Physical Therapy Job Mobility and Satisfaction

Teresa A. Bortolameolli

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PHYSICAL THERAPY JOB MOBILITY AND SATISFACTION

by

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THESIS

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for the degree of

MASTER OF SCIENCE IN PHYSICAL THERAPY
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ABSTRACT

PHYSICAL THERAPY JOB MOBILITY AND SATISFACTION

by

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April L. Buckner
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May, 1993

This research study attempts to explore staff physical therapists' job mobility as it relates to job satisfaction. It discusses the use of intrinsic and extrinsic motivators and their affect on job mobility and job satisfaction in the hospital setting. Several key motivators were identified as they relate to job satisfaction. The impact that these motivators have on the retention of staff physical therapists was examined. In addition, the importance of identifying the key motivators that affect job satisfaction is noted.

A questionnaire was constructed by the investigators and mailed to 337 physical therapists in the lower peninsula of Michigan who are employed at hospitals with greater than 200 beds. Three follow up interviews were conducted for further expansion on the topic of job mobility and job satisfaction. Regression analysis was used to analyze the data from the questionnaire. The data from the interviews was analyzed qualitatively.
ACKNOWLEDGMENTS

The investigators would like to extend their appreciation to the following individuals for giving graciously of their time and assistance. We would like to thank Jane Toot, Ph.D., P.T., our committee chair. We would also like to thank both of our committee members, Elizabeth Mostrom, M.S., P.T. and Frances McCrea, Ph.D. The investigators wish to extend a special thank you to George Sturm, Ph.D. and Troy Schneider whose assistance with statistical analysis was greatly appreciated. In addition, we would also like to thank Cynthia Zehner for her organizational skills.
DEDICATION

We would like to dedicate our research project to our parents who have helped us to attain our dreams. Thank you for providing us with unlimited love and support.

Eugene and Katherine Bortolameolli

and

Charles and Margo Buckner

and

Terrence and Mary Halloran
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CHAPTER ONE
INTRODUCTION

As the health care needs of the U.S. population have grown, so has the health care industry with a concomitant increase in the need for health care professionals. This increased need is the result of a variety of demographic shifts including the increased number of elderly and disabled in our population. Another factor that is related to this increased need for health care professionals is a greater emphasis being placed on health and wellness as well as preventive health care.

Physical therapists are currently one of the professions in highest demand in the health care industry in the United States. As indicated in the 1991 Health Personnel Shortage survey conducted by the Michigan Hospital Association, physical therapists were ranked number one in both difficulty to recruit and to retain. In addressing the recruitment issue, hospital administrators are offering financial incentives to new staff (ie. "sign on bonuses") and/or attempting to recruit foreign therapists.

Because of the gap between supply and demand in physical therapy our investigation focused on factors related to retention of physical therapists. A more effective use of these factors may lead to increased job satisfaction. This study attempted to identify sources of job satisfaction and dissatisfaction that might influence
retention of physical therapists working in the hospital setting. It also attempted to explore potential reasons for job mobility in physical therapy. For the purposes of this study, job mobility was defined as, a physical therapist moving from one place of employment to another within the same profession. The investigators tried to explore whether or not job satisfaction or dissatisfaction was related to job mobility and if so, what was the nature of the relationship?

Job mobility and job satisfaction have important financial implications for the health care industry. According to Beggs'\(^2\), "The cost of replacing a health care employee can be as high as 50% of that employee's first year salary." In attempting to address the issue of job mobility and job satisfaction, the perspective of staff physical therapists must be addressed. Managers in the field of physical therapy can begin to understand the underlying reasons for job mobility only by looking at the situation from the staff physical therapists' viewpoint.

The investigators examined the relationship between the use of intrinsic and extrinsic motivators by hospital managers in relation to the physical therapist's self reported level of personal job satisfaction. For the purposes of this study, intrinsic motivators were defined as those qualities or factors which are intangible and give purpose to a person's action due to the individual nature of the person. Therefore, intrinsic motivators will vary for
each individual, but may include, a professional level of recognition, responsibility, and advancement potential. These would be considered intrinsic motivators because they are intangible and may give meaning to a person's action. Extrinsic motivators were defined as factors which are tangible and that give purpose to an individual's action. For instance, flexible hours, salary increases, and comprehensive health benefits would be considered extrinsic motivators because these factors are tangible and may provide the individual with motivation for their actions. The degree to which the extrinsic motivators act for any individual will be variable.

Aim

The aim of this study was to explore the relationship of intrinsic and extrinsic motivators to job mobility and job satisfaction among staff physical therapists. The use of intrinsic and extrinsic motivators or their lack of use will be compared in their effectiveness for retention of physical therapists.

The need for improvement in effective recruitment and retention is noted by managers in the field. The Michigan Physical Therapy Association 1992 Fall Conference included a one day seminar on "Retention and Recruitment of Physical Therapists: Management skills and considerations for successful staffing in organizations". There were approximately 30 people in attendance, representing institutions state wide. Those present included physical
therapy department managers, staff physical therapists, as well as, several physical therapy students. The variety of participants and geographic diversity of institutions represented indicates how important and widespread this problem is to the health care industry in Michigan. This study focused on potential reasons for the problem of difficulty in recruiting and retaining physical therapists in relation to staff physical therapists' perceived job satisfaction.

Purpose

The primary purpose of this study was to identify motivators and explore their relationship to job satisfaction. A secondary purpose of this study was to share this information which identifies important factors that may effectively motivate staff physical therapists. This data may provide options that managers may not have realized were of importance for improved recruitment and retention of staff. With increased awareness of some of the key motivators for physical therapists, management personnel might begin to utilize these motivators and could begin to see a decrease in staff turnover.

Staffing changes resulting from turnover affect the quality of care provided to the patient population. Staff shortages result in an increased patient load for each staff physical therapist. A direct benefit of decreased staffing changes or more stable staffing patterns should be a stronger, more cohesive, and more productive physical
therapy staff which should theoretically result in improved quality of care.

An additional objective of this research is directed toward increasing a physical therapists' awareness of the impact that both intrinsic and extrinsic motivators have on their own personal job satisfaction. With this increased awareness, physical therapists may be better equipped to communicate their personal needs to the department administrators or managers and thereby increase their overall personal job satisfaction if there is open communication between the staff physical therapist and the department manager. An increased awareness among all parties, department managers, personnel administrators, and staff physical therapists should ultimately increase the attention given to these motivating factors in the clinic. This would subsequently improve the quality of care provided to consumers of physical therapy services.
CHAPTER TWO

LITERATURE REVIEW

It is necessary for both hospital administrators and physical therapists to be aware of factors that influence job satisfaction. Employers can utilize information about job satisfaction in the recruitment and retention of physical therapists. Therapists themselves can use the information when choosing a place of employment and when planning their career path. Job satisfaction information can also be used by physical therapists to maintain a check on their professional advancement and personal growth.

Theoretical Background

Early research on job satisfaction was related to Maslow's Hierarchy of Needs.\textsuperscript{4−6} Maslow's model consists of five needs arranged in hierarchical levels. Maslow proposed that each of these levels meet a need for an individual and the first level must be met before the person can progress to the next level. The needs, from most basic to most complex, are physiological, safety, love, esteem and finally self-actualization. The most basic need is physiological, which includes all of a person's primary drives, such as hunger, thirst and sleep. The second level is safety which is a feeling of security. This need is met by things such as adequate housing and clothing. The third level, love, involves the need for interpersonal relationships and affection. The next level is esteem needs and these include
self-respect or worth, self confidence and recognition by
other people. The final step of the hierarchy is self-
actualization which is a need not met for each individual.
An individual has achieved self-actualization when they may
become all they are capable of becoming, utilizing their
potential fully. Few individuals meet this level. This
need is both the hardest to understand and the most
difficult to satisfy. Maslow believes that needs that are
satisfied do not serve as motivators for an individual.
When one set of needs is met, another becomes prominent.

Examples of Maslow's steps in regard to the workplace
were given by Griffin and Moorhead. A person's salary is
an example of how the physiological need might be satisfied.
Therefore, a person's salary would be sufficient to provide
adequate shelter and food for the individual. Security
needs are met in part by a pension plan. Friends in the
workplace provide love and a sense of belonging. Esteem
needs can be met in part by job titles. These job titles
must be meaningful and reflect an appropriate amount of
responsibility. Challenge in the workplace, as well as the
ability to share knowledge and leadership with peers, can
help a person to reach the last step of Maslow's Hierarchy,
self-actualization.

