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The expectations for leadership in a nursing supervisor as indicated by selected head nurses and nursing supervisors in a large hospital

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THE EXPECTATIONS FOR LEADERSHIP IN A
NURSING SUPERVISOR AS INDICATED
BY SELECTED HEAD NURSES AND
NURSING SUPERVISORS IN
A LARGE HOSPITAL

BY

Florence M. Seidler
(Bachelor of Science Degree, Wagner College, 1951)

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First Reader: Adelma E. Meeth
Adelma E. Meeth

Second Reader: Anne K. Kibrick
Anne K. Kibrick

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CHAPTER I

INTRODUCTION

The successful attainment of the established goals of nursing service are to a large extent dependent upon human relations among the nursing staff. Since the goal of supervision in the hospital is the continued improvement of patient care, it is vital that the interpersonal relationships at the different levels of personnel within the organizational structure of the nursing department be such that the attainment of this goal will be facilitated. This is done through nursing supervision which, as Perrodin states, "is a service devised to improve patient care by the promoting, stimulating, and fostering of personnel growth and welfare."¹ It is from this definition that the role of nursing supervisor takes form.

One of the factors in the development of nursing personnel requires that there be leadership of the type that will contribute toward the achievement of the goal of the nursing service, namely -- the giving of better patient care. This implies that the nursing supervisor, by virtue of her function, must have leadership qualities. In the nursing service organization of a hospital, the day nursing supervisor is the immediate leader of the head nurse. Therefore, it follows that the head nurse might have expectations as to the type of leadership she, the head nurse, feels should

¹Cecelia M. Perrodin, Supervision of Nursing Service Personnel (New York: The Macmillan Company, 1957), p. 1.

be received from a supervisor.

Traditionally, nursing functioned under the autocratic type of nursing supervision or leadership. Today, this form of leadership is giving way to a more democratic type which is in keeping with the concept generally accepted by our society as being the most desirable. The leadership provided by supervisors should be in accord with society's currently expected practices. A study to determine what type of leadership the head nurse and supervisor expect of a nursing supervisor should yield information as to whether the nursing supervisor functions in a more democratic or a more autocratic manner.

The Statement of the Problem

The purpose of this study is to determine the expectations the head nurse has regarding the type of leadership provided by the supervisor, and how this compares with the expectations of leadership the supervisor has for herself. For the purposes of this study leadership is studied from three points of view, namely -- authoritarian, democratic and laissez-faire.

Justification of the Problem

Nursing service is concerned with the over-all functions, purposes and goals of the nursing department. Consequently all factors and persons contributing to this over-all picture would also be of concern to nursing service. It is from this concern that the position of the head nurse and the day nursing supervisor are viewed as they relate to the head nurse's and the supervisor's expectations for leadership from a supervisor.

Both the head nurse and the nursing supervisor represent positions

at different levels of responsibility and function in the organisational structure of the nursing service in a hospital. Much of what transpires in the area of interpersonal relations at the head nurse-supervisor level has a great influence on the effectiveness of nursing administration as a whole and on the attainment of established goals. The supervisor contributes to the attainment of these goals by providing leadership which aids the head nurse to develop in her job. The head nurse is the recipient of requests from patients, the nursing staff and other departments in the hospital. To meet these requests she has to use judgement and have the ability to coordinate her work. Because the supervisor's position makes possible an overview of the head nurse area, she can provide the head nurse with the necessary guidance. However, for the leadership to be effective, it has to be accepted by the head nurse. This indicates a need to view the types of leadership the head nurse expects of the supervisor and the type leadership the supervisor expects to give the head nurse.

Depending on what is to be accomplished, leadership can be authoritarian, democratic or laissez-faire. One factor has done much to influence the kind of leadership given and the interpretation of the leadership received. This factor is one of the prime movers of behavior, namely -- expectations. Knowing what expectations the head nurse and the nursing supervisor have of the supervisor's role as leader could provide information necessary for improving head nurse-supervisor relationships. Mutual expectations present no problem in relationships; however, differences in the leadership expectations may well influence relationships existing between a head nurse and supervisor. More compatible expectations would make possible more effective human relations, more effective nursing

supervision and also help to clarify the supervisor's and head nurse's concept of leadership.

Scope and Limitation

This study was carried out in a large metropolitan hospital. Twenty-seven head nurses and seven nursing supervisors on the day tour of duty were asked for their expectations regarding the type of leadership given by the supervisor to the head nurse.

Following are the evident limitations of this study:

1. There is no certainty that a verbal expression of an expectation will coincide with the actual performance of the same expectation. This study may only be measuring the verbal support given to any type of leadership.
2. The head nurses as a group had been in their positions a much shorter period of time than had the day nursing supervisors. Since perception and interpretation of a given situation have a tendency to vary with time, the day nursing supervisor's role as leader may be perceived differently by both the head nurse and the supervisor on the basis of time alone.
3. The nature of the questionnaire called for a fixed-alternative response to specific situations. This placed a limit to the latitude of response.
4. The forty-eight hour period in which the respondents were permitted by the investigator to have the questionnaire in their possession allowed for deliberation over the responses. The investigator felt this forty-eight hour period was the least amount of time in which the

respondents, who had heavy work commitments, could be asked to complete the questionnaire without experiencing possible resentment due to pressures coming from lack of time. The administration of the questionnaire with the request for spontaneous responses might have produced different results.

5. The head nurses could have been unconsciously answering as a head nurse rather than in the projected role of a supervisor as requested by the questionnaire. Since they did not have the actual experience of having been a supervisor they could have identified more closely with their actual positions of head nurse.

Definition of Terms

The nursing supervisor is a professional graduate nurse, on the day tour of duty, who is responsible for the administration of two or more wards, each of which is under the direction of a head nurse. For the purposes of this study references to the nursing supervisor denotes the nursing supervisor on the day tour of duty.

Preview of Methodology

The data were obtained with a projective fixed-alternative response questionnaire composed of hypothetical situations focused on the head nurse-supervisor level of nursing administration. Two sets of questionnaires were used. One was designed to obtain data from the head nurse and the other, for data from the nursing supervisor. The given situations in both questionnaires were identical but in one instance the head nurse was asked how she saw the supervisor as leader and in the other instance the supervisors were asked how they saw themselves as leaders. Both the head

nurses and the supervisors were requested to indicate their expectations for supervisor leadership through checking one of three possible answers to each situation.

Sequence of Presentation

The manner of presentation of this study is as follows:

Chapter II reviews the literature relevant to the theoretical framework of the study as it relates to the philosophy of expectations and its influence on interpersonal relationships and leadership.

Chapter III discusses the selection and description of the sample, the tools used in the collection of the data and the method of procurement of the data.

Chapter IV is the presentation and the discussion of the data.

Chapter V contains the summary, conclusion and recommendations based upon the findings of the study.

CHAPTER II

THEORETICAL FRAMEWORK OF THE STUDY

A Review of Literature

The nature of nursing supervision is dependent upon the interactions of the people who comprise the nursing staff. This is evident when Perrodin refers to nursing supervision as " . . . an adjunct to administration, supporting it, interpreting it, . . . spreading its effectiveness."² This is again made evident when Finer points out that "connective human relationships"³ are shared by all involved in administration, and by the same token, also by those involved in supervision which is an integral part of administration. George Bugbee emphasized the importance of the individual nurse and the importance of inter-personal relationships within the entire nursing staff. He stated that "the quality of hospital service . . . is almost dependent on . . . the motivation of the individual member of the hospital staff, and the adeptness with which hospital administration welds this complicated mechanism into an effective instrument for the care of sick people."⁴

² Ibid., p. 3.

³ Herman Finer, Administration and Nursing Services (New York: The Macmillan Company, 1952), p. 184.

