaction of CNAs?

Null Hypothesis: The leadership characteristics including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees (independent variables) of nursing supervisors in SNFs do not predict the dependent variable of the job satisfaction of CNAs.

Alternative Hypothesis: At least one of the leadership characteristics including the ability to create trust with employees, develop teamwork, provide supportive supervision,

develop and maintain leader–follower relationships, and empower employees (independent variables) of nursing supervisors in SNFs predicts the dependent variable of the job satisfaction of CNAs.

Chapter 4 begins with an overview of data collection and provides results including a description of the data screening completed prior to the multiple regression analyses. Assumptions of normality of residuals, homoscedasticity, and absence of multicollinearity were assessed prior to test the hypotheses. The chapter concludes with tables and a narrative that summarize the results.

Data Collection

Events Impacting Data Collection Intent

The original study was intended to be a survey of all 120-bed SNFs in a county in Southwest Florida. However, inclement weather in the state during the originally scheduled survey time resulted in damages to many of the SNFs in the area. Because damages caused the relocation of residents and patients of the SNFs, the need for CNAs in the impacted SNFs was also reduced. For that reason, the study was expanded to include all the 120-bed SNFs in the state.

Upon approval by the Walden University’s IRB to conduct my study (IRB approval number 09-19-17-0306059), I attempted to collect data beginning in October of 2018. Damages associated with the impact of Hurricane Irma on Southwest Florida resulted in the need to increase the geographic area of research to obtain the required sample size. Expansion of the study to all 120-bed SNFs in Florida included data collection during the months of January and February of 2018 using anonymous online

surveys. All 280 administrators of the 120-bed SNFs in Florida were requested to provide CNAs employed at their SNFs the opportunity to participate in my study. Upon consent by 10 of the 280 administrators, invitations including links to the online survey on Survey Monkey were mailed to the SNFs for distribution to all CNAs employed at the SNF. Examination of the locations of SNFs in which administrators provided permission for CNA participation in my study revealed an approximate representation of CNAs in various regions across the state of Florida. CNAs volunteering to participate in the study logged in to the online survey using any device capable of Internet access. To ensure anonymity, no personal information was collected.

One of the 96 responses was not completed and was eliminated from the dataset. Response data were downloaded from Survey Monkey to an Excel spreadsheet and then analyzed using SPSS. Calculations included averages of data collected for each of the independent variables. The independent variable, *TR*, was an average of survey questions nine through 12 from the OTI instrument. An average of survey questions 28 through 31 were part of the CWEQ-II instrument and measured the independent variable, *TW*. *LF* was measured using an average of questions one through eight from the OTI instrument. My survey questions 19-21, originally from the CWEQ-II survey, were averaged to calculate the *SS* independent variable. The *EM* independent variable included calculations of the mean scores from my survey questions 32 and 33. Originally from the BRJS, my survey questions 34 through 51 provided scores for the dependent variable, *JS*.

Reliability

The reliability of each of the three survey instruments used in my survey, the OTI, BRJS, and CWEQ-II, was tested using Cronbach's reliability coefficient (α) to assess the stability and consistency of the measurements (Ghauri & Gronhaug, 2010). Measuring the correlation between the pairs of items and the number of items in each instrument, Cronbach's alpha was assessed using George and Mallery's (2010) scale that stated that $\alpha < .5$ is unacceptable, $\alpha > .5$ is poor, $\alpha > .6$ is questionable, $\alpha > .7$ is acceptable, $\alpha > .8$ is good, $\alpha > .9$ is excellent. Using SPSS, the reliability of each of the instruments was assessed. With an alpha of .964, results for the OTI instrument indicated excellent reliability (see Table 1). Similarly, an alpha of .955 for the BRJS (see Table 2) and an alpha of .935 for the CWEQ-II (see Table 3) suggested excellent reliability for both instruments.

Table 1

Cronbach's Alpha Reliability Statistics for the OTI

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.964	.964	12

Table 2

Cronbach's Alpha Reliability Statistics for the BRJS

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.953	.955	18

Table 3

Cronbach's Alpha Reliability Statistics for the CWEQ-II

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.932	.935	21

Given the possibility of data errors and variability of data (Osborne & Overbay, 2004), the data were examined for outliers falling three or more standard deviations from the mean as described in Chapter 2 (see Table 4). None were found among the original five independent variables, *TR*, *TW*, *SS*, *LF*, and *EM*, resulting in a final dataset of 95 responses, which exceeded the minimum sample size of 92. I used the dataset of 95 completed survey responses for the data analysis. Using a sample size larger than the minimum increases power and confidence; or stated another way, a reduction in the probability of Type I and Type II statistical errors.

Table 4

Means and Standard Deviations for Independent Variables and the Dependent Variable

	Mean	Std. Deviation
<i>JS</i>	1.8261	.52255
<i>TR</i>	5.1711	.97048
<i>TW</i>	3.9105	.77349
<i>SS</i>	3.9439	.86375
<i>LF</i>	5.4964	.93214
<i>EM</i>	2.1105	.98979

Detailed Analysis

Research Question and Hypotheses

Do the independent variables of specific leadership characteristics of nursing supervisors in SNFs (the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees) predict the dependent variable (the job satisfaction of CNAs)?

H_0 : The leadership characteristics including TR , TW , SS , LF , and EM (independent variables) of nursing supervisors in SNFs do not predict the dependent variable JS of CNAs.

$$H_0: \beta_1 = \beta_2 = \dots = \beta_k = 0.$$

H_1 : At least one of the leadership characteristics including TR , TW , SS , LF , and EM (independent variables) of nursing supervisors in SNFs predicts the dependent variable JS of CNAs.

$$H_1: \text{at least one } \beta_j \neq 0.$$

Assumptions

Using MLR, I assessed if the five independent variables (TR , TW , SS , LF , and EM) predict the dependent variable, JS . First, the assumptions of normality, homoscedasticity, and absence of multicollinearity were assessed prior to conducting the MLR analyses. To assess linearity, I produced a scatterplot of each of the independent variables in relation to the dependent variable. Visual assessment of the plots indicated a linear relationship between all independent variables and the dependent variable. Figure 2 illustrates one of those.