Alderfer was another psychologist who investigated
motivation. He developed the Existence-Relatedness-Growth
(E-R-G) theory which involves three primary needs.
Existence (E) needs are defined by Alderfer as necessary for
human existence and correspond to the first two steps of Maslow’s Hierarchy. Relatedness (R) is a need to relate to others and is similar to the third step in Maslow’s theory. The last need described by Alderfer is growth (G) and this corresponds to esteem and self-actualization needs as described by Maslow. In the workplace, existence corresponds to salary and benefits, relatedness corresponds to the desire for affiliation (friendship) in the workplace, and growth corresponds to the opportunities for and efforts toward creative and personal growth on the job.

In Alderfer’s conceptualization of motivation, an individual can be motivated by more than one need at a time. This belief is accompanied by two other components that are also a part of Alderfer’s theory. The first is a frustration-regression component where an individual becomes frustrated at one level and will regress to the previous level. The second component is satisfaction-progression where a need is satisfied and then the individual progresses to the next step.

Subsequent studies on job satisfaction began to use Herzberg’s model. In this model there are two separate and unrelated categories called the hygiene and motivational factor that pertain to work satisfaction. The hygiene factor is defined as the basic set of working conditions that must be present for work to be satisfying. The motivational factor emphasizes needs and creative activity. The motivational factor can only be met after the individual
working conditions are considered satisfactory.\textsuperscript{7} Hygiene factors include negative attributes of supervisors, working conditions, salary, policies of the organization, job security, status, personal life circumstances, and relations with peers, supervisors, and subordinates. Motivators in Herzberg’s model include recognition, achievement, opportunity for advancement, work itself, responsibility and the possibility of growth.\textsuperscript{8} A comparison of Maslow’s Hierarchy of Needs, Herzberg’s model and Alderfer’s ERG theory is shown in Figure 1.\textsuperscript{6}

The need for achievement has been most strongly presented by McClelland.\textsuperscript{9} This need is seen as an individual’s desire to accomplish a goal more effectively than in the past. In the business literature Griffin and Moorhead\textsuperscript{4} described characteristics of high need achievers which included setting moderately difficult goals, making moderately risky decisions, wanting immediate and specific feedback, having a preoccupation with work and assuming personal responsibility for getting things done. McClelland\textsuperscript{9} has estimated that only 10% of the American population is comprised of high need achievers. The achievement motive, as defined by Lawler\textsuperscript{9}, when discussing McClelland’s work, is the desire to perform in terms of a standard of excellence or as a desire to be successful in competitive situations. The strength of the achievement motive is measured by a person’s response to a series of pictures. An individual is asked to write a five minute story about the pictures. The
stories are scored by how frequently achievement oriented themes occur in this narrative. An example of an achievement oriented theme is "he will try his best to succeed". For example, the more achievement oriented themes present in the narrative, the higher the score and the greater the individual's achievement motive as measured by this method.

McClelland's research has also shown that under certain conditions the achievement motive can be an important motivator of good performance in work organizations. The achievement motive does not operate when a person is performing a dull or boring task where no competition is involved. When competition is involved the achievement motive is operating. Good job performance is attractive and therefore the motivation to perform well is increased.

In his work in organizational psychology, Chusmir has utilized McClelland's work and found physical therapists to be similar to managers because they are primarily motivated by power. This author defines power as the need to control, to lead, to have influence over another, or to have an impact on others. Chusmir hoped that managers would be able to match an individuals' needs to a job that motivated them. By doing this, Chusmir suggests that it may be possible to increase job satisfaction as well as to reduce job turnover.

Kovacek and Kovacek have also emphasized the need for an appropriate "job match". They feel that each person had
a tendency to be motivated by either achievement, affiliation, or power. This belief is similar to that of McClelland. In order to have decreased staff turnover these motivators must be taken into consideration when matching an individual to a specific job.

Job Turnover

Although the preceding literature has primarily focused on general organizational behavior and has been in the area of psychology and business, there has been a small body of research done in physical therapy. For example, job turnover is defined by Harkson and colleagues as the change by an individual from one job setting to another within the same profession. This turnover affects not only the individual but the physical therapy profession as well. According to these authors adverse effects of job change include staff shortages, decreased effectiveness of the department, and increased demands on the remaining staff until a new therapist is hired.

In order to retain staff physical therapists and avoid these problematic results, it is necessary to understand the cause of job turnover. In research of physiotherapists in Canada, it was found that the six top reasons for changing jobs included in decreasing order, family, advancement, discontent, education, travel, and salary. These results were found by giving physiotherapists a list of reasons for changing jobs and allowing them to choose those that applied to their situation.
In the physical therapy profession there is a high rate of turnover.\textsuperscript{11} The average amount of time that a physical therapist stays in the same place of employment is 5.2 years.\textsuperscript{12} According to Harkson and colleagues\textsuperscript{11} in their study of 567 physical therapists, 414 (73\%) working for longer than 2 years had held two to five jobs, and about 170 (30\%) working for greater than 10 years had held six or more jobs. In this sample of 567 respondents, 294 (51.8\%) cited one of the most important reasons for leaving their last job to be a "desire to pursue a different area of physical therapy."\textsuperscript{11} However, this does not mean that the therapist is dissatisfied with their job; it may indicate that the therapist has a desire to gain more experience in another area of physical therapy.

The primary reasons for changing employment sites, as found in a study by Friedman and colleagues\textsuperscript{13} were desire for greater role satisfaction and increased salary. Other reasons included job advancement, nonspecific personal reasons, better job potential, preferred geographic location, and better fringe benefits.

Wolfe\textsuperscript{14} has stated that high staff turnover in physical therapy may be a manifestation of burnout. Instead of continuing to treat patients, many individuals who are experiencing burnout will return to school or enter administrative positions.\textsuperscript{14} Overload may also occur when a department is understaffed. Wolfe has stated that a therapist who is faced with no means of advancement but who
remains responsible for patient care may burnout, drop out, or do both.

Chusmir\textsuperscript{10} hypothesizes that operating costs could be lowered by increased job satisfaction. If therapists are satisfied, there will be less turnover and absenteeism thereby reducing cost. Therefore, the health care industry needs to be concerned with both recruitment and retention of qualified professionals. Turnover in the physical therapy profession causes many problems including decreased effectiveness of departments and possibly therapist burnout. In order to find a solution for these problems it is necessary to understand the cause of job turnover in physical therapy. Reasons for changing jobs such as family, salary, and pursuing a different area of physical therapy practice have been found in previous studies.

**Recruitment and Retention**

Although retention is the focus of this study, recruitment of physical therapists is also important. Managers first need to recruit staff before they can work on the retention of physical therapists. Research by Beggs and Noh\textsuperscript{2} has indicated that there is a positive correlation between job site selection and site of student clinical experience. Smith\textsuperscript{15} has suggested using clinical affiliations as a recruitment tool. Directors of physical therapy departments would be wise to use this opportunity since it is an ideal example of the work sample method as described by Smith.\textsuperscript{15} Clinical affiliations are an example
of the work sample method because the student usually has the opportunity to follow a therapist through a full day of activities.

A report by Friedman and colleagues\textsuperscript{13} indicated that physical therapists were one group of health professionals that was relatively difficult to retain. Positions offering a variety of clinical experiences were found to be more attractive than positions with limited options.\textsuperscript{13} Physical therapy administrators and educators need to be aware of the factors that motivate therapists and those that increase the possibility of therapists being successful and happy in their job.\textsuperscript{8}

\textbf{Job Satisfaction}

Job satisfaction, as defined by Locke\textsuperscript{7}, is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." Values and conditions that Locke feels are most important in relation to job satisfaction are as follows: (1) mentally challenging work that the individual can successfully cope with; (2) a personal interest in the work; (3) work must be just, informative, and in line with the employees performance; (4) work must not be too physically tiring; (5) conditions at work that meet physical needs and also assist in the accomplishment of work goals; (6) employee must have high self esteem; (7) there are means to assist the employee in attaining promotions, pay and interesting work.\textsuperscript{16}
There are many factors that have been found to relate to job satisfaction. Factors can be either positive or negative, thereby increasing or decreasing job satisfaction. According to Herzberg\(^6\), people must first be satisfied with their basic working conditions as a prerequisite to professional satisfaction. One major goal of the health delivery system must be to obtain a high level of work satisfaction among health care givers.\(^7\)

Barnes and Crutchfield\(^8\) interviewed 50 physical therapists and found several significant factors that affected job satisfaction. These factors were achievement, salary, and level of responsibility. Harkson and colleagues\(^11\) found that there was moderate to high satisfaction in the area of social needs and of autonomy needs as related to direct patient care. In a study by Friedman and colleagues\(^13\) those professionals who had been in their practice setting for greater than 3 years gave professional role satisfaction, attractive salaries, and work atmosphere as reasons for their stability. Similarly, Beggs and Noh\(^2\) found that factors affecting job satisfaction and turnover most strongly included salary, opportunity for promotion, and intrinsic rewards including experience of achievement and responsibility. This study also found that perceived satisfaction with opportunities for professional growth had the greatest relationship to satisfaction.