⁴ Temple Burling, Edith M. Lents, and Robert A. Wilson, The Give and Take in Hospitals (New York: G. P. Putnam's Sons, 1956), p. v.

The above stated concept may serve as a guide for nursing supervision which shares the general belief that administration and thus supervision "is the inclusive process of integrating human efforts so that a desired result is obtained."⁵

Integration of human efforts implies the need for leadership which recognizes the worth of the individual nursing staff member and makes it possible for that individual to want to contribute toward the common goal of better patient care. The nursing supervisor carries out broad functions of integration which requires her to have leadership qualities.⁶ The type and quality of leadership given is reflected in the supervisor's interpersonal relationship with the head nurse.

One conclusion of the Mary Grivest study on nurses in a hospital was that "the head nurse feels that efficient leadership is lacking in promoting team spirit and cooperation."⁷ This raises the question of "expectations" the head nurse had for leadership in prompting team spirit and cooperation.

The head nurse brings to her job a complex pattern of expectations which is the sum of life experiences. Not only has she developed ideas of what is expected of her but what she can expect of others. Expectations have in them an element of human factors which serve to influence interpersonal relations. This was reflected in the study by Maryo and Lasky

⁵Ordway Tead, Administration: Its Purposes and Performance (New York: Harper & Brothers Publishers, 1959), p. 2.

⁶Alfred R. Lateiner, The Techniques of Supervision (New London: National Foreman's Institute, Inc., 1954), p. 3.

⁷Mary T. Grivest, "A Personal Inventory of Supervisors, Head Nurses, and Staff Nurses in Selected Hospitals," Nursing Research, VII (June, 1958), p. 87.

when they concluded from their work-satisfaction survey among nurses that, "in management-employee relations the nurses' personal situations should be considered."⁸

The nursing supervisor generally represents management to the head nurse. How the supervisor and the head nurse see "personal situations" can be influenced by the expectations they both have for these situations. The head nurse's expectations may determine how she reacts and what meanings she attaches to everything that happens in the work situation.⁹ This could affect head nurse-supervisor inter-personal relations so that the necessary communication at this level of nursing administration would be adversely affected.

By virtue of their two positions in the organizational structure of the nursing service of a hospital, the head nurse and the supervisor are dependent on each other for the successful carrying out of their respective functions. This is substantiated by Likert who stated that "the quality of superior-subordinate relationship exerts a major influence on the behavior of subordinates and on all aspects of the organization's operation,"¹⁰ and one could add, on the behavior of the "superior" who, in this study, is the nursing supervisor. Zander supported this concept when he said that expectations are generated by the dependence and mutual interdependence of

⁸ Jeann S. Maryo and Julian S. Lasky, "A Work Satisfaction Survey Among Nurses," American Journal of Nursing, LIX (April, 1959), p. 502.

⁹ Burleigh B. Gardner and David G. Moore, Human Relations in Industry (Chicago: Richard D. Irwin, Inc., 1950), p. 239.

¹⁰ Rensis Likert, "Motivational Approach to Management Development," Harvard Business Review, XXXVIII (July-August, 1959), p. 76.

the members of a group.¹¹ These expectations when not met will lead to hostility, and when met, will be conducive to a better working relationship.¹² For both the head nurse and the supervisor the face-to-face contact in their work often does require that "each participant anticipate behavior"¹³ of the other. Also, the intensity of their anticipations or expectations are dependent partly or perhaps entirely on their experiences.¹⁴

The above concept has been stated somewhat differently by Reissman and Rherer who viewed the positions of the head nurse and the supervisor as being situations of maximum contact, and that "increased solidarity, or increased animosity could be the results of such a close working situation, depending upon the personalities of those involved. . . ."¹⁵

The nursing supervisor, through her position in the organization, functions as leader. When this leadership is of the democratic type it adds the needed emotional support necessary for dealing with people as persons.¹⁶ "It is not necessary to assume that because one method of leadership is superior under certain conditions, it will be superior under

¹¹Alvin Zander, "Group Membership and Industrial Security," Human Relations, XI, No. 2 (1958), p. 109.

¹²Ibid.

¹³Ivan D. Steiner, "Interpersonal Behavior As Influenced by Accuracy of Social Perception," Psychological Review, LXII (July, 1955), p. 270.

¹⁴E. L. Thorndike, "Expectations," Psychological Review, LIII (September, 1946), p. 281.

¹⁵Leonard Reissman and John H. Rohrer (ed.), Change and Dilemma in the Nursing Profession (New York: G. P. Putnam's Sons, 1957), p. 114.

¹⁶Ordway Tead, Administration: Its Purpose and Performance (New York: Harper and Brothers Publishers, 1959), p. 17.

other conditions;¹⁷ therefore the expectations of the head nurse and those which the supervisor expects for herself may differ with the situation. From this it can readily be concluded that no matter what type leadership a nursing supervisor professes to practice, her act will identify her style of leadership for a given situation.

Leadership may be defined in terms of three basic types -- namely, authoritarian (autocratic), democratic, and laissez-faire. Maier accepts Lewin's concept of the differences between the types of leadership. This concept is based on the differences in the location of authority.¹⁸ The location of authority is based in the social situation rather than in the position alone. As a leader, the supervisor could be an "authoritarian leader who gave orders and made all the decisions; a democratic leader who encouraged participation and discussion of all matters; a laissez-faire leader who supplied information only when requested, but otherwise was nonparticipiant and permitted complete freedom."¹⁹

Certain situations may produce internal stress in an individual causing a change in her behavior. Where both the head nurse and the supervisor have different expectations for the type leadership to be given, one or both may experience emotional stress thus affecting the interpersonal relations necessary to cooperation in the work situation. The behavior of another person is better understood in terms of that person's own frame of reference.²⁰

¹⁷Norman R. L. Maier, Principles of Human Relations (New York: John Wiley & Sons, Inc., 1952), p. 30.

¹⁸Ibid., p. 21.

¹⁹Ibid.

²⁰Ibid., p. 33.

It would appear important to ascertain the expectations for leadership in the supervisor from both the head nurse and the supervisor since their individual expectations would have a bearing on their work relationship. It is with this in mind that the investigator did this study on expectations for leadership and formulated the following hypothesis:

Expectations of both the head nurse and the nursing supervisor toward the role of the supervisor as a leader are primarily democratic in nature.

CHAPTER III

METHODOLOGY

Selection and Description of the Sample

A large metropolitan hospital was selected in which to collect data for the study. One criteria for the selection of an area for study was that all supervisors function in a similar capacity. There were four buildings in the hospital which met this criteria. The total number of nursing supervisors who participated in the study was seven. There was a total of twenty-seven head nurses in the study.

Tools to Collect Data

The data for this study were collected by means of a projective fixed-alternative response questionnaire. Each of the twenty-five items in the questionnaire represented a hypothetical ward situation focused on the head nurse-supervisor level of nursing administration and supervision. The purpose was to determine laissez-faire, democratic and authoritarian leadership.

Two separate questionnaires were used -- both having identical item-content. Items in the questionnaire given to the nursing supervisors were written to elicit responses from the supervisors toward supervisory functions, for example:

If a head nurse told me that one of her nurses was doing poor work, I would, etc.

It was hoped that each supervisor would project herself into the position of the supervisor meeting the situation in the questionnaire. The other questionnaire was given to the head nurses. Each statement depicted the identical supervisory functions presented in the questionnaire given to the supervisors. However, the statements were worded so that each head nurse was asked to project herself into the position of a supervisor, for example:

If I were a supervisor and the head nurse told me that one of her nurses was doing poor work, I would, etc.

Each participant had a choice of three possible answers. Each of the three answers represented one of the three basic types of leadership -- namely, authoritarian, democratic or laissez-faire. The questionnaire was formulated to elicit indirectly from the respondents the type leadership each felt the nursing supervisor should give the head nurse. The respondents were requested to place a check before the answer of their choice.

