

12-10-08

**Concepts for Nurse Aide Study:  
Phase 1 Survey Only<sup>1,2</sup>**

**OUTCOMES**

**Performance of Nursing Home** (data missing from two NHs)

- 117 How good is your nursing home at **quickly** helping residents with skin Problems? (scale from 1 - 10)
- 118 How good is your nursing home at **quickly** helping residents who are losing weight?

**Performance of CNAs**

**Turnover** (Intention to Quit) (McGee, 1987; .764)

- 32 I will probably not be working as a nurse aide at this nursing home in a year from now.
- 58 I am currently looking for another job but not at this nursing home.
- 79 I frequently think of leaving this nursing home and working some where else.

**Absenteeism**

- 108 How often do you miss work (not counting vacation)? Would you say about one day every (Chose one answer below)
- a. week
  - b. two weeks
  - c. three weeks
  - d. month
  - e. two months or more

**Time for Care (Impact)**(.479)

- 05 I am NOT always able to make sure each resident has eaten all that she or he wants.
- 33 I am NOT always able to turn the residents in bed when they should be turned.
- 59 I am NOT always able to ask each resident if she or he needs anything.

---

<sup>1</sup> Numbers preceding questions indicate variable number (and also location in survey instrument. Numbers in parentheses are the standardized alphas. "r" = reversed question.

<sup>2</sup>Nurse aides responded to the statements with either:

1=Disagree Strongly, 2=Disagree, 3=Neutral, 4=Agree, or 5=Agree Strongly

**Attitudes of CNAs (see also Trust, Friendships, Supports)**

**Job Satisfaction** (Hackman and Oldham, 1980; .775)

- 06 Generally speaking, I am very satisfied with my job.
- 38 I am very satisfied with the kind of work I do.
- 60 My job is a very satisfying one.

**Commitment to the organization** (Buchanan, 1974; .720)

- 07 I feel a strong sense of belonging to this nursing home.
- 37 I feel emotionally attached to this nursing home.
- 61r I do NOT feel a strong sense of belonging to this nursing home.

**Self-Esteem** (Rosenberg, 1965; Rosenberg, et al., 1989; .643)

- 8 I feel that I am a valuable person, at least as valuable as others.
- 36 I feel that I have a number of good qualities (things about myself).
- 92 I am able to do things as well as most other people.
- 62r I feel I do NOT have much to be proud of.
- 81 I take a positive attitude toward myself.
- 87r At times I think I am no good at all.

**Dimensions of Burnout (.773–Personal Accomplishment variables were reversed)**

**Emotional Exhaustion** (.769)

- 9 I feel burned out from my work.
- 35 I feel emotionally drained from my work.
- 63 I feel used up at the end of my shift.
- 89 Working with people all day is really a strain for me.

**Depersonalization** (.594)

- 10 I feel I treat some residents as if they were impersonal objects.
- 34 I don't really care what happens to some residents.
- 64 I've become less sensitive toward people since I took this job.
- 83 I worry that this job is hardening me emotionally.
- 91 I feel residents blame me for some of their problems.

**Personal Accomplishment** (.603)

- 11 I feel I am positively influencing other people's lives through my work.
- 42 I have accomplished many worthwhile things in this job.
- 65 I deal very effectively with the problems of my residents.
- 30 I can easily understand how my residents feel about things.
- 56 I can easily create a relaxed atmosphere with my residents.

## **INTERMEDIATE FACTORS**

### **Work Process**

#### **Procedures (also Coordination)** (.60)

- 13 The procedures (or steps) that the nurse aides use, to care for residents, are effective (or good).
- 40 Nurse aides use effective (or good) procedures (or steps) for caring for residents.
- 67 The procedures we use to care for residents are effective (or good).
- 93 I usually take care of the same residents each day.

#### **Additional “Procedures” statements:**

- 3 The certified nurse aides (CNAs) do their work in a well organized way.
- 31 The CNAs are NOT well organized when they do their work.
- 55 The CNAs get in each other’s way.

#### **Information Exchange** (.684) (also Communication)

- 20r Nurse aides have to rely on the “grapevine” or rumors for information.
- 52 When a new resident is admitted, I am given all the information I need about the new resident.
- 02 When I ask for information related to my work or the residents, I usually get it right away.
- 72 I am given regular updated information on any changes that have occurred with the residents.

#### **Feedback** (see supervisor and management support; also see participation in decision-making) (.703)

- 25 When CNAs make suggestions about their work, someone listens to them and gives them feedback on their suggestions.
- 49 If a CNA suggestion is not used, the CNAs are usually provided reasons why the suggestion is not used.
- 75 CNAs are provided reasons, when their suggestions are not used.

### **Empowerment (Makes Decisions + Modifies Work + Participation)**

#### **Makes Decisions** (.618)

- 15 The CNAs decide who will do what each day.
- 47 The CNAs decide on the order in which to do things.
- 80 The CNAs decide the procedures for getting residents to the dining room.
- 16 I am allowed to make my own decisions about how I do my work.
- 69 While at work, I make many decisions on my own or with other nurse aides.

**Two additional “Makes Decisions” statements:**

- 68 The CNAs provide information that is used in a resident’s care plan.
- 46r The CNAs must ask for permission before making decisions about how to do their work.

**Modifies the Work Process (.733) (also Innovation and creativity)**

- 17 I sometimes provide new ideas at work that are used.
- 45 I sometimes provide solutions to problems at work that are used.
- 70 I sometimes suggest new ways for doing the work that are used.