Administrators have the potential to consider and address the issues of availability of continuing education,
professional recognition, and the chance for promotion to aid in retention of employees. According to Gelman and Williams\textsuperscript{7}, physical therapists with the highest level of satisfaction were found to be employed in positions located in administration, education, or private practice, and were older in age than therapists that expressed less job satisfaction. These investigators found that physical therapists who worked outside the traditional hospital setting had the highest level of both professional satisfaction and satisfaction with working conditions. Those most satisfied with their professional interests and patient care responsibilities worked in supervisory, administrative, educational and private practice settings. This satisfaction is attributed to opportunities for satisfaction that are commensurate with the expectations of the physical therapist.

The study by Gelman and Williams\textsuperscript{7} also found that physical therapists who reported the lowest level of satisfaction and most discontent with work and salary were young and were working as staff or senior therapists in a hospital setting. In such traditional hospital work settings, the gap between expectations and opportunities may lead to frustration and dissatisfaction.\textsuperscript{7} Harkson and colleagues\textsuperscript{11} found that the one factor most significant in relation to job dissatisfaction among physical therapists in their nationwide sample were policies and the administration of their employment organization. In the areas of esteem
needs, autonomy needs relative to the organization, and self-actualization needs the satisfaction was low among all physical therapists in this sample. Another cause for unhappiness as found by Barnes and Crutchfield stemmed from the conflict of goals between agencies and therapists with respect to patient care.

Job satisfaction has been found to be negatively correlated to turnover rates. That is, when therapists are less satisfied, turnover increases and vice versa. A study by Smith found that in the physical therapy profession job satisfaction was also related to other factors such as the desire to explore another area of physical therapy or to move to a different location. Smith also found that when the employer and employee’s expectations are matched, there was greater job satisfaction, increased productivity, and reduced turnover.

Broski and Cook have suggested that how a job or organization meets certain characteristics of the total work environment, is a large determinant of the employees total satisfaction in their job. Although the opportunity for upward mobility, autonomy, promotion, and self esteem are important in regards to job satisfaction, observers of the health care system find these opportunities to be limited for health care professionals. Friedman and others have noted that the opportunities for upward mobility in the health care profession are limited. Change must eventually
be made to this system to provide an environment where opportunities for upward mobility, expanded function, and greater independence exist. Clinical ladders have been suggested in order to provide opportunities for advancement. A clinical ladder allows staff upward mobility in terms of seniority and increasing clinical responsibility.

In summary, several studies have been conducted to identify factors that affect job satisfaction among staff physical therapists. Many factors have been cited in relation to increasing job satisfaction. Overall, physical therapists who seemed to be most satisfied were employed in settings other than traditional hospital settings. Staff physical therapists whose expectations related to their job matched the expectations of the employer were also more satisfied. Further research is needed in this area to fill in the gaps in knowledge.

**Related Nursing Research**

Research about job satisfaction in nursing has helped to identify factors that affect satisfaction in health careers in general. In a study by Kramer, five aspects cited by nurses as promoting job satisfaction were organizational structure, professional practice, management style, quality of leadership, and opportunities for professional development. A study by Huey identified ten factors that caused dissatisfaction in nurses; they were, in descending order, salary, amount of paperwork, support given by administrators, opportunity for furthering
professional education, adequacy of laws regulating practice, availability of child-care facilities, provision of inservice education, fringe benefits, and competence of the non-RN staff. A compilation of the information from the nursing studies mentioned above served as a basis for the development of the job satisfaction questionnaire used in this study.

Conclusion

Change in the health care environment is having a great impact on the provision and consumption of health care services. A study by Brown states that physical therapists have felt the effects of this change by the way in which both their personal and professional lives have been influenced. The effects of change include the increased demand for services, decreased budget and staffing, increased stress and burnout and decreased job satisfaction. This raises the important question of what can be done to improve the situation? A study by Schuster and colleagues, has reported that a high percentage, 53%, of physical therapists surveyed were experiencing feelings of burnout. Physical therapists and managers need to explore through research and in practice the areas of productivity, efficiency, organizational competitiveness, and job satisfaction. It is hoped that our study will lead to a better understanding of the factors that influence job satisfaction and that these factors may be related to the recruitment and the retention of staff physical therapists.
CHAPTER THREE

METHODOLOGY

Design

Job mobility and satisfaction was seen as a problem by the investigators during clinical affiliations. Most, if not all, clinical settings appear to be short-staffed and staff were often relatively new to the facility. Thus, it was determined that job mobility in physical therapy would be a topic worthy of investigation. The majority of research pertaining to job satisfaction of health care professionals has been done in the field of nursing; however, there was a small body of research done in physical therapy. A review of the literature showed that there had not been any research done comparing the categories of "intrinsic" and "extrinsic" motivators used by employers of physical therapists. Thus our research focused on two primary questions: (1) Does the use of intrinsic vs. extrinsic motivators by hospital administrators relate to self-reported job satisfaction of staff physical therapists? (2) Does an increase in job dissatisfaction correlate with increased job mobility?

To answer these questions the investigators devised a three page survey (Appendix A). On the questionnaire the investigators used a Likert Scale for the respondents to rate their personal job satisfaction in relation to the listed motivators. In addition, the investigators conducted three follow-up interviews with survey respondents who
expanded on the topic of job mobility and satisfaction. The interview participants also provided suggestions on how the survey could have been improved.

Human Research Review

A summary of the project, "Physical Therapy Job Mobility and Satisfaction", was sent to the Human Research Review Committee of Grand Valley State University. The proposal outlined the research project and explained that a questionnaire and voluntary follow-up interviews would be used to obtain information. The investigators stressed that information would only be used for their research project. The Human Research Review Committee sent a letter on August 26, 1992 approving the project and stating they were satisfied with procedures for the protection of human subjects in the project.

Population and Sample

Addresses of hospitals with greater than 200 beds in the lower peninsula of Michigan were obtained from the Michigan Hospital Association (MHA). The investigators chose to use 30 hospitals from the list for this research study because they wanted the research to remain feasible and yet be able to achieve statistical significance. After randomly selecting the hospitals to be used in the study, the investigators wrote to each of the hospitals requesting consent or willingness to participate in the study and the names of their staff physical therapists. The investigators made follow-up phone calls to the hospitals that did not
respond to the first request. The investigators received responses from 28 of 30 hospitals. One hospital that responded did not employ any physical therapists and the other two hospitals did not respond. The investigators then mailed 337 finalized questionnaires to physical therapists identified by department administrators for this research study.

Pilot Study

A pilot study was conducted prior to mailing the questionnaire to the 30 hospitals chosen for the research study. A hospital not used in the research sample was chosen for the pilot study from the list of hospitals received from the MHA. Staff physical therapists at this site were mailed a cover letter explaining the research project and were asked to participate in the pilot study. The investigators requested that the participants complete the self-administered questionnaire and that they provide feedback on the questionnaire regarding the clarity and appropriateness of the questions. Enclosed with the cover letter was a copy of the initial questionnaire and a self-addressed stamped envelope. The pilot study site employed 12 physical therapists and responses were received from 10 of the 12. Changes were made to the questionnaire to clarify certain questions following the pilot study.

Instrumentation

A questionnaire was determined to be the best choice for this research project by the investigators. A
questionnaire would provide data that could be easily analyzed. This method would help the researchers target a larger population than the use of other methods such as interviews.