To determine the reliability of the instrument in predicting the type of leadership, the instrument was given to three instructors who taught courses in nursing service administration in the university. They unanimously agreed on which items represented laissez-faire, democratic and authoritarian leadership, and their responses were used as the standard against which to evaluate the head nurse and the supervisor responses.

One value of a projective type questionnaire is that the nature of the responses enables individuals to make known their needs and their feelings with a certain sense of security in not having to say outright just what they feel. Each of the three possible responses to each situation in the questionnaire had been structured to indirectly indicate one of the three types of leadership -- namely, authoritarian, democratic or laissez-

faire. It was expected on the basis of the responses to the questionnaires (see Appendix C) that there would be a relationship between the head nurse's and the supervisor's expectations of the type of leadership each expected from a nursing supervisor in relation to a specific situation.

Procurement of Data

Arrangements were made by the investigator with the associate director of nurses of the hospital for the presentation of the questionnaire to the head nurses and the nursing supervisors. Three of the four groups of head nurses selected as the sample were approached by the investigator in their respective head nurse meetings. It was explained at that time that a study was being done to determine how they would deal with certain nursing situations on the ward and that participation in the study was on a voluntary basis. The one group of head nurses who did not attend a head nurse meeting and the nursing supervisors were approached individually and given the same instructions. All the respondents for this study were assured that they would not be identified in the survey. Each respondent was issued a plain envelope in which to seal the answered questionnaire which, after forty-eight hours, was to be returned to a designated collection point in the hospital and from there was to be collected by the investigator.

CHAPTER IV

FINDINGS

Presentation and Discussion of Data

The data were obtained by a projective fixed-alternative questionnaire from seven nursing supervisors and twenty-seven head nurses in one large metropolitan hospital. Analysis of the data revealed that 781 (92 per cent) of the total 840 responses to the questionnaire by the head nurses and supervisors indicated that they both preferred a democratic type of leadership from a nursing supervisor.

These findings may indicate that either the situations were too transparent, revealing their true purpose which is to discern the type of leadership expected, or they may indicate verbal support of a democratic type leadership which is the one found most acceptable in our culture. Then again, both the head nurse and the supervisor groups may have shown indirectly that they feel the democratic leadership to be the leadership type of their choice for most situations. Without additional observational data differentiating between what was said and what was practiced by the nurses regarding leadership, the general findings of this study could not be considered conclusive.

Responses indicative of authoritarian, democratic and laissez-faire type of leadership are scattered fairly widely throughout the questionnaire (see Appendixes D and E). This tends to indicate that all

persons' feelings or expectations toward the same situation are not identical.

An analysis was made of the situations in the questionnaire which received the largest number of authoritarian, democratic or laissez-faire responses from the head nurses and the supervisors. The individual categories of responses will be discussed.

Laissez-faire type responses

The laissez-faire responses implied that the head nurses intimated a "hands-off" policy to the nursing supervisor in certain situations. Some of the supervisors' replies (see Appendix F) indicated that they agreed with four of the seven responses given by the head nurses (see Appendix G). Both groups inferred that they felt the head nurse's responsibilities should include the following:

1. To teach the nursing staff on the ward.
2. To arrange for placement of patients on the ward.
3. To orient new nursing personnel to the ward.
4. To maintain the authority of the head nurse position as it relates to head nurse-nursing staff relationship.

The three situations to which the head nurse group alone gave laissez-faire responses implied that they expected the following from a supervisor:

1. To always give the head nurse a free reign.
2. To give advice to the head nurse on patient care only if it is requested.
3. To permit the head nurse to be completely responsible for the

orientation of a new assistant head nurse to the ward.

To more fully evaluate the inferences implied by the responses given by the head nurses requires that they be compared with the job description of the head nurse in this hospital. There is a question as to whether a head nurse can validly project herself into the supervisor's role. Since the head nurses did not have actual experience of being in the position of a supervisor, they could have identified so closely with the actual position of head nurse that unconsciously they are answering as a head nurse rather than in the projected role of a supervisor as requested by the questionnaire.

Authoritarian type responses

Two situational items received the largest number of authoritarian responses from the head nurses (see Appendix H). Some of the supervisors responded the same way to these situations (see Appendix I).

The head nurses' answers indicated that they expected a supervisor to tell the head nurse to assume her responsibility toward patient care when a nursing staff member did not follow the head nurse's direction. They also expected the supervisor to make a point of telling the head nurse her lack of assuming responsibility when she repeatedly failed to forward certain information to the nursing office.

Data in this study demonstrated that approximately one half of the supervisors whose head nurses responded in an authoritarian manner to these two situations also gave a similar response. Perhaps the responses of some of the head nurses were reflections of the type of nursing supervision they received from their supervisor in similar situations.

In addition, two situations received authoritarian responses from the supervisors. Both responses implied that the head nurses had to be told how to carry out their administrative responsibility to their staff. The replies inferred that direction and decisions regarding the manner in which the head nurse supervised her staff came from the supervisor. These replies might indicate that the head nurse felt she needed this type of direction and that the supervisor felt that her present head nurses had not developed sufficiently to require a less authoritarian leadership.

Democratic type responses

A unanimous democratic type response was given by the supervisors to fifteen situations (see Appendix J) and to nine situations by the head nurses (see Appendix K). Eight of the nine head nurses' responses coincided with those of the supervisors. These replies were reviewed for the type of situations which the head nurses and the supervisors felt were best served by a democratic type of leadership from a nursing supervisor. From the responses it appeared that the head nurses and the supervisors expected the following of a nursing supervisor as leader:

1. To give the head nurse help in personnel matters involving her staff.
2. To aid the head nurse to develop in the head nurse position.
3. To give the head nurse a chance to have her ideas heard and evaluated by her superiors on the nursing staff.
4. To be aware of the need for group interaction for giving good patient care.
5. To give the head nurse assurance of a fair hearing from her

superiors.

6. To include the head nurse in the planning of activities which directly affect her area of responsibility -- namely, the ward.
7. To let the head nurse assume her responsibility but supply assistance when indicated.

In addition to the above list, certain situations in the questionnaire received unanimous responses from the head nurses or the supervisors, not from both. The head nurses' replies indicated that they expected help from the supervisor with personnel problems of their nursing staff when requested. The responses to seven situations by the supervisors indicated that they expected the following to be included in their role as leader:

1. To make it possible for the head nurse to try out new ideas she may have.
2. To be amenable to approach by members of the nursing staff.
3. To support and help the head nurse, but also give her freedom to work out some problems herself.
4. To provide a climate which will enable the head nurse to see that better patient care is given.
5. To help the head nurse develop in her own position.
6. To serve as an expert in the supervisor's clinical area.
7. To work cooperatively with the head nurse in solving certain problems on the ward.

The responses implied that the supervisor should provide a type of leadership conducive to cooperative participation of the head nurse and the nursing supervisor.

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary

This study was focused on the head nurse's and the supervisor's expectations of a supervisor as leader. The data were collected by a projective type questionnaire in a large north eastern metropolitan hospital. Twenty-seven head nurses and seven nursing supervisors participated in the study. Because of the importance of the head nurse-supervisor relationship it was felt that to ascertain the expectations both hold of a supervisor's leadership role would be of value since expectations affect behavior and one's perception of situations involving leadership. It was predicted that the expectations of the head nurse and the nursing supervisor toward the role of a supervisor as leader would indicate that leadership of the supervisor would be primarily democratic in nature.

It was felt that in order to prove or disprove the prediction it would be necessary to determine how the head nurse and the supervisor saw the leadership role of a supervisor. In order to ascertain the choice of leadership by the supervisors and the head nurses, situations were constructed which indirectly reflected their preferences for the authoritarian, democratic or the laissez-faire type. To judge the degree of similarity of responses, the answers of the head nurses and the super-

visors were compared. It was found that the large majority indicated they both expected a democratic type of leadership from a nursing supervisor.