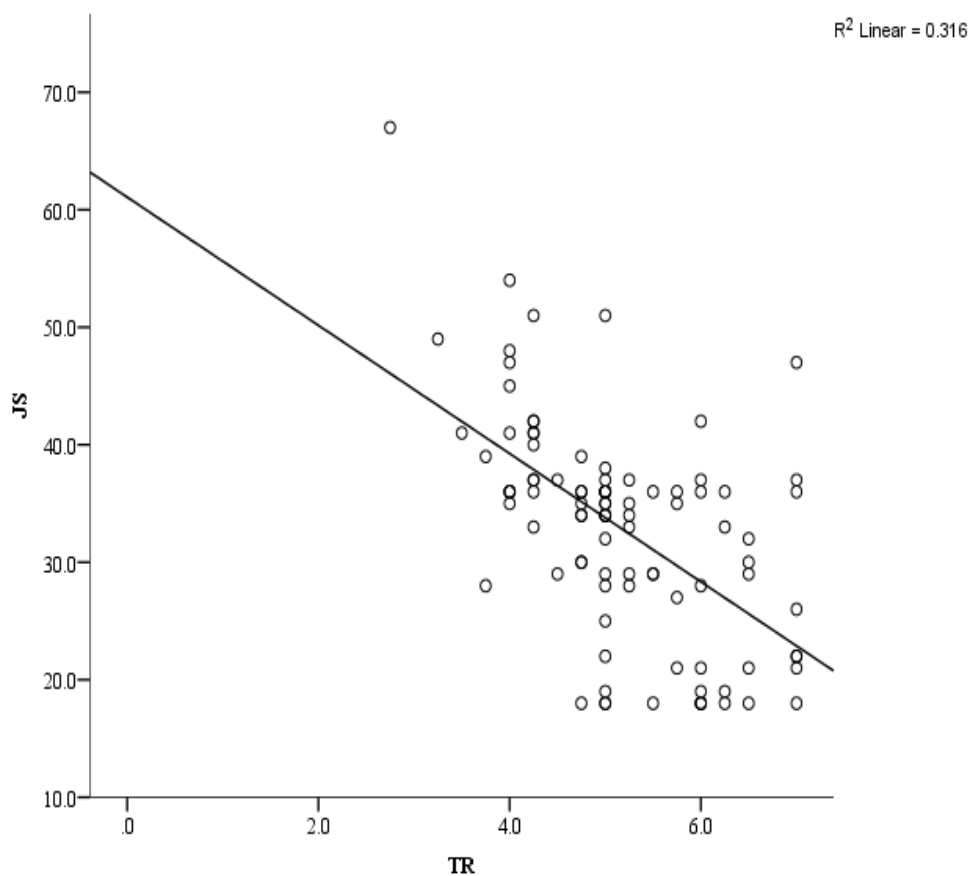


Figure 2. Scatterplot of standardized residuals for the independent variable, *TR*, as a function of standardized predicted values for dependent variable, *JS*.

Inspection of the scatterplots provided a visual assessment of the equal variance in error terms (testing the assumption of homoscedasticity). Random distribution of the data points around zero revealed that the assumption was met for all independent variables (Figure 2 illustrates the assumption for *TR*).

The assumption of absence of multicollinearity was assessed using an analysis of the VIFs. VIFs less than 10 indicated that multicollinearity was not considered extreme (Stevens, 2009). I used VIFs to evaluate the correlation between independent variables to eliminate any original independent variables with a VIF of 10 or greater. Table 5

provides VIF values for the independent variables. No independent variables had a VIF greater than four.

The normal P-P plot of regression standardized residual provided an assessment of the normal distribution of the residuals for the dependent variable, *JS* (see Figure 3 for the assessment of normality for *TR*). Minimal deviations from the normality revealed that the assumption was met for all independent variables.

Table 5

Collinearity Statistics

	Std. Error	t	Correlations	VIF
Constant	.327	13.130		
<i>TR</i>	.074	-.005	-.563	3.673
<i>TW</i>	.078	-2.003	-.557	2.575
<i>SS</i>	.073	-2.468	-.590	2.840
<i>LF</i>	.071	-3.181	-.532	3.097
<i>EM</i>	.040	1.014	.314	1.142

Note. Dependent variable – *JS*, predictors – *TR*, *TW*, *SS*, *LF*, and *EM*

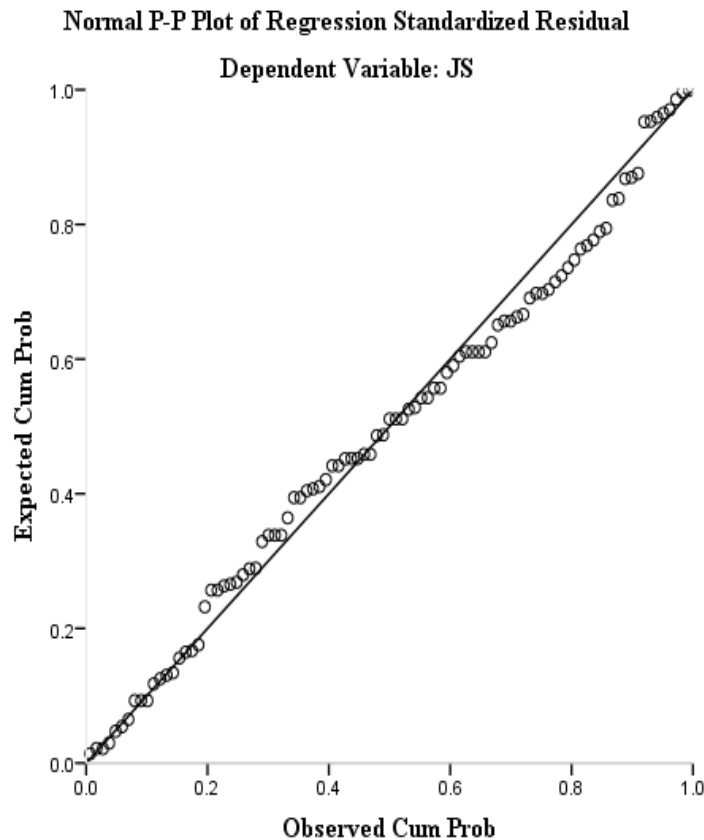


Figure 3. Normal P-P plot of regression standardized residual to assess the relationship between the predictor independent variable, *TR* and the dependent variable, *JS* reveals normal distribution.

Multiple Linear Regression

Following the assessment of the assumptions, I employed MLR using the collected data to determine if a model comprised of the independent variables *TR*, *TW*, *SS*, *LF*, and *EM*, or the variables individually, significantly predicts the dependent variable, *JS*. The MLR analysis was run on the 95 responses using the stepwise approach which systematically eliminated independent variables and two-factor interactions with the highest *p* values until the *p* value of each of the remaining predictors was less than

.05. See Table 6 for results from the initial ANOVA and Table 7 for results from the initial MLR.