The questionnaire was self-designed by the investigators. Following a review of previous literature related to the topic of job mobility and job satisfaction they used the most commonly identified motivators as a basis for the questionnaire. The investigators then divided these motivators into two categories: intrinsic and extrinsic motivators. The Job Satisfaction Questionnaire is shown in Appendix I.

The questionnaire was mailed to all physical therapists identified by the department managers at the 30 randomly selected hospitals. Each of the physical therapists worked in a hospital with greater than 200 beds, in the lower peninsula of Michigan. The questionnaire focused on a self-reported level of personal job satisfaction in relation to "intrinsic" and "extrinsic" motivators. Intrinsic motivators included level of responsibility, advancement potential, availability of on-site education, recognition, flexible scheduling, degree of challenge, achievement opportunities, ability to be involved in independent decision making and involvement in clinical education. Extrinsic motivators included cafeteria style benefits, availability of child and parent care, health insurance, facilitation of research activities, financial support for
continuing education, number of patients seen each day, amount of paperwork, and availability of sign on bonuses.

The questionnaire also requested other information including biodemographic data such as gender, salary, race and age. Physical therapists were asked to provide data on clinical specialty and work experience as well as total years of experience as a physical therapist. To increase the statistical significance of the answers related to personal job satisfaction, an additional question related to this topic was asked. The additional question asked the participants to rate their present level of job satisfaction compared to their perception of an "ideal" position. This question was meant to address the participants self-reported level of personal job satisfaction in a different manner. The questionnaire was three pages in length and required approximately 15 minutes to complete.

Data Collection

Data was collected from the returned self-administered questionnaires. Data was also collected by way of interviews. The investigators conducted three semi-structured nonscheduled interviews with survey participants who indicated on the questionnaire that they could be contacted for this purpose. The interviewers all had specific information they were seeking. Information such as the physical therapists' stories about their career paths, factors that contributed to their staying or leaving a job, the process they used to solve conflicts, and if their
perception of satisfaction changed as their career progressed was sought by the interviewers. In addition, the investigators wanted to know why the physical therapists completed the survey and why they volunteered to be interviewed. They also wanted to know if there was anything else the therapists felt was important but was not addressed by the questionnaire. The investigators did not ask questions in only one form nor did they ask them in any particular order. The interviews were more open ended rather than strictly structured. Although interview questions were open ended and nonstructured, there was a certain information sought by each interviewer during the course of the interview (Appendix 2). Each investigator conducted on of the follow-up interviews. The interview participants were from a sample of convenience in that they were geographically close to the investigators. The interviews were audiotaped and were no longer than one-half hour. Following the interviews, the investigators transcribed the interviews for further qualitative analysis.

Data Reduction and Analysis

The data from the job mobility and satisfaction questionnaire was analyzed using parametric statistics. Regression analysis was used to analyze the relationship between job satisfaction and the use of "intrinsic" and "extrinsic" motivators, and whether or not there was a significant correlation. The investigators also examined other independent variables such as age and gender as they
related to the dependent variable of job satisfaction as reported by the participants.

The audiotaped data collected from the interviews was transcribed and examined for the occurrence of conversational data or themes that either (a) illustrated or supported findings from the survey, (b) illuminated or expanded on findings, (c) provided additional information not covered in the questionnaire, or (d) were in conflict with findings from the survey.
CHAPTER FOUR
RESULTS AND DATA ANALYSIS

The investigators used two methods to acquire data for this research study. A questionnaire was constructed and sent to staff physical therapists. The investigators hoped to find whether or not a relationship existed between the use of intrinsic and extrinsic motivators and job satisfaction. For the purposes of statistical analysis of questionnaire data for this study, the investigators set the confidence level at an alpha of .05. A second method involved the collection of qualitative data that was gathered through interviews with three physical therapists. The investigators were looking for themes to support, and to extend or refute findings from data analysis of the questionnaire.

Hypothesis and Research Questions

The primary directional hypothesis of the investigators was that: intrinsic motivators are of greater importance than extrinsic motivators in relation to job satisfaction for staff physical therapists working in a hospital setting. Although the investigators believed that intrinsic motivators are very important to staff physical therapists, it was felt that these motivators may be underutilized by hospital administrators. Based on personal observations and anecdotal evidence the investigators believe that hospital administrators do not use intrinsic motivators as frequently as extrinsic motivators in their efforts to recruit and
retain staff physical therapists. If it is true that intrinsic motivators are not used as frequently and effectively by physical therapy administrators in hospital settings, the investigators feel this may be one reason that job mobility and staffing instability is so great in the physical therapy profession in the hospital setting. Physical therapists’ increased mobility may be explained in part by their attempts to try and find a work setting that emphasizes the use of intrinsic motivators in combination with extrinsic motivators.

There are multiple research questions related to job mobility and job satisfaction in the field of physical therapy about which the investigators hoped to gain knowledge. The investigators sought to determine how satisfied the staff physical therapist was in their current position. Another question was whether or not a relationship existed between job mobility and staff physical therapist job satisfaction. Finally, there were two additional questions of interest to the investigators: (1) Does the use of intrinsic versus extrinsic motivators seem to be related to reported job satisfaction? (2) Does an increase in job dissatisfaction correlate with job mobility?

**Questionnaire**

Data Analysis.—The data from the job mobility and satisfaction questionnaire was analyzed using parametric statistics. Data was coded and then entered into the computer and basic descriptive statistics were generated to
check for outliers. The data was then analyzed using the Statistical Analysis System (SAS).

A regression analysis was performed to compare the relationship between intrinsic and extrinsic motivators to job satisfaction. The first regression model used job satisfaction as the dependent variable and the average of the nine extrinsic motivators as the independent variable. Extrinsic motivators include cafeteria style benefits, child care, parent care, health insurance, research activities, financial support for continuing education, number of patients seen each day, amount of paperwork and sign on bonuses. The variable, job satisfaction, was taken as the average of questions number one and three from the questionnaire, both of which related to job satisfaction. This was done so that the dependent variable would be more continuous and hence a better regression analysis could be performed.

A second regression model used job satisfaction as the dependent variable and the average of the nine intrinsic motivators as the independent variable. Intrinsic motivators included responsibility, advancement potential, challenging on-site education, opportunity for recognition, flexible scheduling, challenge, achievement, independent decision making and involvement in clinical education.

Characteristics of Subjects.—Biodemographic characteristics of survey participants is shown in Table 1. The study was mailed to 337 staff physical therapists.
employed in hospitals in the lower peninsula of Michigan with greater than 200 beds. The investigators received 222 questionnaires for a return rate of 65.9%.

Females comprised the greatest majority of respondents (83.9%). There were four individuals who did not respond to the gender category. Participants ranged in age from 23 to 60 years. The mean age of participants was 32.3 years (± S.D. 7.4). The yearly salaries of participants in the study ranged from $25,000 to $65,000. The mean salary of participants was $47,000. The majority of respondents were Caucasian. They comprised 86.9% of the returns. Asians made up 6.8% and African Americans 3.2% of participants in the study. Three survey participants did not respond to this question (1.4%) and four or 1.8% described themselves as other.

Results.—The majority of physical therapists who responded to the questionnaire were satisfied with their jobs. The average of the female respondents scores when rating their present level of personal job satisfaction was 2.19 on the Likert Scale of 1 (very satisfied) to 5 (very unsatisfied). Male respondents average when rating their job satisfaction on the same scale was 2.64.

The results from the questionnaire revealed that both intrinsic and extrinsic motivators were very important when related to job satisfaction in our sample (Fig. 2 and Fig. 3). When comparing the intrinsic motivators as a group to job satisfaction, the $R^2$ value was .2226. This indicates
that 22.26% of job satisfaction is explained by the total of the nine intrinsic motivators. The extrinsic motivators as a group correlate to job satisfaction with an $R^2$ value of 0.0920. This means that 9.2% of job satisfaction is explained by the total of the nine extrinsic motivators. Both sets of motivators were positively correlated to job satisfaction. Together intrinsic and extrinsic motivators account for approximately 30% of job satisfaction. This leaves the remaining 70% that remains unidentified by this study. Table 2 provides the results of regression analyses for each set of motivators.

Intrinsic motivators used on the questionnaire were responsibility, advancement potential, challenging on-site education, opportunity for recognition, flexible schedule, challenge, achievement, independent decision making, and involvement in clinical education. Extrinsic motivators included cafeteria style benefits, an option of child and parent care, health insurance, facilitation of research activities, financial support for continuing education, number of patients seen each day, amount of paperwork, and financial rewards for coming to work at a facility, for example, sign on bonuses.