Each item in the questionnaire was reviewed for the situations which received authoritarian, democratic or laissez-faire responses. The laissez-faire responses of the head nurse group indicated that they felt the nursing supervisor should maintain a "hands-off" policy in certain situations. The head nurses' responses pointed toward their desire to have the supervisor always give the head nurse a free reign. They felt it was essential that the supervisor give advice on patient care only when it was requested by the head nurse. The orientation of a new assistant head nurse they felt was also completely a head nurse's responsibility.

Some of the situations received mutual laissez-faire responses from the head nurses and supervisors, these included the teaching of the nursing staff on the ward by the head nurse, giving the head nurse freedom to relocate patients on the ward, orienting of new nursing personnel to the ward by the head nurse, and the head nurse maintaining the authority of the head nurse position. A question arises as to whether the mutual laissez-faire responses of the head nurses and the nursing supervisors to certain situations could be an indication that the situations were completely the responsibility of the head nurses and were recognized as being such by both parties and not in holding with a "hands-off" policy.

The authoritarian replies indicated that some of the head nurses and supervisors expected a supervisor to tell the head nurses to enforce their responsibility when it was evident that they were not fulfilling their function properly.

The responses of the head nurses and their respective supervisors

indicated that they both chose a democratic response for the majority of the items in the questionnaire. Over one half of the total situations depicted in the questionnaire received unanimous democratic replies from the supervisors. Slightly less than one third of the total situations received this type of reply from the head nurses. One third of the total situations for both groups had unanimous democratic responses. These situations indicated that the leadership of a supervisor was expected to include the following: to give help to the head nurse in personnel matters of her staff, to aid the head nurse in self development in the job, to give the head nurse an opportunity to have her ideas heard and evaluated by her superiors, to permit the head nurses to help with planning that would affect her area of responsibility, to leave the head nurse responsible over her ward area . . . but the supervisor may intervene when it is indicated.

In summary, the total questionnaire responses indicated that in the following areas there was the greatest degree of disagreement between the expectations of the head nurses and the nursing supervisors as to the supervisor's role of leadership: degree of freedom to be given to a head nurse by a supervisor, the head nurse's responsibility for the rearranging of patients on the ward, planning of the orientation of new nursing personnel to the ward, and the giving of advice by the supervisor to the head nurse on patient care. Also included was the responsibility for the orientation of a new assistant head nurse to the ward, the responsibility for the handling of a problem in which the staff nurse was complaining of the work on the ward, and the pointing out to the head nurse her area of responsibility.

The data revealed that the hypothesis as stated was supported. The expectations of the head nurse and the nursing supervisor of the leadership role of a nursing supervisor were primarily democratic in nature.

Conclusions

1. The responses from a projective method for obtaining data indicated how the head nurses and the nursing supervisors felt about the situations in the questionnaire, their needs and feelings.
2. In general it may be said that there is a close relationship between the head nurse's and the supervisor's expectations for leadership.
3. In general it may be said that both the head nurses and the nursing supervisors expect a democratic type of leadership from a nursing supervisor.
4. Supervisors and head nurses indicated different degrees of expectations for leadership from a supervisor in certain situations which dealt mainly with what the head nurses felt were their own areas of responsibility.
5. Supervisors and head nurses unanimously indicated that certain situations were best served by democratic leadership from a supervisor. These reflected areas of human relations.
6. The supervisor group alone indicated certain areas of head nurse-supervisor relationship which would best be served by democratic leadership. These reflected areas of interpersonal relationships with the head nurse, consultation as clinical expert by the supervisor.
7. An awareness of the head nurse's expectations for a certain type of leadership could provide the nursing supervisor with the necessary

insight to maintain an optimal working relationship with the head nurse.

8. The supervisor may find that her role as leader may require clarification, mutual acceptance, modification or change by the head nurse and herself.

Recommendations

1. That a study be conducted to ascertain the relationship between what was stated and what is practiced by the head nurse and the nursing supervisor.

2. That a similar study be conducted using an open-end interview to enable the head nurses and supervisors to state directly what they would include as their expectations of a supervisor as leader.

3. That a similar study be done to verify these findings on a broader basis.

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APPENDIX A

APPENDIX A

QUESTIONNAIRE

ANSWERED BY

HEAD NURSE

Your answers to this questionnaire will serve as data for a field study being conducted in partial fulfillment for a Master's Degree at Boston University School of Nursing.

It is important that your own viewpoints are expressed rather than those of a group. Therefore, please do not confer with anyone else in answering the questions.

Your contribution to this study is very much appreciated.

Thank you

PLEASE NOTE:

All information received in this questionnaire will remain anonymous.

Please do NOT sign or print your name.

Field Study

QUESTIONNAIRE

Please answer all the questions by placing an (X) in the space before the answer of your choice.

1. If I were a Supervisor, in order to enable the Head Nurse to do a good job, I would
 - ☐ tell the Head Nurse how to run the ward.
 - ☐ make it possible for the Head Nurse to try out some of her ideas.
 - ☐ always give the Head Nurse a free reign.

2. If I were a Supervisor and the nursing staff on one of my wards had to learn a new procedure, I would
 - ☐ teach the nursing staff myself.
 - ☐ plan the teaching with the Head Nurse.
 - ☐ leave it up to the Head Nurse.

3. If I were a Supervisor and the Head Nurse told me that one of her nurses was doing poor work, I would
 - ☐ try to find out more about the circumstances.
 - ☐ tell the Head Nurse to supervise the nurse more closely.
 - ☐ explain to the Head Nurse that her staff was her responsibility.

4. If I were a Supervisor my relationship to the nursing staff on my wards would be
 - ☐ best kept on a formal basis.
 - ☐ such, that the staff could feel free to approach me.
 - ☐ such, that I would not interfere in any way with them.

5. If I were a Supervisor and the Head Nurse was having a problem with one of the other departments, I would
 - ☐ let her work it out alone.
 - ☐ tell her I would take care of it.
 - ☐ discuss it with the Head Nurse and see how she is handling it.

6. If I were a Supervisor and saw one of the aides doing a procedure incorrectly, I would
 - ☐ stop the aide and correct her and not mention it to the Head Nurse.
 - ☐ help the aide to carry out the procedure correctly and then bring it to the attention of the Head Nurse.
 - ☐ not say anything to the aide, but depend upon the Head Nurse to discover it herself.

7. If I were a Supervisor and a Head Nurse said she had an idea on how to improve the rotation of evening and night duty for the nurses, I would
- ☐ explain that a policy cannot be changed.
 - ☐ ask her to submit her idea for consideration.
 - ☐ not commit myself.
8. If I were a Supervisor my main responsibility should be
- ☐ making it possible for the nursing staff to give better patient care.
 - ☐ to tell the Head Nurse how to best run her ward.
 - ☐ to let people handle their own jobs.
9. If I were a Supervisor and setting up a new procedure on the ward, I would
- ☐ consult with the Head Nurse on that ward.
 - ☐ be responsible to work it out myself.
 - ☐ let the ward do it as they saw best.
10. If I were a Supervisor and discovered that one of the Head Nurses appeared over-worked, I would
- ☐ show her the value of delegating work.
 - ☐ leave her free to work it out.
 - ☐ ask her to organize her work better.
11. If I were a Supervisor my position would
- ☐ enable me to recognize most of the Head Nurse's problems, and help solve them.
 - ☐ enable me to solve the problems the Head Nurse has.
 - ☐ enable me to permit the Head Nurse to work things out for herself.
12. If I were a Supervisor and one of the aides did not abide by the Head Nurse's decision on how a certain patient was to be transported to X-ray, I would
- ☐ speak separately to both the aide and Head Nurse to find out what occurred before doing anything.
 - ☐ tell the Head Nurse to enforce her responsibility toward patient care.
 - ☐ from experience, know this is only a passing thing and everything would right itself again.
13. If I were a Supervisor and a heavy influx of new patients on a ward required rearranging of beds, I would
- ☐ help the Head Nurse by telling her how to rearrange the beds.
 - ☐ see what the Head Nurse had in mind about the rearrangements.
 - ☐ not interfere with the Head Nurse's responsibility.