Table 6

Initial ANOVA Including all Independent Variables

	Sum of Squares	Df	Mean Square	<i>F</i>	Sig.
Regression	13.929	5	2.786	21.120	.000
Residual	11.739	89	.132		
Total	25.667	94			

Note. Dependent variable – *JS*, predictors – *TR*, *TW*, *SS*, *LF*, and *EM*

Table 7

Initial Results of Multiple Linear Regression to Predict JS

	B	Std. Error	t	β	Sig.	Correlations	VIF
Constant	2.576	2.159	1.193		.236		
<i>TR</i>	-.804	.552	-1.457	-1.494	.149	-.563	3.673
<i>TW</i>	.229	.675	.339	.339	.735	-.557	2.575
<i>SS</i>	.322	.658	.489	.532	.626	-.590	2.840
<i>LF</i>	.197	.505	.390	.352	.697	-.532	3.097
<i>EM</i>	.690	.355	1.946	1.207	.055	.314	1.142

Note. Dependent variable – *JS*, predictors – *TR*, *TW*, *SS*, *LF*, and *EM*

Model-Building Using Stepwise Regression

I began the model-building process with all five independent variables including *TR*, *TW*, *SS*, *LF*, and *EM*. Although none of the independent variables was significant ($p < .05$) in the model shown in Table 7, two were close enough to significant that I chose not to eliminate them initially (*TR* and *EM*). Proceeding through the stepwise MLR (eliminating independent variables with the highest p value), I eliminated *TW* and found

that the remaining independent variables were still not significant. Next, after *LF* was removed, the remaining independent variables were still not significant. Finally, I eliminated *SS* and found that the remaining independent variables, *TR* and *EM*, were significant. I then added the two-factor interaction between *TR* and *EM* (See Table 8).

The final model includes two independent variables (*TR*, *EM*) and the two-factor interaction, *TR*EM* ($p = .000$). The final model was significant ($F(3, 91) = 17.054, p = .000$ (see Table 8) and adjusted $R^2 = 0.339$). See Table 9.

Table 8

Final ANOVA

	Sum of Squares	df	Mean Square	<i>F</i>	Sig.
Regression	9.237	3	4.352	17.054	.000
Residual	16.430	91	.139		
Total	25.667	94			

Note. Dependent variable – *JS*, predictors – *TR*EM*, *TR*, and *EM*

Table 9

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
0.600	.360	.339	.424 91	.360	17.054	3	91	.000

Note. Dependent variable – *JS*, predictors – *TR*EM*, *TR*, and *EM*

Table 10

Results for Multiple Linear Regression to Predict JS

	B	Std. Error	T	β	Sig.	VIF
Constant	2.202	.672	3.279		.000	
<i>EM</i>	.496	.287	1.729	.939	.047	1.076
<i>TR</i>	-.120	.121	-.990	-.222	.000	1.076
<i>TR*EM</i>	-.075	.053	-1.422	-.750	.000	1.000

Note. Dependent variable – *JS*, predictors – *TR*SS*, *TR*, and *EM*

Because the final regression model was significant ($p = .000$), the following equation may be used to predict *JS*:

$$JS = .496 (EM) - .120 (TR) - .075 (TR*EM) + 2.202$$

Measuring the strength of association between the independent and dependent variables, the adjusted R^2 depicted in Table 8 represents the portion of variance in the dependent variable that could be accounted for by the regression model and indicates that the model predicts 33.9% of the variability in the dependent variable—a moderate correlation.

Research Question

The research question was, do the independent variables of specific leadership characteristics of nursing supervisors in SNFs (the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees) predict the dependent variable (the job satisfaction of CNAs). The null hypothesis was, the leadership characteristics including *TR*, *TW*, *SS*, *LF*, and *EM*, (independent variables) of nursing supervisors in SNFs do not predict the dependent variable of the job satisfaction of CNAs. The null hypothesis was

rejected, and the analysis revealed that a model consisting of the independent variables, *TR* and *EM*, and the two-factor interaction, *TR*EM*, was the best predictor of *JS*.

Independent variables, *TW*, *LF*, and *SS*, were shown not to significantly influence *JS*.

Final Model Assumptions

I assessed the assumptions of normality, homoscedasticity, and absence of multicollinearity for the final model. As illustrated in Figure 4, a scatterplot to assess linearity indicated a linear relationship between the independent variables and the dependent variable.

Using VIFs to evaluate the correlation between the independent variables in the final model, I assessed the assumption of absence of multicollinearity. VIFs less than 10 for the final model indicated that multicollinearity was not considered extreme (Stevens, 2009). Table 10 provides VIF values for the independent variables. All of the VIFs in the model were less than 3.

I assessed the normal distribution of the residuals for the dependent variable, *JS* using the normal P-P plot of regression standardized residual (see Figure 5 for the assessment of normality for *TR*). Minimal deviations from the normality revealed that the assumption was met for the final model.