To determine which motivators were significantly related to job satisfaction, the investigators performed a regression analysis on each of the intrinsic and extrinsic motivators. Each of these motivators was used as an independent variable, instead of the average of all nine
motivators, in relation to job satisfaction (Table 3). There were two extrinsic motivators that were not significantly related to job satisfaction: (1) availability of child care (P<.1008) and (2) availability of parent care (P<.1712). All of the intrinsic motivators were significantly related to job satisfaction.

Mobility was found to be statistically significant (p < .0091) in relation to the intrinsic motivators as a group but not to the extrinsic motivators as a group (p < .0398) (Table 4). However, intrinsic motivators had a higher R² as a group, than extrinsic motivators in relation to job mobility. This suggests that intrinsic motivators explain more of an individual's job satisfaction than extrinsic motivators (Fig. 4 and Fig. 5). When comparing mobility and the total of the extrinsic motivators the R² value was .0212. The R² value when comparing mobility and the total of the intrinsic motivators was .0319.

Job mobility, the dependent variable, in relation to job satisfaction, the independent variable, cannot be explained by only intrinsic and extrinsic motivators. There are a variety of other factors that could contribute to job mobility, such as needs of family, geographic location and professional acquaintances. Even so, in this study, when comparing job satisfaction to mobility a statistically significant relationship was found (Fig. 6). The relationship had a value of P<.0031 and had a R² value of .0399 (Table 5).
Interviews

Techniques.—The three therapists interviewed by the investigators had volunteered to be interviewed when they completed the job mobility and satisfaction questionnaire. The three therapists were chosen from numerous volunteers because they were geographically close to the investigators.

The investigators formulated several key questions or areas of inquiry for the interviews (Appendix B). The interviews were semi-structured, open-ended and nonstandardized.

Each of the interviews lasted approximately one half hour. The interviews were audiotaped and then transcribed by the investigators. The interview participants were assured the interview responses would be treated confidentially. They were told the audiotapes would either be returned to them or destroyed upon completion of the study.

Characteristics of Subjects.—The interview volunteers consisted of two females and one male. There was one staff therapist, one clinical site manager and one therapist who had both staff and managerial duties. Two of the therapists have been practicing for 7 years and the third therapist has been working for 4 years. All three of the therapists worked in rehabilitation settings. One works in an inpatient rehabilitation hospital and the other two are employed in an outpatient rehabilitation setting. The therapists ranged in age from 30 to 38 years.
Questions.-The reason for conducting the interviews was to illuminate, extend and enrich findings from the questionnaire. The main area of focus in the interviews was to gather narratives from the physical therapists regarding their career paths from the time they entered the physical therapy profession. The investigators hoped to find reasons for choosing to stay in or leave a position. Another area the investigators hoped to learn about was how each of the therapists solved conflicts that arose in their personal as well as professional lives during their career in physical therapy. The investigators also hoped to gain insight about whether or not the therapists' perception of satisfaction with their job had changed from the beginning of their career until the present and if so, how.

Additional questions in regard to the questionnaire were asked by the investigators. The investigators wanted to know what had motivated each of the three respondents to complete the questionnaire and why they chose to volunteer for an interview. The investigators also asked participants if there was anything not addressed by the questionnaire that the therapists felt was important in relation to job satisfaction. Lastly, the investigators wanted to find out if the three interviewees felt that anything could be added to, deleted from, or changed on the questionnaire.

Case Reports.-In hopes of getting a more personal and rich picture of job mobility and satisfaction than provided solely by the survey, the investigators chose to conduct
three interviews with voluntary respondents. The following case vignettes provide a brief description of each therapist and a synopsis of each interview. Each of the three vignettes are included for discussion. They will be numbered as Case 1, 2, and 3 and pseudonyms have been used to protect the identity of the participants.

Report of Cases.-Case 1.-Casey is a 31 year old female physical therapist who completed her entry level physical therapy degree in 1985 from a large midwestern private institution. Almost immediately after graduation, she moved to Michigan where she has worked now for seven years for the same private rehabilitation company that contracts services to a variety of health care settings, such as hospitals, outpatient orthopedic sites, occupational medicine centers and extended care facilities.

Casey’s career path during these seven years has taken her from working with inpatients in an acute care hospital to working in an orthopedic outpatient clinic as a staff physical therapist. She has gone from being a staff therapist, to a supervisor and finally to a site manager in the orthopedic outpatient clinic. She has made all of these career moves within the context of working for one employer.

When asked about why she chose to work with this company, Casey identified several personal and professional factors that she considered when making this early career choice. They included benefits, the people she interviewed
with, good career opportunities, employee longevity and the reputation of the company.

In discussing her longevity with a single company, Casey prefaced her remarks by stating that

Sometimes I have wondered why I am still here. But, basically every time that things got bad and you start looking, I think the grass is always greener on the other side, but it is not always so on the other side.

Then Casey identified several reasons for staying. One of the reasons she gave for staying is that she wanted to stay in the area. She discussed flexibility of the company and creative attempts at problem solving as another reason for staying. Casey said,

they try to work with you as much as they can. You can always call and ask. You might not get an answer that you want but, at least they'll talk it out.

She also mentioned company support as another reason for staying and she summarized by saying, "They have pretty much taken care of me. I have been able to have all of my needs provided for through the company." Casey believes that her job satisfaction rating would increase from satisfied to very satisfied with a clearer definition of her role. She said, that she is

not sure what is going to happen with my position, what my responsibilities will be ... So, I think that is one thing (that would increase my job satisfaction) having my role more defined. Then I could be very satisfied.
Throughout the interview, Casey cited opportunities provided by and the strengths of the company she has worked for the past 7 years. She mentioned the multiple clinical opportunities at a variety of sites as a possible reason for longevity of employees of the company and herself.

Finally in addition, Casey discussed the importance of providing challenges in the clinic including in-house inservice efforts. She stated, that [physical therapists] look for a challenge. Casey brings insight into job satisfaction as it relates to job mobility in physical therapy from her experience as a staff therapist and as a manager. When asked about reasons for possible dissatisfaction related to mobility in physical therapy she states,

I think that most physical therapists are goal oriented and if there is no goal, then they need to move on to something else.

She cites another possible reason for dissatisfaction to be related to the shortage of staff physical therapists. She states,

if we continue on the track we all will become an evaluation machine. All we’ll do is evaluate and pass everything else on ... I do see that to be a problem.

Report of Cases.—Case 2.—Betty graduated four years ago from a physical therapy program in the lower peninsula of Michigan at the age of 34 years. Betty was married and had two children at the time. She signed an employment agreement before graduation to work part-time with the
pediatric population as well as in home health. She wanted a job in which she "could work around her family." At that time she did not know where her clinical interests were but liked both of the areas, pediatrics and home health. Although she was very satisfied in her first job, Betty decided to change jobs after a third pregnancy so that she "could be closer to her child once he was born." She took a position with a large metropolitan hospital that contracted services to a geriatric rehabilitation hospital. At the rehabilitation hospital, Betty started working only 20 hours a week "due to the new baby’s needs." Betty felt that her job at that time was not demanding but the hours were comfortable. She gradually increased her hours and was offered a management position. At first Betty did not want the management position but started performing management tasks and liked what she was doing. She likes the management position because "it is very demanding and I feel it suits my personality."

In discussing her first employer she noted that they did not provide continuing education for staff therapists and expressed some concerns regarding an unmet personal and professional need in relation to this. She stated,

I need to be around other people and talk about ideas and have other experiences available to me.

At the geriatric rehabilitation hospital where she works now, there is not a lot of continuing education but there is at the hospital from which her physical therapy services are
contracted. On site at the geriatric hospital, she feels that feedback from the professional staff offers a lot of interchange and opportunities for professional development. Betty is very satisfied at her present employment site but she describes herself as "the type of person so that if I am not satisfied that I would work real hard to make sure I get satisfied." She described herself as a "happy person" and "does not like to sit still." This self-perception is supported by the fact that Betty is currently the director of the department, the center coordinator of clinical education, a clinical instructor for that facility, and also spends a substantial amount of time in direct patient care in the clinic. In conclusion, Betty stated that physical therapists are real glad that they are in demand but are working real hard. And that is a big stress in most places to most people.