14. If I were a Supervisor and a newly appointed Head Nurse asked for advice in managing a ward, I would
 _____ suggest to her that she try it alone.
 _____ tell her how to manage her floor.
 _____ plan with her to develop her managerial skills.
- _____ criticized
15. If I were a Supervisor and a nurse ~~asked~~ her Head Nurse to me, I would
 _____ listen to the nurse, but investigate further.
 _____ listen and sympathize with the nurse.
 _____ tell the nurse she is not to criticize the Head Nurse.
16. If I were a Supervisor and the Assistant Director of Nurses asked for a recommendation to fill the position of Head Nurse, I would
 _____ in no way influence her choice.
 _____ give an objective evaluation of the nurses under consideration.
 _____ tell the Assistant Director which nurse was best to promote.
17. If I were a Supervisor and received a phone message stating that two nurses on one of my wards were ill and would not be on duty, I would
 _____ notify the Head Nurse that I was rescheduling her time sheet.
 _____ notify the Head Nurse to take care of the necessary adjustments.
 _____ notify the Head Nurse and discuss the change in staffing with her.
18. If I were a Supervisor and responsible for the planning of a ward-orientation for new nursing personnel, I would
 _____ discuss the possible content of the orientation with the Head Nurses.
 _____ work out a plan and issue it to the Head Nurses to use.
 _____ ask the Head Nurses to work out the ward-orientation.
19. If I were a Supervisor and found that a certain ward repeatedly did not notify the nursing office when some of their personnel were absent, I would
 _____ make a point of reminding the Head Nurse of her responsibility.
 _____ accept this as being one of the trials of the job.
 _____ have a conference with the Head Nurse to see what could be done about this.
20. If I were a Supervisor and one of the other departments complained to me about a staff nurse on one of my wards, I would
 _____ find out from the staff nurse what happened.
 _____ tell the Head Nurse to correct the staff nurse.
 _____ not do anything because it concerns another department.

21. If I were a Supervisor, my advice on the care of a patient
_____ would only be given if the Head Nurse requested it.
_____ would be expected to be followed.
_____ could serve as a source of information.
22. If I were a Supervisor and a new Assistant Head Nurse reported for work, I would
_____ tell the Head Nurse how to orient her.
_____ expect the Head Nurse to be completely responsible for her.
_____ plan with the Head Nurse for her orientation.
23. If I were a Supervisor and was told a medication error was made on the ward, I would
_____ try to help the Head Nurse discover the reason for the error.
_____ let the Head Nurse take care of it.
_____ remind the Head Nurse of her responsibility for the giving of medications on her ward.
24. If I were a Supervisor and one of the best staff nurses kept complaining about the work, I would
_____ transfer her to another ward.
_____ ask her to talk it over with me.
_____ refer her to the Head Nurse.
25. If I were a Supervisor and one of the nurses came and asked to speak to me on a personal matter, I would
_____ tell her that personal problems were not a part of my job.
_____ listen to what she had to say and if possible help her come up with her own solutions.
_____ try to evade the problem.

INFORMATION PLEASE_____
DATEExperience

How long have you held a Head Nurse Position at this Hospital? _____

How long has your total Head Nurse experience been? _____

Education

(Please place a check mark in the appropriate blank space.)

Nursing

____ 3 year Nursing School
____ ☒ Associate Degree Program
____ Collegiate Nursing School

Year Graduated

(Please check one group.)

____ ☒ 1925 -- ☒ 1929
____ 1930 -- 1934
____ 1935 -- 1939
____ 1940 -- 1944
____ 1945 -- 1949
____ 1950 -- 1954
____ 1955 -- 1959
____ 1960 --

Do you have additional educational preparation?

____ yes ____ no

If so, please indicate:

____ Bachelor's Degree in Nursing
____ Master's Degree in Nursing
____ Other (please specify)

Year Graduated

(Please check one group.)

____ 1925 -- 1929
____ 1930 -- 1934
____ 1935 -- 1939
____ 1940 -- 1944
____ 1945 -- 1949
____ 1950 -- 1954
____ 1955 -- 1959
____ 1960 --

APPENDIX B

APPENDIX B

QUESTIONNAIRE

ANSWERED BY

NURSING SUPERVISOR

Your answers to this questionnaire will serve as data for a field study being conducted in partial fulfillment for a Master's Degree at Boston University School of Nursing.

It is important that your own viewpoints are expressed rather than those of a group. Therefore, please do not confer with anyone else in answering the questions.

Your contribution to this study is very much appreciated.

Thank you

PLEASE NOTE:

All information received in this questionnaire will remain anonymous.

Please do NOT sign or print your name.

QUESTIONNAIRE

Please answer all the questions by placing an (X) in the space before the answer of your choice.

1. In order to enable a Head Nurse to do a good job, I would
☐ tell the Head Nurse how to run the ward.
☐ make it possible for the Head Nurse to try out some of her ideas.
☐ always give the Head Nurse a free reign.
2. If the nursing staff on one of my wards had to learn a new procedure, I would
☐ teach the nursing staff myself.
☐ plan the teaching with the Head Nurse.
☐ leave it up to the Head Nurse.
3. If a Head Nurse told me that one of her nurses was doing poor work, I would
☐ try to find out more about the circumstances.
☐ tell the Head Nurse to supervise the nurse more closely.
☐ explain to the Head Nurse that her staff was her responsibility.
4. My relationship to the nursing staff on my wards would be
☐ best kept on a formal basis.
☐ such, that the staff could feel free to approach me.
☐ such, that I would not interfere in any way with them.
5. If a Head Nurse was having a problem with one of the other departments, I would
☐ let her work it out alone.
☐ tell her I would take care of it.
☐ discuss it with the Head Nurse and see how she is handling it.
6. If I saw one of the aides doing a procedure incorrectly, I would
☐ stop the aide and correct her and not mention it to the Head Nurse.
☐ help the aide to carry out the procedure correctly and then bring it to the attention of the Head Nurse.
☐ not say anything to the aide, but depend upon the Head Nurse to discover it herself.
7. If a Head Nurse told me that she had an idea on how to improve the rotation of evening and night duty for the nurses, I would
☐ explain that a policy cannot be changed.
☐ ask her to submit her idea for consideration.
☐ not commit myself.

8. As Supervisor, my main responsibility should be
 - ☐ making it possible for the nursing staff to give better patient care.
 - ☒ to tell the Head Nurse how to best run her ward.
 - ☐ to let people handle their own jobs.

9. If I were setting up a new procedure on the ward, I would
 - ☐ consult with the Head Nurse on that ward.
 - ☐ be responsible to work it out myself.
 - ☐ let the ward do it as they saw best.

10. If I discovered that one of the Head Nurses appeared over-worked, I would
 - ☐ show her the value of delegating work.
 - ☐ leave her free to work it out.
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11. As Supervisor, my position would
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 - ☐ tell the Head Nurse to enforce her responsibility toward patient care.
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 - ☐ tell the nurse she is not to criticize the Head Nurse.