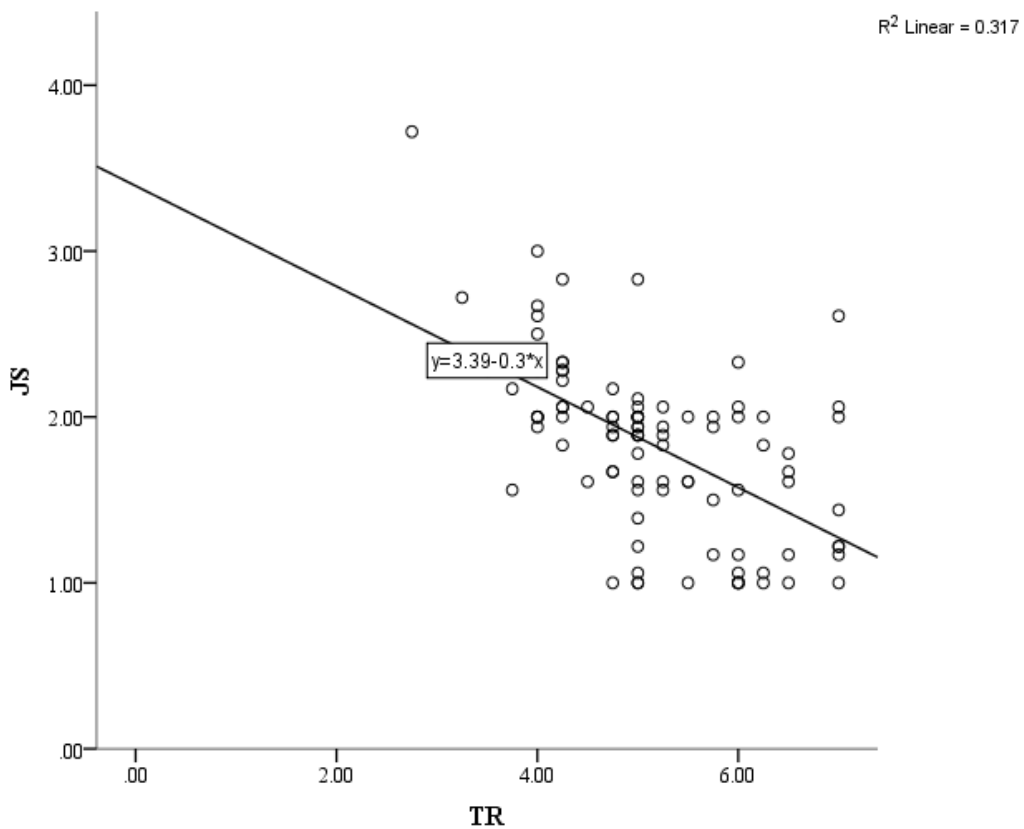


Figure 4. Final model scatterplot of standardized residuals for the independent variable, TR , as a function of standardized predicted values for dependent variable, JS .

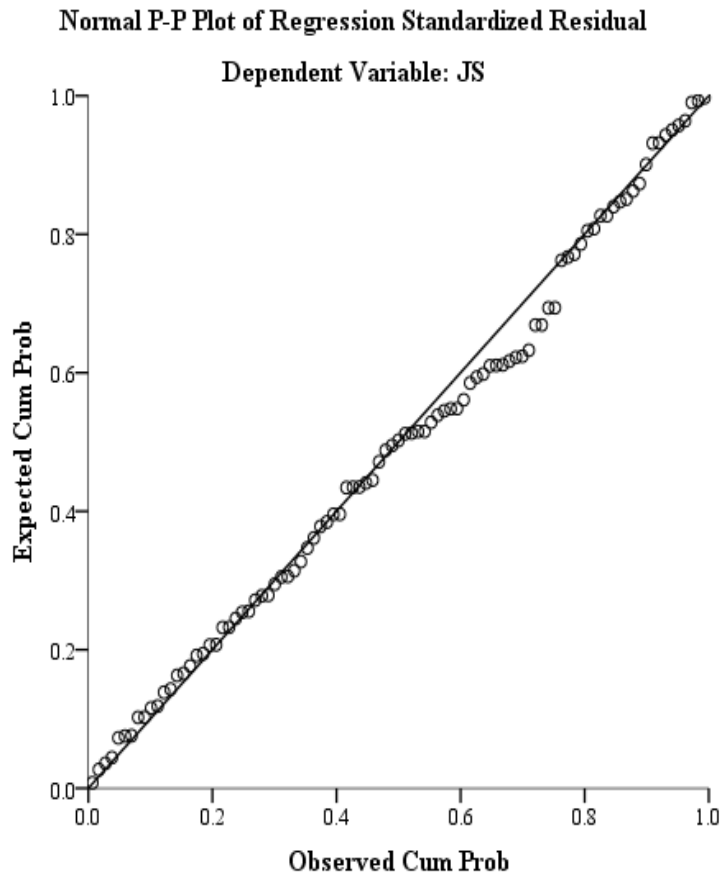


Figure 5. Final model normal P-P plot of regression standardized residual to assess the relationship between the predictor independent variable, *TR* and the dependent variable, *JS* reveals normal distribution..

Summary

Chapter 4 began with the purpose of the study and followed with a description of data collection. Data collection exceeded the minimum sample size discussed in Chapter 3. A summary of the results included statistical analyses of the data using MLR. The analysis considered the five independent variables including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees and the 10 two-factor interactions between the independent variables. An examination of the hypotheses and

research question revealed a significant correlation between the independent variables, *TR* and *EM*, the two-factor interaction, $TR*EM$, and the dependent variable, *JS*.

Interpretations of the results and limitations of the study, along with implications of the findings are discussed in Chapter 5. I also discuss implications of my study for positive social change, as well as my recommendations for current professional practice and possible future research.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this quantitative cross-sectional study was to examine the leadership characteristics of nurse supervisors that most impact the job satisfaction of CNAs in SNFs. This study was conducted to consider the relationship between the job satisfaction of CNAs and the characteristics of leadership of the nurse supervisors. Trust, teamwork, supportive supervision, positive leader–follower relationships, and empowerment were hypothesized to be associated with job satisfaction. The intent of the research question was to understand which specific leadership characteristics, including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees (independent variables) of nursing supervisors in SNFs predict the job satisfaction of CNAs (dependent variable).

Data collected from surveys were analyzed using MLR to determine characteristics of leadership that impact job satisfaction of CNAs in SNFs. Analysis of the results revealed the leadership characteristics of trust and empowerment were correlated with the job satisfaction of CNAs in SNFs. In addition, analysis revealed a two-factor interaction between these two independent variables. Insight gained from results of the study provides explanations for job satisfaction of CNAs in SNFs and offers opportunities for training of nurse supervisors toward addressing needs of the CNAs. As the needs related to the job satisfaction are addressed, the associated workers' intent to stay could be improved and consequently improve continuity of care that is known to impact the quality of care of the residents of the SNFs.

Interpretation of Findings

Final Regression Model

The final model includes two independent variables (TR , EM) and the two-factor interaction, $TR*EM$ ($p = .000$). The final predictive regression model is as follows:

$$JS = .496 (EM) - .120 (TR) - .075 (TR*EM) + 2.202$$

The overall model consisting of two independent variables and a two-factor interaction is a good predictor of the dependent variable (JS). The adjusted R^2 provides evidence that 33.9% of the variation in the dependent variable (JS) is attributed to the model and that 66.1% must be attributable to other explanatory factors not studied in my research. The coefficient for EM is .496 and represents the change in the dependent variable (JS) for each unit of change in the independent variable (EM). An increase in EM is associated with an increase in JS . In contrast, a unit increase in TR is associated with a corresponding decrease in JS (-.120).