Report of Cases.—Case 3.—Andy is a 30 year old male who graduated in 1986 from a physical therapy program in a foreign country. He was unable to find permanent work in his native country. Andy then became involved with a recruiter who had jobs available in the United States and that is how he came to the United States in 1987. Andy worked in both the outpatient rehabilitation center and acute hospital settings for 17 months. Following this, he returned to his native country and worked in neurology, critical care, orthopedics and cardiac
rehabilitation. After 2 years he decided to return to the United States and now works in outpatient rehabilitation.

Andy stated that finances were a contributing factor to his job changes and mobility between his homeland and the United States. He also stated that his wife played a role in these decisions. Andy’s wife encouraged him and supported him in what he had chosen to do.

During the 7 years Andy has been practicing he believes that you are not "satisfied at any point ... You have to find new goals and not sit around and accept what you have." He believes being satisfied has to do with ambition and reaching personal goals.

When discussing whether or not he is satisfied with his job, Andy brought up the fact that his employer is going through many transitions at this time and that this tends to make employees negative. He also says that you should not be negative but "you should actually be a little bit more proactive in things to make things better."

In addition, Andy felt that one source of dissatisfaction for him revolved around the utilization of support personnel, such as physical therapist assistants, in the clinic. Consistent with his training and based on his personal needs, Andy felt that physical therapists should be involved in patient evaluation and direct treatment, rather than delegating many treatment procedures to assistants or other support personnel. He states that all he does is
see a patient, delegate treatment ... 
that's not the way I am trained ... 
that's not what I want to do.

Andy agreed to be interviewed because he feels that it is important for new graduates to know what is out there and what to ask for when they graduate and are looking for a job.
CHAPTER FIVE

DISCUSSION AND IMPLICATIONS

Questionnaire

Although previous research about job satisfaction has been done in various fields, there has been a limited amount done in the field of physical therapy. This research has been an attempt to increase knowledge regarding job satisfaction of staff physical therapists. The authors hope that this study will stimulate further research about the factors that affect job satisfaction and job mobility in the field of physical therapy.

The results of the research show that staff physical therapists in our sample are motivated by both intrinsic and extrinsic motivators. As a group, the extrinsic motivators were positively correlated to physical therapists' self reported job satisfaction. Of the nine extrinsic motivators identified in the questionnaire, there were five that were of greatest importance in relation to job satisfaction. These motivators were, in descending order, number of patients treated daily, amount of paperwork, facilitation of research activities, financial support for continuing education, and adequate sign on bonuses (Table 3).

Intrinsic motivators, as a group, were more important to the physical therapists in our sample than the extrinsic motivators in relation to job satisfaction. Four of the intrinsic motivators from this group corresponded highly to job satisfaction as reported by the respondents. These

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intrinsic motivators included, in descending order, sense of achievement, ability to be involved in independent decision making, appropriate level of challenge in their work, and opportunities for recognition (Table 3).

Other investigators have also found achievement to be a significant factor affecting job satisfaction. In our study, achievement was the intrinsic motivator that had the highest correlation to job satisfaction. It was also the highest ranked of all the intrinsic and extrinsic motivators combined.

Previous studies have found that the level of responsibility given to professionals was related to an individuals' satisfaction with their job. In our study this was not found to be one of the major intrinsic motivators for therapists. Instead, in our sample, job challenge and opportunity for recognition, along with the ability to be involved in independent decision-making, were of greater importance to staff physical therapists in relation to job satisfaction.

Salary was found to be important in relation to job satisfaction by at least three previous studies. Our data from this research study does not support this literature. Salary was not found to be statistically significant in relation to job satisfaction. The investigators believe this may be related to an understanding by physical therapists that their current
salaries are competitive and are equivalent to others they might receive elsewhere.

When comparing mobility to satisfaction the investigators found that there is not a strong correlation between these two variables. Job mobility was affected by a variety of factors. The factors included things such as family, responsibility and geographic location, as well as the intrinsic and extrinsic motivators. Job mobility cannot be predicted or solely explained only on the basis of job dissatisfaction. Many factors seem to have an influence on a staff physical therapists' decision to change jobs.

Some of these factors were expanded on throughout the interviews with two of the three physical therapists. When reviewing the interview data the investigators discovered reasons other than job dissatisfaction that caused the therapists to change jobs. Three reasons given by the interviewees included family responsibilities, geographic location and job opportunities.

Implications for Physical Therapy Administration and Staff

The information gathered from this research study of staff physical therapists working in hospitals with greater than 200 beds in the lower peninsula of Michigan may be used as an initial building block in the construction and maintenance of stronger and more cohesive physical therapy departments. The results of the study may provide administrators with increased knowledge about the intrinsic and extrinsic motivators that staff physical therapists feel
are particularly important. In addition, administrators would have information that could enhance their ability to successfully recruit and retain staff physical therapists. For example, administrators may focus attention on providing opportunities for achievement, independent decision making, challenge and recognition since these were found by our study to be important motivating factors to staff physical therapists in a hospital setting. Administrators need to keep in mind that these top motivators are a composite of responses from staff physical therapists. To use these motivators effectively, they must be individualized for each therapist. Individual differences and needs will have an impact on key motivators for each person. Therefore, the top motivators need to be considered but setting priorities on the key motivators must continue to be assessed on an individual basis. As a result, better patient care may ensue from the reduction of staff turnover in the physical therapy department. Hopefully, this will be seen by continuity of care with patients, manageable caseloads and more stable staffing patterns.

Staff physical therapists may also benefit from this research. The information gained from the study could be used by therapists when interviewing for potential staff physical therapist positions. The physical therapist could inquire about specific motivators and ask how and if they are used at that facility.
Using this information when interviewing for a potential staff position will allow the physical therapist and especially the new graduate to make a more informed decision about their options in the field of physical therapy. Therefore, this information could lead to increased therapist satisfaction with a new position and possibly less turnover.

The data about job mobility and job satisfaction gained by this research study adds to the small amount of research done previously on this issue in the field of physical therapy. The relationship between the use of intrinsic and extrinsic motivators as they correspond to staff physical therapists' self-reported job satisfaction was identified. The division of motivational factors into two categories was a unique approach to examining both job mobility and job satisfaction in physical therapy. The addition of our data to the body of research available concerning this topic provides further insight about the factors which motivate staff physical therapists.

Limitations

Generalizability.-The job mobility and satisfaction questionnaire is a starting point in addressing the large issue of job satisfaction and it's relation to recruitment and to retention in the field of physical therapy. Although this questionnaire was only sent to staff physical therapists working in hospitals with greater than 200 beds in the lower peninsula of Michigan, the investigators feel
that the results are generalizable to hospitals of comparable size in other midwestern states. However, the findings from this study cannot be extrapolated to other settings, such as outpatient satellites, extended care facilities, school systems and private practice clinics.

Another limitation is that while the majority of respondents were staff physical therapists, the investigators are not certain that all of the respondents were staff physical therapists, some may have been physical therapy department managers.

**Questionnaire Construction.**—There were several problems with the construction of the questionnaire (Appendix 1). The questionnaire did not provide a "not applicable" choice for questions number 1, 2 and 3. Question number two did not specify last place of employment to be in the physical therapy profession. The arrangement of the numbers for the Likert scale included questions numbered 1, 2, 3 and 11 - 28 could possibly have been reversed, "not applicable" (1) ... very satisfied (6). This would have made the larger number reflecting increased satisfaction which seems more conceptually consistent. The questionnaire could have been improved by including a question that inquired as to whether or not the staff physical therapist felt their facility was understaffed. This would have allowed the investigators to investigate whether or not there was a relationship between a department being understaffed and therapists being dissatisfied. In addition, a question related to power as
Suggestions for Further Research

Questionnaires addressing job mobility and job satisfaction need to be sent to staff physical therapists who do not work in hospital settings. Further insight into these topics may be gained by performing comparative studies of physical therapists in two or more settings. In addition, physical therapy department managers and recruitment personnel need to be asked to provide input about job mobility and perceived job satisfaction of their staff. These individuals may provide additional information about job mobility and job satisfaction and offer a different perspective to these issues in relation to the recruitment and the retention of staff physical therapists. Perhaps the above investigations will reveal other factors related to job satisfaction. These factors may or may not be intrinsic or extrinsic motivators and may further explain the 70% of job satisfaction that is unexplained in this study.