16. If the Assistant Director of Nurses asked for a recommendation to fill the position of Head Nurse, I would
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_____ give an objective evaluation of the nurses under consideration.
_____ tell the Assistant Director which nurse was best to promote.
17. If I received a phone message stating that two nurses on one of my wards were ill and would not be on duty, I would
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_____ notify the Head Nurse to take care of the necessary adjustments.
_____ notify the Head Nurse and discuss the change in staffing with her.
18. If I were responsible for the planning of a ward-orientation for new nursing personnel, I would
_____ discuss the possible content of the orientation with the Head Nurses.
_____ work out a plan and issue it to the Head Nurses to use.
_____ ask the Head Nurses to work out the ward-orientation.
19. If I found that a certain ward repeatedly did not notify the nursing office when some of their personnel were absent, I would
_____ make a point of reminding the Head Nurse of her responsibility.
_____ accept this as being one of the trials of the job.
_____ have a conference with the Head Nurse to see what could be done about this.
20. If one of the other departments complained to me about a staff nurse on one of my wards, I would
_____ find out from the staff nurse what happened.
_____ tell the Head Nurse to correct the staff nurse.
_____ not do anything because it concerns another department.
21. As Supervisor, my advice on the care of a patient
_____ would only be given if the Head Nurse requested it.
_____ would be expected to be followed.
_____ could serve as a source of information.
22. If a new Assistant Head Nurse reported for work, I would
_____ tell the Head Nurse how to orient her.
_____ expect the Head Nurse to be completely responsible for her.
_____ plan with the Head Nurse for her orientation.
23. As Supervisor, if I were told a medication error had been made on the ward, I would
_____ try to help the Head Nurse discover the reason for the error.
_____ let the Head Nurse take care of it.
_____ remind the Head Nurse of her responsibility for the giving of medications on her ward.

24. If one of the best staff nurses keeps complaining about the work,
I would

- _____ transfer her to another ward.
- _____ ask her to talk it over with me.
- _____ refer her to the Head Nurse.

25. If one of the nurses came and asked to speak to me on a personal
matter, I would

- _____ tell her that personal problems were not a part of my job.
- 2 _____ listen to what she had to say and if possible help her come up
with her own solutions.
- _____ try to evade the problem.

INFORMATION PLEASE_____
DATEExperience

How long have you held the position as Supervisor at this hospital? _____

How long has your total experience as a Supervisor been? _____

Education

(Please place a check mark in the appropriate blank space.)

NursingYear Graduated
(Please check one group.)

_____ 3 year Nursing School
 _____ Associate Degree Program
 _____ Collegiate Nursing School

_____ 1925 -- 1929
 _____ 1930 -- 1934
 _____ 1935 -- 1939
 _____ 1940 -- 1944
 _____ 1945 -- 1949
 _____ 1950 -- 1954
 _____ 1955 -- 1959
 _____ 1960 --

Do you have additional educational preparation?

_____ yes _____ no

If so, please indicate:

Year Graduated
(Please check one group.)

_____ Bachelor's Degree in Nursing
 _____ Master's Degree in Nursing
 _____ Other (please specify)

_____ 1925 -- 1929
 _____ 1930 -- 1934
 _____ 1935 -- 1939
 _____ 1940 -- 1944
 _____ 1945 -- 1949
 _____ 1950 -- 1954
 _____ 1955 -- 1959
 _____ 1960 --

APPENDIX C

APPENDIX C

A Comparison of Head Nurse and Supervisor Responses

Question	Group I		Group II		Group III		Group IV	
	1 SUP	5 HN	2 SUP	7 HN	3 SUP	8 HN	1 SUP	7 HN
	A D L	A D L	A D L	A D L	A D L	A D L	A D L	A D L
1	0 1 0	0 4 (1)	0 2 0	0 5 (2)	0 3 0	0 7 (1)	0 1 0	0 6 (1)
2	0 0 (1)	0 3 (2)	0 2 0	0 6 (1)	0 3 0	0 7 (1)	0 1 0	0 7 0
3	0 1 0	0 5 0	0 2 0	0 7 0	(1) 2 0	0 8 0	0 1 0	0 7 0
4	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	(1) 6 0
5	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	(1) 7 0	0 1 0	0 7 0
6	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0
7	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0
8	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0
9	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0
10	0 1 0	0 4 (1)	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0
11	0 1 0	0 5 0	0 2 0	0 6 0	0 3 0	0 8 0	0 1 0	0 7 0
12	0 1 0	0 5 0	0 2 0	0 6 0	(2) 1 0	(2) 6 0	0 1 0	(2) 5 0
13	0 1 0	0 5 0	0 2 0	0 3 (2)	0 2 (1)	0 8 0	0 1 0	0 6 (1)
14	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0
15	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0
16	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0
17	0 1 0	0 5 0	0 2 0	0 6 (1)	0 2 0	0 8 0	0 1 0	0 7 0
18	0 0 (1)	0 4 (1)	0 2 0	0 6 (1)	0 3 0	0 5 (3)	0 1 0	0 6 (1)
19	0 1 0	(1) 4 0	(1) 1 0	(3) 4 0	0 3 0	0 8 0	0 1 0	(1) 6 0
20	0 1 0	0 5 0	(1) 1 0	(1) 6 0	0 3 0	(1) 7 0	0 1 0	0 7 0
21	0 1 0	0 5 0	0 2 0	(1) 4 (2)	0 3 0	(1) 6 (2)	0 1 0	0 6 (1)
22	0 1 0	0 3 (2)	0 2 0	0 7 0	0 3 0	0 6 (2)	0 0 0	0 6 (1)
23	0 1 0	0 4 (1)	0 2 0	0 7 0	0 3 0	0 7 (1)	0 1 0	0 6 (1)
24	0 0 (1)	0 4 (1)	0 2 0	0 7 0	0 3 0	0 7 (1)	0 1 0	0 4 (3)
25	0 1 0	0 5 0	0 2 0	0 7 0	0 3 0	0 8 0	0 1 0	0 7 0

Key: SUP: Supervisor
 HN: Head Nurse
 L: Laissez-faire
 A: Authoritarianism
 D: Democratic

Circled number denotes non-democratic response

APPENDIX D

APPENDIX D

Head Nurse Responses

Q	Group I					Group II							Group III								Group IV							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	
1	A																											
	D	D		D	D	D		D	D		D		D	D	D	D		D	D	D		D	D	D	D	D	D	
	L		(L)					(L)			(L)						(L)				(L)							
2	A																											
	D			D	D	D		D	D	D	D	D	D	D		D	D	D	D	D	D	D	D	D	D	D	D	
	L	(L)	(L)			(L)									(L)													
3	A																											
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	
	L																											
4	A																											
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D		(A)		D	D	D
	L																											
5	A																											
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D		(A)		D	D	D	D	D	D	D	D	D	
	L																											
6	A																											
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	
	L																											
7	A																											
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	
	L																											
8	A																											
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	
	L																											
9	A																											
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	
	L																											

(Continued on next page)

APPENDIX D - Continued

Q	Group I					Group II					Group III										Group IV						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
10	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L				(L)																						
11	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L																										
12	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	(A)	(A)	D	D
	L																										
13	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L					(L)					(L)	(L)				(L)									(L)		
14	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L																										
15	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L																										
16	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L																										
17	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L									(L)																	
18	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L					(L)					(L)		(L)	(L)	(L)										(L)		
19	A	(A)																						(A)			
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L																										
20	A																										
	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
	L																										

(Continued on next page)

APPENDIX D - Continued

Q	Group I					Group II							Group III								Group IV							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	
21	A					(A)														(A)								
	D	D	D	D	D		D	D	D	D				D	D	D		D	D			D	D	D	D		D	D
	L										(L)	(L)	(L)				(L)								(L)			
22	A																											
	D	D	D		D		D	D	D	D	D	D		D		D	D	D	D	D		D	D	D	D		D	D
	L		(L)	(L)									(L)		(L)										(L)			
23	A																											
	D		D	D	D		D	D	D	D	D	D		D		D	D	D	D	D		D	D	D	D		D	D
	L	(L)												(L)											(L)			
24	A																											
	D	D	D	D	D		D	D	D	D	D	D		D	D	D		D	D	D			D	D	D		D	
	L				(L)										(L)						(L)				(L)	(L)		
25	A																											
	D	D	D	D	D		D	D	D	D	D	D		D	D	D	D	D	D	D		D	D	D	D	D	D	D
	L																											