**Empowerment has also been viewed as consisting of a combination of the following:**

Competence – see Competence below (questions 14, 39, 84)

Meaningful Work--use questions 11 and 42 located with Personal Accomplishment concept

Impact – use questions 30, 65, 56 located with Personal Accomplishment concept

Autonomy – Decisions Made by CNAs

**Participation in Decision-Making (.778)**

- 27 I work with the management staff in making decisions about my work.
- 76 The management staff ask the CNAs for their opinion (or what they think) before making decisions about the CNAs’ work.
- 86 CNAs are asked to help make decisions about their work.
- 90 CNAs work with the management staff in making decisions about CNA work.
- 54 Whenever CNA work must be changed, the CNAs are usually asked how they think the work should be changed.

**Work process has also been measured as a combination of (Hackman):**

- Appropriate knowledge and skill used (Competence)
- Appropriate procedures used
- High level of effort used (motivation)
- Appropriate resources used

**Work process has also been measured as a combination of:**

- Communication
- Coordination (see Co-Worker Support; Supervisor/Management Support)
- Collaboration
- Conflict reduction
- Cohesion
- Procedures used
- Trust (measured in other variables--found in variables: 57, 71, 82)

## **INPUT FACTORS**

### **Characteristics of Workers**

#### **Competence** (Spreitzer, 1995; .779)

- 14r I do NOT have all the skills and knowledge needed to do a good job.
- 39 I have all the skills and knowledge needed to do a good job and I use them
- 84 I have all the skills and knowledge I need to do a good job and I use them.

#### **Demographic characteristics**

Education (100); Sex (101); Age (102); Spanish (103); Race (104); Marital status (105); # of children (106); Difficult paying bills (income, 107); absences (108); work shift (109); length of employment (111);

### **Work Environment Within the Organization**

#### **Resources** (.811)

- 12 When working, I usually have all the supplies and work materials I need to do a good job (such as towels, gowns, etc.).
- 41 When I am working, I usually have all the supplies and work materials I need to do a good job (such as towels, gowns, etc.).
- 66 When I need supplies or work materials, I can usually get them (such as towels, gowns, etc.).

#### **Training** (.796)

- 1 Training is available whenever I need it.
- 26 Training is available whenever I need it.
- 48 Whenever I need additional training, I can get it.

#### **Staffing** (.827)

- 28 Usually, we have enough CNAs working to do a good job.
- 77 There are usually enough CNAs working to do a good job.
- 53r Usually, we do NOT have enough CNAs working to do a good job.

#### **Workload** (data missing from two NHs)

- 114 About how many residents are you responsible for each day?
- 119 How many CNAs usually work during your shift (counting any special CNAs such as those that gave showers, do toileting, etc.)?
- 120 How many CNAs are usually needed to work on your shift?

#### **Scheduling**

- 74 I am sometimes forced to work overtime.
- 85 I do not get as many weekends off as I would like.

**Satisfaction with Work Schedule** (.295)

- 74 I am sometimes forced to work overtime.
- 85 I do not get as many weekends off as I would like.
- 88 I am not satisfied with the number of days I am given to work, during a two-week pay period.

**Permanent Assignment to Residents**

- 93 I usually take care of the same residents each day.

**Mental Condition of Residents Being Served** (data missing from two NHs)

- 115 About how many of these residents have trouble thinking well (get confused easily)?
- 116 About how many of these have **serious** trouble thinking well (don't know where they are)?

**Supervisor Support** (Spreitzer, 1995; .774) (**feedback**)

- 18 The charge nurses listen to the suggestions of CNAs.
- 44 When CNAs make suggestions on how to do the work, charge nurses consider their suggestions seriously.
- 71 I can trust the charge nurses I work with to lend me a hand if I need it.

**Management Support** (Spreitzer, 1995; Cook and Wall, 1980; .789) (**feedback**)

- 19 When CNAs make suggestions on how to do their work, the management staff (such as the Administrator or DON) consider their suggestions seriously.
- 82 I can trust the management staff (such as the Administrator or DON) to lend me a hand if I need it.
- 43 The management staff (such as the Administrator or DON) listen to the suggestions of CNAs.

**Co-Worker Support** (Quinn and Staines, 1979; Cook and Wall, 1980; Spreitzer, 1995; .732)

- 29 I have the support that I need from the other nurse aides to do a good job.
- 78 CNAs listen to each other's suggestions for how to do their work.
- 57 I can trust the other nurse aides I work with to lend me a hand if I need it.

**Co-Worker Support/Friendships** (not included for Peach Tree/MM NHs)

When thinking about the CNAs who usually work during your shift, how many do you consider to be:

- 121 very close friends?
- 122 good friends but not very close friends?
- 123 just friends?
- 124 not friends at all?

## **Reward System**

### **Wages Linked to Performance** (.888)

- 21 Doing a good job at work is rewarded with higher pay.
- 51 If I work hard, I will eventually be rewarded with higher pay.
- 73 Doing my job right is rewarded with higher pay.

### **Recognition Linked to Performance** (.805)

- 04 CNAs are given special recognition for doing a good job.
- 22 CNAs who do a good job are recognized for their good work.

### **Satisfaction with Pay** (.839)

- 23 I am fairly paid for the work I do.
- 50 I feel I am fairly paid for the work I do.

## **Physical Environment**

- 24 I have a break room or other private area I can use when I take a break.

**Work Environment Outside the Organization** (eg. Diversity of community, income levels, education, unemployment levels)

Data available from City and County Data Book