Managers could be surveyed regarding their decision-making policies about placing a physical therapist in a particular position. Whether or not a strategy designed to create "job matching" is used may be related to job mobility and satisfaction of a manager’s staff. The relationship of the use of "job matching" to the recruitment and the
retention of staff physical therapists needs to be explored further.

Further research needs to be conducted in the area of quality of patient care as it relates to decreased staff turnover. An investigation needs to be performed to see whether or not the quality of patient care increases with increased stability of staff.

Interviews

Results.—In the interviews with three volunteer respondents, the investigators found common themes across interviews that were congruent with survey responses. There were several topics that were repeated in all three interviews.

The first theme that emerged across interviews was that each interviewee discussed goals as they relate to job satisfaction. Although each person had a slightly different approach to this topic they all mentioned goals in their interviews. For example, Casey said,

\[
I \text{ think that most PTs are goal oriented and if there is no goal, then they need to move on to something else.}
\]

In this quote, Casey affirms her belief that most physical therapists are goal oriented. Andy demonstrates that he holds a similar belief about the importance of goal orientation. He states, "You have to find new goals and not sit around and accept what you have."

It seemed to be mutually accepted and understood that physical therapists need to feel challenged; thus the
requirement for setting goals for themselves. One of the
interviewees discussed challenge in relation to job
satisfaction. Casey stated that physical therapists "look
for a challenge. If they are not challenged any more then
they have a tendency to move away." At the other extreme,
she discusses excessive challenge suggesting that at times
physical therapists may be overwhelmed by the number of
patients and demands related to patient care. The
investigators feel that finding a balance between being too
challenged and not being challenged enough may be a key
element with regard to increasing an individuals personal
job satisfaction.

Two of the interviewees discussed that working as a
physical therapist can be so hectic that, at times, they
felt overwhelmed. The staff physical therapist in Case 3
discusses this topic when he talks about seeing 40 patients
a day in addition to performing two initial evaluations with
time constraints of 20 minutes per evaluation. In case 2
the therapist describes how demanding juggling both clinical
and management responsibilities can be. This is supported
by the fact that Betty is currently the director of the
department, the center coordinator of clinical education, a
clinical instructor for that facility and also spends a
substantial amount of time in direct patient care in the
clinic.

One of the reasons that physical therapists may feel
their schedules are hectic could be related to the shortage
of physical therapists in the clinic. Two of the therapists felt that they were used as an "evaluation machine" or were working like a physician in so far as they were doing a lot of evaluations. When discussing how he feels like a physician, Andy stated that all he does is:

see a patient, delegate treatment... that's not the way I am trained... that's not what I want to do.

He explained that he wanted to administer treatment and not delegate patient treatment to support staff. This concern regarding delegation was also voiced by Casey who stated,

if we continue on the track we all will become an evaluation machine. All we'll do is evaluate and pass everything else on... I do see that to be a problem.

In case 2 Betty, the therapist, describes the relationship of staffing shortages to job satisfaction:

physical therapists are real glad that they are in demand but are working real hard. And that is a big stress in most places to most people.

Another topic that reflected their management roles was discussed by both Casey and Betty. Casey and Betty concurred that their level of job satisfaction would increase with a clearer definition of their roles. For example, Casey said that she is

not exactly sure what is going to happen with my position, what my responsibilities will be... So, I think that is one thing (that would increase my job satisfaction) having my role more defined. Then I could be very satisfied.
Although the three therapists shared common beliefs of themes in their interviews, there were also noticeable differences between them. All of the physical therapists who were interviewed had different reasons for accepting their first position in the physical therapy profession. One of the therapists, Betty, had signed a contract for employment prior to graduation from the physical therapy program. Andy took his first job in the United States after being involved with a recruiter in his native country. The last therapist, Casey, accepted her first position after interviewing at many facilities.

All of the therapists interviewed also had different reasons for either remaining in their original job or for leaving that employer. Casey has remained with the same employer for seven years although she has not held the same position within that company. She reports that this employer has:

... pretty much taken care of me...I have been able to have all of my needs provided for through the company.

The investigators believe that this is important because Casey has had her professional problems and concerns dealt with in a supportive manner by her employer. This qualitative data would not have been discovered by the survey results alone.

In contrast, Andy (Case 3) has moved from his first position in the United States back to his homeland and then returned to his original position in the United States.
This transition may not have been discovered via the questionnaire alone. Andy reported that he moved because of a desire for geographical relocation, not necessarily because he was dissatisfied with his job. He made this decision with support from his wife who encouraged him.

Family responsibilities, personal reasons and geographic considerations were also cited by Betty as the primary reason for changing jobs. Betty discovered she was pregnant and decided to relocate to a job that would allow her to be closer to her home and family. The questionnaire would not have provided the investigators with this information although it listed geographical location as a possible reason for choosing the therapists current position, it did not permit respondents to explain that this also related to family or personal needs.

This qualitative data permitted the investigators to begin a preliminary expansion of and encourage further in-depth examinations of the "hows'" and "whys'" of some of the motivational factors identified in the survey. Furthermore, it demonstrates a more complete and distinct picture of how mobility relates to job satisfaction in physical therapy. Even though there were only three interviewees each of them had very different reasons for why they did or did not change jobs. This leads the investigators to believe that there are a variety of factors that influence job satisfaction and more reasons that physical therapists change jobs than those identified in our survey. With an
increased collection of qualitative data gained from more interviews with physical therapists these relationships may become even clearer and could be useful to both staff physical therapists and hospital administrators.

**Further Research.**—An area for further research pertains to the use of support staff including physical therapist assistants (PTA's) and certified athletic trainers (ATC's). The above suggestion, concerning the use of support staff, was derived from interviews conducted by the investigators. Two of the three interview participants discussed the "improper" use of support staff as a concern or as a factor related to job dissatisfaction. The use of support staff needs to be considered and investigated further in relation to job mobility and job satisfaction.
REFERENCES


Table 1.-Biodemographic Data

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
<th>Male</th>
<th></th>
<th>No Response</th>
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<tr>
<td>Female</td>
<td>183 (83.9%)</td>
<td>35</td>
<td></td>
<td>4 (0%)</td>
</tr>
<tr>
<td>Male</td>
<td>35 (16.1%)</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>No Response</td>
<td>4 (0%)</td>
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<td></td>
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**Age (Years ± S.D. 7.9)**

<table>
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<th>Mean</th>
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**Salary**

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</thead>
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<td>$25,000 - $65,000</td>
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**Race**

<table>
<thead>
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<th>Caucasian</th>
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<th>African American</th>
<th>Other</th>
<th>No Response</th>
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</thead>
<tbody>
<tr>
<td>193 (86.9%)</td>
<td>15 (6.8%)</td>
<td>7 (3.2%)</td>
<td>4 (1.8%)</td>
<td>3 (1.4%)</td>
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</tbody>
</table>
### Table 2. Job Satisfaction in Relation to Total Intrinsic Motivators and Total Extrinsic Motivators

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Mean Square</th>
<th>Sum of Squares</th>
<th>P Value</th>
<th>( r^2 )</th>
<th>F Value</th>
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<tr>
<td>Total Intrinsic</td>
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<td>32.5</td>
<td>.0001</td>
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<td>Error</td>
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<td>113.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>146.2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Job Satisfaction = \( .0695 + .7514 \) (Total Intrinsic)

| Total Extrinsic      | 11.98       | 12.0           | .0001   | .0920   | 19.87   |
| Error                | .6033       | 118.2          |         |         |         |
| Total                |             | 130.2          |         |         |         |

Job Satisfaction = \( .7962 + .4211 \) (Total Extrinsic)
Table 3.—Job Satisfaction in Relation to Intrinsic and Extrinsic Motivators