Examination of data discussed in Chapter 4 revealed an interaction between TR and EM . The interaction indicates that the relationship between JS and EM depends on the level of TR . Similarly, the relationship of JS with TR depends on the level of EM . Figure 6 depicts three nonparallel lines, graphical evidence of a two-factor interaction. EM has the most effect on JS when the level of TR is lowest (indicated by the highest slope of the linear relationship when $TR = 1$).

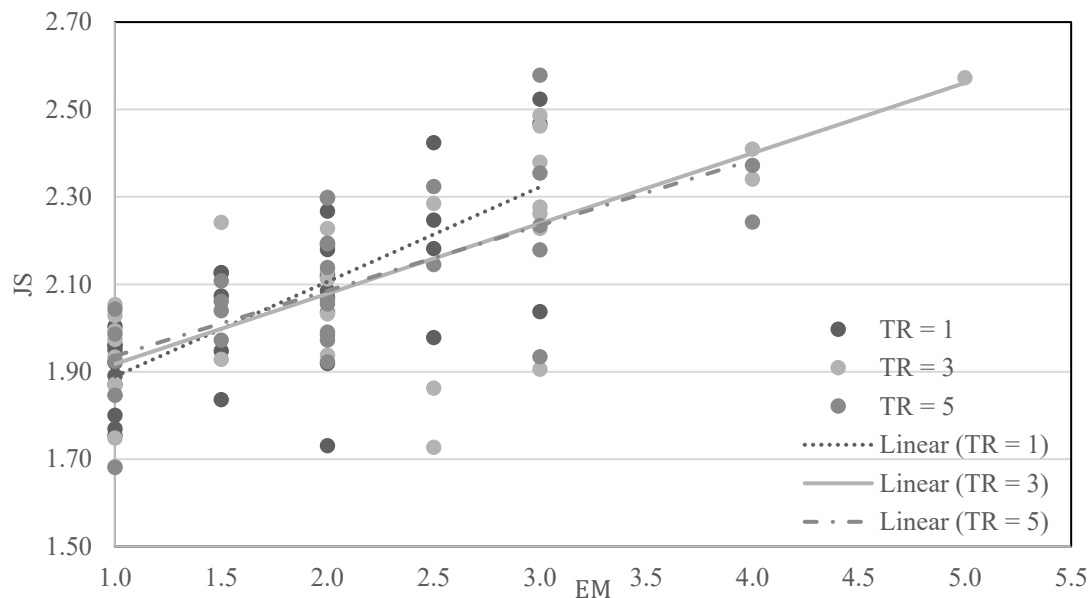


Figure 6. JS as a function of EM at various values of TR .

The three nonparallel lines illustrated in Figure 7 provide additional graphical evidence of the two-factor interaction resulting from the MLR. The effect of TR on JS changes depending on the level of EM . However, the two-factor interaction illustrated in Figure 7 is not conclusive because the slope in the linear relationship between TR and JS varies as the value of EM increases.

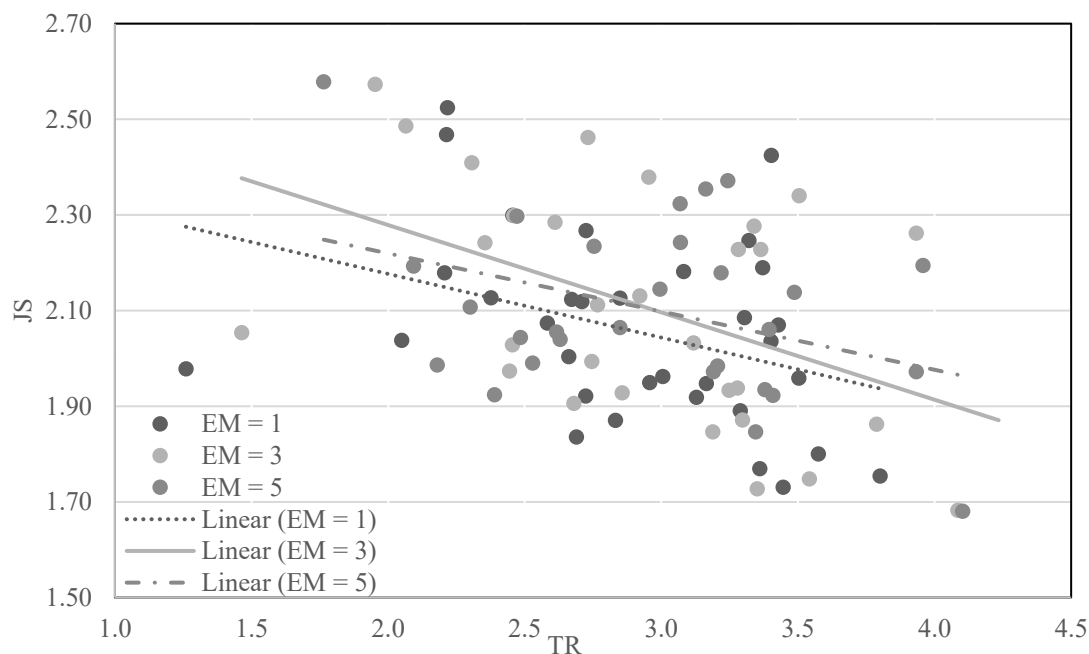


Figure 7. JS as a function of TR at various values of EM.

Analysis of the Final Predictive Model

Analysis of the results in Chapter 4 revealed trust, empowerment, and the two-factor interaction between trust and empowerment as significant predictors of job satisfaction of CNAs in SNFs. Similar to the previous research by Doody and Doody (2012), my research supports the association of leadership style with the commitment of followers—that is, two characteristics of leadership, trust and empowerment, influenced the job satisfaction of CNAs.

Trust and job satisfaction. In my research, higher levels of empowerment resulted in higher job satisfaction, whereas higher levels of trust resulted in lower levels of job satisfaction. My research indicated that trust in the nurse supervisors negatively impacts the job satisfaction of CNAs. Adding to the findings of Trybou et al. (2014), which indicated positive correlations between job satisfaction and the high-quality

exchange between nurse supervisors and nurse assistants, my research provides insight into leadership characteristics associated with the impact of the nurse supervisor and nurse assistant exchange on job satisfaction.

