Reasons Why Dissatisfied Acute Care Registered Nurses and Health Care Assistants Remain in Their Jobs

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University of Texas at Tyler
Dissertation Committee

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Member: Patricia Yoder-Wise, RN, EdD, NEA-BC, ANEF, FAAN

July 2015
Definitions

• Health Care Assistants (HCAs)
• Registered Nurses (RNs)
• Job Satisfaction
• Intent to Stay
• Generations
• Job Embeddedness (JE)
What is Job Embeddedness?

Organizational
- Fit
- Link
- Sacrifice

Community
- Fit
- Link
- Sacrifice

Total Job Embeddedness

(Mitchell et al., 2001)
Conceptual Model

Organizational

Fit  Link  Sacrifice

Personal Characteristics  Total JE  Job Satisfaction  Intent to Stay

Community

Fit  Link  Sacrifice
## Demographic Data

<table>
<thead>
<tr>
<th>DATA</th>
<th>RNs</th>
<th>HCAs</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospital 1</td>
<td>87</td>
<td>15</td>
<td>102</td>
<td>86%</td>
</tr>
<tr>
<td>Hospital 2</td>
<td>14</td>
<td>9</td>
<td>23</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Time</td>
<td>89</td>
<td>22</td>
<td>111</td>
<td>88%</td>
</tr>
<tr>
<td>Part Time</td>
<td>12</td>
<td>2</td>
<td>14</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Time in current position</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.57 y</td>
<td>3.25 y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Years employed at facility</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.60 y</td>
<td>3.71 y</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Shifts</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>7a – 7p</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7p – 7a</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>69</td>
<td>46</td>
<td>10</td>
<td>55%</td>
</tr>
<tr>
<td></td>
<td>46</td>
<td>10</td>
<td></td>
<td>37%</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td></td>
<td></td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total hours per week</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Up to 40 hours</td>
<td></td>
<td></td>
<td></td>
<td>92%</td>
</tr>
<tr>
<td>41 to 72 hours</td>
<td></td>
<td></td>
<td></td>
<td>8%</td>
</tr>
<tr>
<td><strong>Average hours per week</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>37.04</td>
<td>39.38</td>
<td></td>
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</tbody>
</table>
## Demographic Data

<table>
<thead>
<tr>
<th>DATA</th>
<th>RNs</th>
<th>HCAs</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADN</td>
<td>44</td>
<td></td>
<td></td>
<td>35.2%</td>
</tr>
<tr>
<td>BSN</td>
<td>58</td>
<td></td>
<td></td>
<td>46.4%</td>
</tr>
<tr>
<td>MSN</td>
<td>2</td>
<td></td>
<td></td>
<td>1.6%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baby Boomers (1946-1964)</td>
<td>17</td>
<td>4</td>
<td>21</td>
<td>17%</td>
</tr>
<tr>
<td>Gen Xers (1965-1981)</td>
<td>41</td>
<td>10</td>
<td>51</td>
<td>41%</td>
</tr>
<tr>
<td>Millennials (1982-1999)</td>
<td>43</td>
<td>10</td>
<td>53</td>
<td>42%</td>
</tr>
</tbody>
</table>
Research Question 1

Test: Independent samples t-tests

Is there a difference between RNs and HCAs on
  ◦ Total JE
  ◦ Organizational JE Subscales
  ◦ Community JE Subscales
  ◦ Job Satisfaction and
  ◦ Intent to Stay?
# Data Analysis – RQ1

<table>
<thead>
<tr>
<th></th>
<th>OF</th>
<th>OL</th>
<th>OS</th>
<th>CF</th>
<th>CL</th>
<th>CS</th>
<th>Total JE</th>
<th>Job Satisfaction</th>
<th>Intent to Stay</th>
</tr>
</thead>
<tbody>
<tr>
<td>RN</td>
<td>H</td>
<td>H</td>
<td>L</td>
<td>H</td>
<td>L</td>
<td>L</td>
<td>L</td>
<td>L</td>
<td>L</td>
</tr>
<tr>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HCA</td>
<td>L</td>
<td>L</td>
<td>H</td>
<td>L</td>
<td>H</td>
<td>L</td>
<td>L</td>
<td>H</td>
<td>H</td>
</tr>
</tbody>
</table>
Research Question 2