Key: A: Authoritarian
 D: Democratic
 L: Laissez-faire
 NA: Not answered

Circled letter identifies non-democratic response

APPENDIX E

APPENDIX E

Supervisor Responses

Question	Group I 1	Group II 2 3	Group III 4 5 6	Group IV 7
1	A D L	D	D D	D D D
2	A D L	D D	D D D	D
3	A D L	D D	D A D	D
4	A D L	D D	D D D	D
5	A D L	D D	D D D	D
6	A D L	D D	D D D	D
7	A D L	D D	D D D	D
8	A D L	D D	D D D	D
9	A D L	D D	D D D	D

(Continued on next page)

APPENDIX E - Continued

Question		Group I 1	Group II 2 3	Group III 4 5 6	Group IV 7
10	A D L	D	D D	D D D	D
11	A D L	D	D D	D D D	D
12	A D L	D	D D	(A) (A) D	D
13	A D L	D	D D	D (L) D	D
14	A D L	D	D D	D D D	D
15	A D L	D	D D	D D D	D
16	A D L	D	D D	D D D	D
17	A D L	D	D D	D D NA	D
18	A D L	(L)	D D	D D D	D
19	A D L	D	D (A)	D D D	I
20	A D L	D	D (A)	D D D	I

(Continued on next page)

APPENDIX E - Continued

Question		Group I	Group II		Group III			Group IV
		1	2	3	4	5	6	7
21	A							
	D	D	D	D	D	D	D	D
	L							
22	A							
	D	D	D	D	D	D	D	NA
	L							
23	A							
	D	D	D	D	D	D	D	D
	L							
24	A							
	D		D	D	D	D	D	D
	L	(L)						
25	A							
	D	D	D	D	D	D	D	D
	L							

Key: A: Authoritarian
D: Democratic
L: Laissez-faire
NA: Not answered

Circled letter identifies non-democratic response

APPENDIX I

APPENDIX F

**Situations Which Received Laissez-faire Type Responses
From the Nursing Supervisors**

Question Number		Inferred *Leadership Type	Total Response
2.	If the nursing staff on one of my wards had to learn a new procedure, I would		
	_____ teach the nursing staff myself. . . .	A	0
	_____ plan the teaching with the Head Nurse	D	6
	_____ leave it up to the Head Nurse. . . .	L	1
13.	If a heavy influx of new patients on a ward required rearranging of beds, I would		
	_____ help the Head Nurse by telling her how to rearrange the beds.	A	0
	_____ see what the Head Nurse had in mind about the rearrangements.	D	6
	_____ not interfere with the Head Nurse's responsibility.	L	1
18.	If I were responsible for the planning of a ward-orientation for new nursing personnel, I would		
	_____ discuss the possible content of the orientation with the Head Nurses. . .	D	6
	_____ work out a plan and issue it to the Head Nurses to use.	A	0
	_____ ask the Head Nurses to work out the ward-orientation.	L	1
24.	If one of the best staff nurses kept complaining about the work, I would		
	_____ transfer her to another ward.	A	0
	_____ ask her to talk it over with me. . .	D	6
	_____ refer her to the Head Nurse.	L	1

*Key: A: Authoritarian D: Democratic L: Laissez-faire

APPENDIX G

APPENDIX G

**Situations Which Received the Largest Number of
Laissez-faire Type Responses From the Head Nurses**

Question Number		Inferred *Leadership Type	Total Response
1.	If I were a Supervisor, in order to enable the Head Nurse to do a good job, I would		
	_____ tell the Head Nurse how to run the ward.	A	0
	_____ make it possible for the Head Nurse to try out some of her ideas.	D	22
	_____ always give the Head Nurse a free reign	L	5
2.	If I were a Supervisor and the nursing staff on one of my wards had to learn a new procedure, I would		
	_____ teach the nursing staff myself.	A	0
	_____ plan the teaching with the Head Nurse	D	23
	_____ leave it up to the Head Nurse	L	4
13.	If I were a Supervisor and a heavy influx of new patients on a ward required rearranging of beds, I would		
	_____ help the Head Nurse by telling her how to rearrange the beds	A	0
	_____ see what the Head Nurse had in mind about the rearrangements.	D	21
	_____ not interfere with the Head Nurse's responsibility.	L	5
		NA	1
18.	If I were a Supervisor and responsible for the planning of a ward-orientation for new nursing personnel, I would		
	_____ discuss the possible content of the orientation with the Head Nurses.	D	21
	_____ work out a plan and issue it to the Head Nurses to use.	A	0

(Continued on next page)

APPENDIX G - Continued

Question Number		Inferred *Leadership Type	Total Response
	ask the Head Nurse to work out ward-orientation	L NA	6 1
21.	If I were a Supervisor, my advice on the care of a patient		
	would only be given if the Head Nurse requested it	L	5
	would be expected to be followed . .	A	2
	could serve as a source of information	D	21
22.	If I were a Supervisor and a new Assistant Head Nurse reported for work, I would		
	tell the Head Nurse how to orient her	A	0
	expect the Head Nurse to be completely responsible for her.	L	5
	plan with the Head Nurse for her orientation.	D	22
24.	If I were a Supervisor and one of the best staff nurses kept complaining about the work, I would		
	transfer her to another ward	A	0
	ask her to talk it over with me. . .	D	22
	refer her to the Head Nurse.	L	5

*Key: A: Authoritarian
D: Democratic
L: Laissez-faire
NA: Not answered

APPENDIX H

APPENDIX H

**Situations Which Received the Largest Number of
Authoritarian Type Responses From the Head Nurses**

Question Number		Inferred *Leadership Type	Total Response
12.	If I were a Supervisor and one of the aides did not abide by the Head Nurse's decision on how a certain patient was to be transported to X-ray, I would		
	_____ speak separately to both the aide and Head Nurse to find out what occurred before doing anything. . . .	D	22
	_____ tell the Head Nurse to enforce her responsibility toward patient care. .	A	4
	_____ from experience, know this is only a passing thing and everything would right itself again.	L NA	0 1
19.	If I were a Supervisor and found that a certain ward repeatedly did not notify the nursing office when some of their personnel were absent, I would		
	_____ make a point of reminding the Head Nurse of her responsibility	A	5
	_____ accept this as being one of the trials of the job.	L	0
	_____ have a conference with the Head Nurse to see what could be done about this.	D	22

*Key: A: Authoritarian
 D: Democratic
 L: Laissez-faire
 NA: Not answered

APPENDIX I

APPENDIX I

Situations Which Received Authoritarian
Type Responses From the Nursing Supervisors

Question Number		Inferred *Leadership Type	Total Response
3.	If a Head Nurse told me that one of her nurses was doing poor work, I would		
	— try to find out more about the circumstances	D	6
	— tell the Head Nurse to supervise the nurse more closely.	A	1
	— explain to the Head Nurse that her staff was her responsibility.	L	0
12.	If one of the aides did not abide by the Head Nurse's decision on how a certain patient was to be transported to X-ray, I would		
	— speak separately to both the aide and Head Nurse to find out what occurred before doing anything.	D	5
	— tell the Head Nurse to enforce her responsibility toward patient care . .	A	2
	— from experience, know this is only a passing thing and everything would right itself again	L	0
19.	If I found that a certain ward repeatedly did not notify the nursing office when some of their personnel were absent, I would		
	— make a point of reminding the Head Nurse of her responsibility.	A	1
	— accept this as being one of the trials of the job	L	0
	— have a conference with the head nurse to see what could be done about this .	D	6