My research contradicted the research by Gibson and Petrosko (2014), which emphasized the association of job satisfaction with high levels of trust in healthcare settings. Although similar to the research of Trybou et al. (2014) and Gibson and Petrosko, my research differed in that not only is the impact of trust on job satisfaction considered, my research also included consideration of the simultaneous impact of empowerment on job satisfaction, providing additional insight not considered by Gibson and Petrosko or Trybou et al. My research also demonstrated application to the specific healthcare setting of SNFs and most significantly defines the findings as related to the specific workers as CNAs.

Turaga (2013) found that as trust increases workers required fewer explanations. Because workers require fewer explanations, supervisory time with the workers could be perceived as lack of concern, which leads to dissatisfaction. The lack of attention to the workers resulting from the increased trust could explain the negative correlation between increased trust and decreased job satisfaction revealed in my research. Maslow's (1943) needs theory provides the basis for another explanation for the negative impact of trust on job satisfaction. As workers' trust in supervisors increases, trust alone is unable to motivate workers. Satisfaction of the need for trust leads to consideration of other unmet needs.

Empowerment and job satisfaction. My research revealed that as workers' need for empowerment increases, job satisfaction increases and confirms research by Tourangeau et al. (2010) that revealed associations between increased empowerment and increased job satisfaction. Similarly, Brumm and Drury's (2013) suggestion that effective leadership includes empowerment of followers and the provision of opportunities for workers to succeed provides insight into outcomes of my research in that the highest level of job satisfaction existed with workers who felt empowered. Brumm and Drury also discussed addressing worker needs at all levels of Maslow's (1943) hierarchy of needs. My research revealed relationships between job satisfaction and addressing the need for belonging through worker empowerment. Additionally, Brumm and Drury revealed positive correlations between increased empowerment and enhanced communication and training. Based on Brumm and Drury's conclusions, enhancement of communication and training could increase empowerment. Adding to Brumm and Drury's findings, my research correlated job satisfaction with increased empowerment.

Interaction between trust and empowerment. Understanding the importance of building trust and empowerment, as well as the interplay between these two leadership activities, is useful in accomplishing organizational goals. The interaction between trust and empowerment occurs when each of the two leadership characteristics exists and is impacted by the presence of the other. The significance of the two-way interaction is that it explains variances in workers' trust when empowerment exists. Similarly, the existence of trust impacts empowerment.

Carson and King (2005) defined empowerment as enabling workers through provision of authority and exchange of power. The relationship between empowerment and job satisfaction depends on the level of trust. Empowerment has the most impact on job satisfaction when the level of trust is lowest. An explanation could be that the provision of authority and power associated with the workers' empowerment impacts their ability to trust supervisors. Trust could be negatively impacted in the presence of empowerment because of worker perceptions that their abilities surpass the abilities of the supervisors. The empowered workers may perceive that their knowledge exceeds the supervisors' knowledge and consequently do not trust the supervisor. Although trust is lowest among empowered workers, the authority and power provide job satisfaction.

As discussed in Chapter 2, Choi and Johantgen (2012) revealed significant relationships between CNAs' intent to leave and supportive supervision. The focus of my research on the leadership characteristics of nurse supervisors furthers the research of Choi and Johantgen in that it provided an additional perspective on factors that potentially impact the job satisfaction of CNAs. In addition, my research included the interaction of trust with empowerment as a predictor of job satisfaction.

Findings in Context of the Theoretical Framework

Maslow (1943) theorized the dependence of higher-level needs on the satisfaction of previous levels. Similar to Maslow's emphasis on the satisfaction of basic needs in relation to the level of worker satisfaction, discussions in Chapter 4 revealed trust and empowerment as requirements for the job satisfaction of CNAs in SNFs. My findings support Ozguner and Ozguner's (2014) study, mentioned in Chapter 2, which linked

satisfaction of needs to increased job satisfaction and suggests awareness of worker needs, as theorized by Maslow, as critical to the job satisfaction of workers.

While Pacheco and Webber (2016) studied correlations between worker needs for participation in decision-making and the job satisfaction of the workers, my research considered the association of leadership characteristics of nurse supervisors with the job satisfaction of CNAs. Although similar to participation in decision-making, empowerment and trust indicate alternative requirements for job satisfaction that were not mentioned by Pacheco and Webber. My research provides additional insight into the specific needs of trust and empowerment as contributors to job satisfaction.

While Maslow (1943) theorized satisfaction of needs as requirements for motivation of workers, Herzberg et al. (1959) identified hygiene factors including money, status, and treatment of followers as extrinsic and associated with dissatisfaction. In my research, treatment of followers, defined as the combination of trust and empowerment, was found to be a significant predictor of job satisfaction. This builds on Herzberg's assertion that treatment of followers is an extrinsic factor associated with dissatisfaction. My research supports Herzberg's theory that treatment of followers is associated with dissatisfaction.

Limitations of the Study

Limitations of the study include the possible fear of repercussions in the willingness of the CNAs to participate in the study. The fear of repercussions may have caused the CNA responses to inaccurately represent true perceptions. It is not certain how other factors, such as pay, relationships with other colleagues, or customer-relations,

might influence the job satisfaction of the workers. It is not known if the length of time at the SNF or the years of experience working as a CNA impacted the perceptions of the workers.

Limitations to Generalizability

The focus of my research was on the healthcare industry, specifically on the leadership characteristics associated with the job satisfaction of CNAs in SNFs. The sample included CNAs employed at 120-bed SNFs in Florida. The results of the study may be generalizable to other states, as well as in similar settings in the healthcare industry, such as larger or smaller SNFs or possibly hospitals. Given the unique organizational culture in the healthcare industry, as well as the pressures associated with working in life-and-death situations prevalent in the healthcare industry, generalizability of the results may not be reasonable to other industries beyond the healthcare industry.

Limitations to Validity and Reliability

The Cronbach's alpha reliability analyses for the leadership characteristics most correlated with the job satisfaction of CNAs in SNFs demonstrated excellent reliability of .955 for the BRJS, .935 for the CWEQ-II, and .964 for the OTI. While I assumed that CNA responses to the survey questions would honestly reflect the true thoughts of the CNAs, as explained by George and Mallery (2010), the degrees of reliability established through the analyses by Cronbach's alpha tests indicate consistency among the responses throughout the surveys. Analyses of the assumptions of normality, homoscedasticity, and absence of multicollinearity revealed that each were met and provided assumptions of accuracy and empirical validity.

Participation was limited to CNAs employed at SNFs in which the administration provided consent for involvement in my survey. Workers for SNFs with administration willing to support research may not be indicative of CNA responses at SNFs in which administration was unwilling to provide consent. This concern represented a potential limitation that did not impact the reliability and validity of my research.