<table>
<thead>
<tr>
<th>Motivator</th>
<th>Question Number</th>
<th>P Value</th>
<th>R²</th>
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<tbody>
<tr>
<td><strong>Intrinsic:</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility</td>
<td>14</td>
<td>.0010</td>
<td>.0487</td>
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<td>16</td>
<td>.0005</td>
<td>.0566</td>
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<tr>
<td>On-site Education</td>
<td>17</td>
<td>.0306</td>
<td>.0221</td>
</tr>
<tr>
<td>Recognition</td>
<td>20</td>
<td>.0001</td>
<td>.1342</td>
</tr>
<tr>
<td>Flexible Schedule</td>
<td>21</td>
<td>.0004</td>
<td>.0562</td>
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<td>Challenge</td>
<td>22</td>
<td>.0001</td>
<td>.1391</td>
</tr>
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<td>Achievement</td>
<td>24</td>
<td>.0001</td>
<td>.2955</td>
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<tr>
<td>Independent Decision Making</td>
<td>26</td>
<td>.0001</td>
<td>.1406</td>
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<tr>
<td>Clinical Education</td>
<td>27</td>
<td>.0011</td>
<td>.0495</td>
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<tr>
<td><strong>Extrinsic:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cafeteria Style Benefits</td>
<td>11</td>
<td>.0279</td>
<td>.0245</td>
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<td>Child Care</td>
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<td>.1008</td>
<td>.0247</td>
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<td>.0024</td>
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<td>.0001</td>
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<tr>
<td>Paperwork</td>
<td>25</td>
<td>.0009</td>
<td>.0504</td>
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<tr>
<td>Sign on Bonuses</td>
<td>28</td>
<td>.0164</td>
<td>.0429</td>
</tr>
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Table 4.-Job Mobility in Relation to Total Intrinsic Motivators and Total Extrinsic Motivators

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Mean Square</th>
<th>Sum of Squares</th>
<th>F Value</th>
<th>R^2</th>
<th>F Value</th>
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<tbody>
<tr>
<td>Total Intrinsic</td>
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<td>6.92</td>
</tr>
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<td>Error</td>
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<td>24.73</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total</td>
<td></td>
<td>25.54</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Job Mobility = .9255 + (- .1201) (Total Intrinsic)

| Total Extrinsic      | .4908       | .490           | .0398   | .0211| 4.28    |
| Error                | .1146       | 22.69          |         |      |         |
| Total                |             | 23.19          |         |      |         |

Job Mobility = .9620 + (- .0846) (Total Extrinsic)
<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Mean Square</th>
<th>Sum of Squares</th>
<th>P Value</th>
<th>R²</th>
<th>F Value</th>
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</thead>
<tbody>
<tr>
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<td>Total</td>
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</tbody>
</table>

Job Mobility = .8524 + (- .0831) (Job Satisfaction)
Figure 1.-Summary and Comparison of Herzberg, Maslow, and Alderfer Theories

**EXHIBIT 4-6 Content Motivation Theories**

<table>
<thead>
<tr>
<th>Herzberg</th>
<th>Maslow</th>
<th>Alderfer</th>
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<tbody>
<tr>
<td>Two-Factor Theory</td>
<td>Need Hierarchy</td>
<td>ERG Theory</td>
</tr>
<tr>
<td>Motivators</td>
<td>Self-actualization</td>
<td>Growth</td>
</tr>
<tr>
<td>Hygiene Factors</td>
<td>Ego, Status, and Esteem</td>
<td>Relatedness</td>
</tr>
<tr>
<td></td>
<td>Social</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Safety and Security</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Physiological</td>
<td>Existence</td>
</tr>
</tbody>
</table>

(From Szilagyi and Wallace)
Figure 2.-Job Satisfaction vs Total Intrinsic Motivators
Figure 3.-Job Satisfaction vs Total Extrinsic Motivators
Figure 4.—Job Mobility vs Total Intrinsic Motivators
Figure 5.-Job Mobility vs Total Extrinsic Motivators
Figure 5.- Job Mobility vs Job Satisfaction
JOB SATISFACTION QUESTIONNAIRE

Directions: Mark all questions that apply and leave all questions blank that do not apply. For questions 1 - 3, circle the appropriate number. Key: 1=Very Satisfied, 2=Satisfied, 3=Indifferent, 4=Unsatisfied, and 5=Very Unsatisfied.

1. Rate your present level of personal job satisfaction: 1 2 3 4 5

2. Rate your personal job satisfaction for your last place of employment: 1 2 3 4 5

3. Rate your present level of job satisfaction compared to your perception of an "ideal" position: 1 2 3 4 5

4. What prompted you to choose your current position:
   [ ] recruitment/recruiter [ ] institutional reputation
   [ ] advertisement [ ] professional acquaintance
   [ ] geographic location [ ] other __________________________

5. Are you planning on leaving your present position in the next year?
   [ ] very likely
   [ ] likely
   [ ] indifferent
   [ ] unlikely
   [ ] very unlikely
   If so, why? ________________________________________________

6. What are the areas of your last work experience as a physical therapist (ie; inpatient, cardiac, private practice, etc.)? __________

7. If you are a certified clinical specialist, please indicate the area(s) of specialty:
   [ ] cardiopulmonary [ ] orthopaedic
   [ ] pediatric [ ] neurologic
   [ ] geriatric [ ] sports

8. Are you a member of the APTA? [ ] Yes [ ] No

9. I work: [ ] full-time [ ] part-time

10. In what services (teams) of the hospital are you primarily working in now:
    [ ] inpatient acute
    [ ] outpatient
    [ ] inpatient rehabilitation
    [ ] outpatient rehabilitation
    [ ] other __________________________
For questions 11 - 28, circle the appropriate number.

Key: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly Disagree, 6=Not Applicable.

11. A choice of different benefits is provided by my employer (eg: cafeteria style benefits).
   1 2 3 4 5 6

12. My employer provides child care to my satisfaction.
   1 2 3 4 5 6

13. Parent care is an option provided by my employer (eg: on- or off-site day care).
   1 2 3 4 5 6

14. My job has a high level of responsibility.
   1 2 3 4 5 6

15. The health insurance policy provided by my employer is satisfactory.
   1 2 3 4 5 6

16. My employer offers opportunities for advancement potential.
   1 2 3 4 5 6

17. On-site education at this hospital is challenging.
   1 2 3 4 5 6

18. Research activities are facilitated at my current place of employment (eg: time available, resources, etc.).
   1 2 3 4 5 6

19. The financial support that I receive for further education from my employer is adequate (eg: financially, time is compensated).
   1 2 3 4 5 6

20. There are chances for recognition to be expressed in my position (eg: verbal/written recognition from supervisor).
   1 2 3 4 5 6

21. The schedule that I work takes into consideration my personal needs (eg: flexible schedule/reasonable hours).
   1 2 3 4 5 6

22. My job provides me with an appropriate level of challenge.
   1 2 3 4 5 6

23. The number of patients I see on an average daily basis is appropriate.
   1 2 3 4 5 6

24. My current position offers me a feeling of achievement.
   1 2 3 4 5 6

25. The amount of paperwork that I do in my job is tolerable.
   1 2 3 4 5 6

26. In my job I am free to make decisions independently.
   1 2 3 4 5 6

27. At this hospital I have the opportunity to be involved in clinical education.
   1 2 3 4 5 6

28. Sign on bonuses at this facility are adequate.
   1 2 3 4 5 6
DEMOGRAPHICS:

Sex: [ ] Female [ ] Male

Age: ______

Race: [ ] Caucasian [ ] African American
[ ] Hispanic [ ] Asian
[ ] Native American [ ] Other ________________

Please indicate full-time salary range:
[ ] $25,000 - $34,999
[ ] $35,000 - $44,999
[ ] $45,000 - $54,999
[ ] $55,000 - $64,999
[ ] $65,000 +

How many years did you work as a Physical Therapist at your last work site? _____________

How many years have you worked as a Physical Therapist at your current work site? _____________

How many years have you been out of school? _____________

How many years have you been practicing? _____________

Would you be willing to participate in an interview? [ ] Yes [ ] No
If yes, please fill in your name and telephone number below.

Would you like a copy of our study? [ ] Yes [ ] No If yes, please fill in your name and address below.

Name __________________________________________

Address _______________________________________

Telephone Number:

Work ___________________ Home ________________
Interview Question Sheet

Introduction: Thank the physical therapist for volunteering to take part in the interviews
Clarify or expand information on survey
Explain to the therapist the confidentiality
Explain to the therapist that they will be audiotaped and the tape will be destroyed upon completion of transcription or they may have the tape for their personal use

Tell me the story of your career including job mobility and job satisfaction?

What contributing factors prompted you to stay or leave a site of employment?

How did you solve conflicts related to your job or to choosing a staff physical therapist position with the following:
- balance of extrinsic and intrinsic motivators
- self and others - administrators, peers, or family

As your career progressed, did your perception of job satisfaction change? (from beginning to now)

What motivated you to complete the survey and to participate in this interview?

What wasn’t addressed that you feel is important in relation to job satisfaction? (add or get rid of, wording of questions)