(Continued on next page)

APPENDIX I - Continued

Question
Number

Inferred
*Leadership
Type Total
Response

20. If one of the other departments complained
to me about a staff nurse on one of my
wards, I would

_____ find out from the staff nurse what happened	D	6
_____ tell the Head Nurse to correct the staff nurse.	A	1
_____ not do anything because it concerns another department	L	0

*Key: A: Authoritarian
D: Democratic
L: Laissez-faire

APPENDIX J

APPENDIX J

**Situations Which Unanimously Received Democratic
Type Responses From the Nursing Supervisors**

Question Number		Inferred *Leadership Response Type	Total Response
1.	In order to enable a Head Nurse to do a good job, I would		
	_____ tell the Head Nurse how to run the ward	A	0
	_____ make it possible for the Head Nurse to try out some of her ideas	D	7
	_____ always give the Head Nurse a free reign.	L	0
4.	My relationship to the nursing staff on my wards would be		
	_____ best kept on a formal basis.	A	0
	_____ such, that the staff could feel free to approach me	D	7
	_____ such, that I would not interfere in any way with them.	L	0
5.	If a Head Nurse was having a problem with one of the other departments, I would		
	_____ let her work it out alone.	L	0
	_____ tell her I would take care of it . .	A	0
	_____ discuss it with the Head Nurse and see how she is handling it	D	7
6.	If I saw one of the aides doing a procedure incorrectly, I would		
	_____ stop the aide and correct her and not mention it to the Head Nurse	A	0
	_____ help the aide to carry out the procedure correctly and then bring it to the attention of the Head Nurse .	D	7
	_____ not say anything to the aide, but depend upon the Head Nurse to discover it herself.	L	0

(Continued on next page)

APPENDIX J - Continued

Question Number		Inferred *Leadership Type	Total Response
7.	If a Head Nurse told me that she had an idea on how to improve the rotation of evening and night duty for the nurses, I would		
	_____ explain that a policy cannot be changed	A	0
	_____ ask her to submit her idea for consideration	D	7
	_____ not commit myself	L	0
8.	As Supervisor, my main responsibility should be		
	_____ making it possible for the nursing staff to give better patient care .	D	7
	_____ to tell the Head Nurse how to best run her ward.	A	0
	_____ to let people handle their own jobs	L	0
9.	If I were setting up a new procedure on the ward, I would		
	_____ consult with the Head Nurse on that ward.	D	7
	_____ be responsible to work it out myself	A	0
	_____ let the ward do it as they saw best	L	0
10.	If I discovered that one of the Head Nurses appeared over-worked, I would		
	_____ show her the value of delegating work	D	7
	_____ leave her free to work it out . . .	L	0
	_____ ask her to organize her work better	A	0
11.	As Supervisor, my position would		
	_____ enable me to recognize most of the Head Nurse's problems, and help solve them.	D	7
	_____ enable me to solve the problems the Head Nurse has.	A	0
	_____ enable me to permit the Head Nurse to work things out for herself. . .	L	0

(Continued on next page)

APPENDIX J - Continued

Question Number		Inferred Leadership Type	Total Response
14.	If a newly appointed Head Nurse asked advice in managing a ward, I would		
	_____ suggest to her that she try it alone	L	0
	_____ tell her how to manage her floor . .	A	0
	_____ plan with her to develop her managerial skills.	D	7
15.	If a nurse criticized her Head Nurse to me, I would		
	_____ listen to the nurse, but investigate further.	D	7
	_____ listen and sympathize with the nurse	L	0
	_____ tell the nurse she is not to criticize the Head Nurse	A	0
16.	If the Assistant Director of Nurses asked for a recommendation to fill the position of Head Nurse, I would		
	_____ in no way influence her choice . . .	L	0
	_____ give an objective evaluation of the nurses under consideration	D	7
	_____ tell the Assistant Director which nurse was best to promote.	A	0
21.	As Supervisor, my advice on the care of a patient		
	_____ would only be given if the Head Nurse requested it	L	0
	_____ would be expected to be followed . .	A	0
	_____ could serve as a source of information	D	7
23.	As Supervisor, if I were told a medication error had been made on the ward, I would		
	_____ try to help the Head Nurse discover the reason for the error	D	7
	_____ let the Head Nurse take care of it .	L	0
	_____ remind the Head Nurse of her responsibility for the giving of medications on her ward.	A	0

(Continued on next page)

APPENDIX J - Continued

Question Number		Inferred *Leadership Type	Total Response
25.	If one of the nurses came and asked to speak to me on a personal matter, I would		
	_____ tell her that personal problems were not a part of my job	A	0
	_____ listen to what she had to say and if possible help her come up with her own solutions	D	7
	_____ try to evade the problem.	L	0

*Key: A: Authoritarian
D: Democratic
L: Laissez-faire

APPENDIX K

APPENDIX K

Situations Which Received Unanimous Democratic
Responses From the Head Nurses

Question Number		Inferred *Leadership Type	Total Response
3.	If I were a Supervisor and the Head Nurse told me that one of her nurses was doing poor work, I would		
	try to find out more about the circumstances	D	27
	tell the Head Nurse to supervise the nurse more closely.	A	0
	explain to the Head Nurse that her staff was her responsibility. . . .	L	0
6.	If I were a Supervisor and saw one of the aides doing a procedure incorrectly, I would		
	stop the aide and correct her and not mention it to the Head Nurse. .	A	0
	help the aide to carry out the procedure correctly and then bring it to the attention of the Head Nurse	D	27
	not say anything to the aide, but depend upon the Head Nurse to discover it herself	L	0
7.	If I were a Supervisor and a Head Nurse said she had an idea on how to improve the rotation of evening and night duty for the nurses, I would		
	explain that a policy cannot be changed	A	0
	ask her to submit her idea for consideration	D	27
	not commit myself	L	0

(Continued on next page)

APPENDIX K - Continued

Question Number		Inferred *Leadership Type	Total Response
8.	If I were a Supervisor my main responsibility should be		
	_____ making it possible for the nursing staff to give better patient care	D	27
	_____ to tell the Head Nurse how to best run her ward	A	0
	_____ to let people handle their own jobs	L	0
9.	If I were a Supervisor and setting up a new procedure on the ward, I would		
	_____ consult with the Head Nurse on that ward	D	27
	_____ be responsible to work it out myself	A	0
	_____ let the ward do it as they saw best	L	0
14.	If I were a Supervisor and a newly appointed Head Nurse asked for advice in managing a ward, I would		
	_____ suggest to her that she try it alone	L	0
	_____ tell her how to manage her floor . .	A	0
	_____ plan with her to develop her managerial skills	D	27
16.	If I were a Supervisor and the Assistant Director of Nurses asked for a recommendation to fill the position of Head Nurse, I would		
	_____ in no way influence her choice . . .	L	0
	_____ give an objective evaluation of the nurses under consideration	D	27
	_____ tell the Assistant Director which nurse was best to promote	A	0
15.	If I were a Supervisor and a nurse criticized her Head Nurse to me, I would		
	_____ listen to the nurse, but investigate further	D	27
	_____ listen and sympathize with the nurse	L	0
	_____ tell the nurse she is not to criticize the Head Nurse	A	0

(Continued on next page)

APPENDIX K - Continued

Question Number		Inferred *Leadership Type	Total Response
25.	If I were a Supervisor and one of the nurses came and asked to speak to me on a personal matter, I would		
	_____ tell her that personal problems were not a part of my job	A	0
	_____ listen to what she had to say and if possible help her come up with her own solutions.	D	27
	_____ try to evade the problem	L	0

*Key: A: Authoritarian
D: Democratic
L: Laissez-faire