Recommendations

Future research might include a qualitative analysis of the associations between trust and empowerment and the job satisfaction of CNAs in SNFs. Interviewing CNAs could provide an in-depth understanding into expectations of CNAs in relation to the role of trust and supportive supervision, as well as other leadership characteristics associated with their job satisfaction.

Recommendations for enhancing the relationships between CNAs and nurse supervisors include empowerment and trust-building training. Training with both the CNAs and the nurse supervisors towards better understanding of giving and receiving feedback could also improve the working relationships and the perceptions of empowerment and trust. Suggestions for improved communications included guidance for the CNAs in methods in proactively confronting areas of concern and how to request support or other expectations.

Additional areas for future research might include the potential role of age, gender, race, cultural, geographical, or other demographic differences in the job satisfaction of CNAs. Since the final model in my research only predicts 33.9% of the variability of the dependent variable, other factors that might influence the dependent

variable, job satisfaction, should be considered. For example, future research could consider if differences in ages among the CNAs impact the level of job satisfaction. Analyses might also consider the possible effect on the job satisfaction of CNAs when differences, such as gender or race exist between supervisors and employees. While participation in this survey was from SNFs throughout the state of Florida, consideration of differences between various demographic regions could provide useful insight into the leadership characteristics associated with the job satisfaction of CNAs for each of the regions.

Future research might include surveying nurse supervisors. Comparison of the job satisfaction of nurse supervisors with the job satisfaction of CNAs could provide useful insight into the relationships between the workers. Correlations between the job satisfaction of the nurse supervisors and the levels of trust and empowerment perceived by the CNAs could be considered.

The basis of consideration of the focus on the characteristics of leadership associated with job satisfaction in my research originated from theory and existing research. Another area for future research could be the consideration of alternative characteristics not necessarily related to supervisors or leadership, but possibly associated with the job satisfaction of CNAs in SNFs. Considerations might include hygiene factors, pay, or organizational culture resulting from corporate ownership. The impact of other characteristics on the perceptions of trust and empowerment could also be a valuable consideration for future research.

My survey was conducted over a brief period of two months. A longitudinal study over a longer duration of time could provide additional insight into the specific characteristics of leadership associated with the job satisfaction of CNAs in SNFs. Comparison of results of the longitudinal study and my research could reveal possible changes in the characteristics over time.

Implications

Potential Impact for Positive Organizational Change and Recommendations for Practice

The importance of my research is its potential positive impact on the organization through reduced costs associated with employee turnover rates. Understanding the characteristics of leadership that positively impact the job satisfaction of CNAs could result in increased retention rates as a consequence of the job satisfaction of the CNAs. Insight gained in my research provides opportunities for training for nurse supervisors through the understanding of leadership characteristics considered important in the job satisfaction of CNAs in SNFs. Enhanced relationships between CNAs and the nurse supervisors could positively impact retention rates at the SNFs. Training, including team-building and trust-building exercises, could enhance the relationships between the CNAs and the nurse supervisors.

Other opportunities for education of the supervisors towards addressing the needs of the CNAs might include assisting nurse supervisors in better understanding the expectations and needs of the CNAs, especially as related to providing trust and empowerment for the workers. As workers' trust increases, supervisors should consider

that additional needs for attention may exist. Avoidance of worker feelings of alienation could include attention to the workers by addressing higher level needs defined in Maslow's (1943) theory. Constant monitoring of the relationship could reveal opportunities for improvement through enhanced communication between the supervisors and workers.

Potential Impact for Positive Social Change

Understanding characteristics of leadership that impact the job satisfaction of CNAs include the potential reduced costs associated with employee turnover rates. Enhanced job satisfaction of these critical employees to the healthcare industry positively impacts the employees through improved working relationships with nurse supervisors. Reduced organizational costs potentially benefit society through reduced healthcare costs. Kalisch and Lee (2014) revealed that improved continuity of care is correlated with the improved job satisfaction of the CNAs. Implications for social change include the improved healthcare for the vulnerable members of society through better healthcare resulting from continuity of care.

Theoretical Implications

Maslow (1943) theorized relationships exist between the motivation of workers and the satisfaction of worker needs noting that worker performance relied on the satisfaction of the worker's needs. Increased worker motivation associated with the satisfaction of needs could potentially impact the workers' intent to leave. Building on Maslow's theory, Ozguner and Ozguner (2014) found potential opportunities for positive worker motivation through the fulfillment of worker needs. Application of Maslow's

theory in the analyses of results of my research revealed the importance of satisfaction of the needs of CNAs towards the improvement of the workers' intent to stay. Inclusion of the work of Ozguner and Ozguner to my research considers potential opportunities for worker motivation resulting from satisfaction of the CNAs's needs for the interaction between trust and supportive supervision. Understanding the needs of CNAs in SNFs for the interaction of trust and empowerment could increase retention rates and result in improved quality of customer service through continuity of care.

As part of the theoretical framework for my research, the analyzed data from surveys completed by CNAs at SNFs was a lens to determine if Herzberg's dual factor theory could provide an explanation of the relationship between the CNAs' need for specific leadership characteristics and the associated job satisfaction. While the emphasis of Maslow's (1943) theory focused on motivating workers through the satisfaction of worker needs, Herzberg's (1959) theory considered dual factors associated with worker needs, including both motivating and hygiene factors. While motivators were associated with the motivation of workers, Herzberg theorized hygiene factors as linked to dissatisfaction.

Research by Herzberg (1959) revealed various causes associated with job satisfaction. My research provides additional insight into extrinsic hygiene factors signified in Herzberg's theory through an explanation of specific causes of job satisfaction of CNAs in SNFs. Ozguner and Ozguner (2014) described the transformation of hygiene factors to motivators once the hygiene factors are satisfied. My research reveals the extrinsic hygiene factors of trust and empowerment as correlated with the job

satisfaction of CNAs. Applying Herzberg's dual factor theory to my research and building on the research of Ozguner and Ozguner, fulfillment of the extrinsic hygiene factors of trust and empowerment could become motivators.

Conclusions

I intended to examine leadership characteristics of nurse supervisors that could impact the job satisfaction of the CNAs in SNFs. The characteristics of leadership including the ability to create trust with employees, develop teamwork, provide supportive supervision, develop and maintain leader–follower relationships, and empower employees were considered in relation to the job satisfaction of the CNAs. Analysis of data revealed correlations between trust and empowerment and the job satisfaction of CNAs in SNFs.

Herzberg's (1959) dual factor theory of needs was used as a lens to view the analyzed data associated with the job satisfaction of CNAs and the dependence of the fulfillment of needs, specifically the needs associated with leadership, on job satisfaction of the CNAs. Applying the findings to Herzberg's dual factor theory of needs, the job satisfaction of CNAs in SNFs could be increased through supervisors meeting their needs for trust and empowerment. Recommendations for application include training for nurse supervisors in methods for satisfying the CNAs needs for trust and empowerment.

The positive social impact for my research includes the improvement in the quality of customer care for vulnerable members of society through the increased continuity of care that results from the reduction in turnover rates of CNAs in SNFs. Specifically, my research was intended to provide insight into leadership characteristics

of nurse supervisors associated with the job satisfaction of CNAs. Increased job satisfaction and decreased turnover rates could result in improved quality of healthcare of these vulnerable members of society through continuity of care. The residents of the SNFs are vulnerable and must rely on the CNAs for their daily care. Improvements in the satisfaction of the workers impact their relationships with supervisors and could positively impact the daily lives of those for whom they care. Enhanced understanding of how leaders could address the needs of CNAs and consequently, increase their job satisfaction could result in reduced turnover rates of CNAs in SNFs.

Satisfaction of the needs of the CNAs could positively impact the daily lives of these critical members of the healthcare industry, as well as their relationships with nurse supervisors. Implementation of plans designed to address the needs of CNAs would be both altruistic and sound business practice in that not only would the lives of the residents improve through better care and the lives of the workers and their relationships with supervisors through enhanced satisfaction of needs, but the reduction in turnover costs associated with the potential improvement in the intent to stay of workers could enhance the organization's bottom-line.

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Appendix A: The Organizational Trust Inventory (OTI)

1	2	3	4	5	6	7
Nearly zero	very low	low	50-50	high	very high	near 100%

Complete each of the following statements by reading in the name of your supervisor in the first blank space in the statement. After reading the statement, select the number from the scale that is closest to your opinion and write it in the second blank at the end of the statement.

1. My level of confidence that my supervisor is technically competent at the critical elements of his or her job is _____.
2. My level of confidence that _____ will make well thought out decisions about his or her job is _____.
3. My level of confidence that _____ will follow through on assignments is _____.
4. My level of confidence that _____ has an acceptable level of understanding of his/her job is _____.
5. My level of confidence that _____ will be able to do his/her job in an acceptable manner is _____.
6. When _____ tells me something, my level of confidence that I can rely on what they tell me is _____.
7. My confidence in _____ to do the job without causing other problems is _____.
8. My level of confidence that _____ will think through what he or she is doing on the job is _____.

Each of the following statements refer to your department.

9. My level of confidence that this organization will treat me fairly is _____.
10. My level of trust between supervisors and workers in this organization is _____.
11. The level of trust among the people I work with on a regular basis is _____.
12. The degree to which we can depend on each other in this organization is _____.

Appendix B: The Conditions for Work Effectiveness Questionnaire II (CWEQ- II)

Select your number from one meaning none to 5 meaning a lot or any other number in between based on the degree of your feeling about the phrase.

HOW MUCH OF EACH KIND OF OPPORTUNITY DO YOU HAVE IN YOUR PRESENT JOB?

None Some A Lot

1. Challenging work

1 2 3 4 5

2. The chance to gain new skills and knowledge on the job.

1 2 3 4 5

3. Tasks that use all of your own skills and knowledge.

1 2 3 4 5

HOW MUCH ACCESS TO INFORMATION DO YOU HAVE IN YOUR PRESENT JOB?

None Some A Lot

1. The current state of the hospital.

1 2 3 4 5

2. The values of top management.

1 2 3 4 5

3. The goals of top management.

1 2 3 4 5

HOW MUCH ACCESS TO SUPPORT DO YOU HAVE IN YOUR PRESENT JOB?

None Some A Lot

1. Specific information about things you do well.

1 2 3 4 5

2. Specific comments about things you could improve.

1 2 3 4 5

3. Helpful hints or problem-solving advice.

1 2 3 4 5

HOW MUCH ACCESS TO RESOURCES DO YOU HAVE IN YOUR PRESENT JOB?

None Some A Lot

1. Time available to do necessary paperwork.

1 2 3 4 5

2. Time available to accomplish job requirements.

1 2 3 4 5

3. Acquiring temporary help when needed.

1 2 3 4 5

IN MY WORK SETTING/JOB

None Some A Lot

1. The rewards for innovation on the job are

1 2 3 4 5

2. The amount of flexibility in my job is

1 2 3 4 5

3. The amount of visibility of my work-related activities within my institution is

1 2 3 4 5

HOW MUCH OPPORTUNITY DO YOU HAVE FOR THESE ACTIVITIES IN YOUR PRESENT JOB?

None Some A Lot

1. Collaborating on patient care with physicians.

1 2 3 4 5

2. Being sought out by peers for help with problems

1 2 3 4 5

3. Being sought out by managers for help with problems

1 2 3 4 5

4. Seeking out ideas from professionals other than physicians, e.g., Physiotherapists, Occupational Therapists, Dieticians.

1 2 3 4 5

Strongly Agree Agree Strongly Disagree

1. Overall, my current work environment empowers me to accomplish my work in an effective manner.

1 2 3 4 5

2. Overall, I consider my workplace to be an empowering environment.

1 2 3 4 5

Appendix C: The Benjamin Rose Nurse Assistant Job Satisfaction Survey

PLEASE TELL HOW SATISFIED YOU ARE WITH:

(1) Very Satisfied (2) Satisfied (3) Dissatisfied (4) Very Dissatisfied

1. The working conditions here?
2. The way nurse assistants here pitch in and help one another?
3. The recognition you get for your work?
4. The amount of responsibility you have?
5. Your rate of pay?
6. The way this nursing home is managed?
7. The attention paid to suggestions you make?
8. The amount of variety in your job?
9. Your job security?
10. Your fringe benefits?
11. The amount of time you have to get your job done?
12. The teamwork between nurse assistants and other staff?
13. The attention paid to your observations or opinions?
14. The information you get to do your job?
15. The supplies you use on the job?
16. The pace or speed at which you have to work?
17. The way employee complaints are handled?
18. The feedback you get about how well you do your job?