Test: ANOVA

Is there a difference between three generations of health workers in an acute care hospital on

- Total JE
- Organizational JE subscales
- Community JE subscales
- Job Satisfaction and
- Intent to Stay?
## Data Analysis – RQ2

<table>
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<th>OF</th>
<th>OL</th>
<th>OS</th>
<th>CF</th>
<th>CL</th>
<th>CS</th>
<th>Total JE</th>
<th>Job Sat</th>
<th>Int. to stay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baby Boomers /</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>( p = .007 ) ( d = .30 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Millennials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Power = .60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baby Boomers /</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>( p &lt; .01 ) ( d = .70 )</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gen Xers /</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Power = 0.999</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Millennials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>( p = .007 ) ( d = .30 )</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Power = .60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>H</td>
<td>L</td>
<td>M</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>M</td>
<td>L</td>
<td>H</td>
<td>H</td>
<td>L</td>
<td>M</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td>Millennials</td>
<td>L</td>
<td>L</td>
<td>M</td>
<td>M</td>
<td>L</td>
<td>H</td>
<td>L</td>
<td>M</td>
<td>L</td>
</tr>
</tbody>
</table>
Research Question 3

Test: Multiple Regression

Can

- age,
- years worked,
- shift worked,
- level of education,
- organizational links,
- organizational fit,
- organizational sacrifice subscales

predict job satisfaction?
Data Analysis – RQ3

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Age</th>
<th>Years Worked</th>
<th>Shift Worked</th>
<th>Level of Education</th>
<th>OF</th>
<th>OL</th>
<th>OS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

Independence of Residuals: Durbin-Watson Statistic 1.94
Model fit: Adjusted $R^2 = .678$
ANOVA Prediction of Job Satisfaction: $p < .0005$
Effect Size: 2.11
Power: 1.00
Significant Results Summary

- **Organizational Community**
  - **Fit**
    - RQ3
  - **Links**
    - RQ2
  - **Sacrifice**
    - RQ3
  - **Total JE BB & Millennials**
    - RQ2
  - **Level of Education**
    - RQ3
  - **Job Satisfaction**
    - RQ3

- **Community**
  - **Fit**
  - **Link**
  - **Sacrifice RNs & HCAs**
    - RQ1

Intent to Stay
# Non-Significant Results Summary

<table>
<thead>
<tr>
<th></th>
<th>OF</th>
<th>OL</th>
<th>OS</th>
<th>CF</th>
<th>CL</th>
<th>CS</th>
</tr>
</thead>
<tbody>
<tr>
<td>RNs</td>
<td>√</td>
<td>√</td>
<td></td>
<td>√</td>
<td></td>
<td>√</td>
</tr>
<tr>
<td>HCAs</td>
<td></td>
<td></td>
<td>√</td>
<td></td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Baby Boomer</td>
<td>√</td>
<td>√</td>
<td>√</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gen - X</td>
<td></td>
<td></td>
<td></td>
<td>√</td>
<td>√</td>
<td></td>
</tr>
<tr>
<td>Millennial</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>√</td>
</tr>
</tbody>
</table>
Strengths

• Contributes to existing knowledge base

• Homogeneity to provide a baseline for futuristic comparisons

• Generalizability - correlation between participant ratios and staff ratios

• Resource to improve employee retention, job satisfaction and patient outcomes

• Understanding about the influence that one population has on the other
Limitations

- Non-response errors, untruthful answers
- Non-probability sampling – threat of extraneous variables
- Control of sample homogeneity limit generalizability
- Threat of history
- Cultural differences were not addressed
- Smaller sample size limit generalizability and reduce statistical power
Limitations

• Community Links: Recoding and differences in measurement levels could cause inaccurate results
• Community Links: First three questions are biased
• Intent to Stay: Recoding could have changed the result
• Post hoc power analyses on non-significant t-tests range between .48 and .65; possible Type II error.
Implications for Future Research

- Implementation of retention strategies, focused on Organizational Sacrifices and Community Links for HCAs and Millennials
- Studies to investigate how high levels of JE with low levels of job satisfaction will influence intent to stay
- HCA lower scores on organizational link and fit and higher scores on intent to stay is in contrast with previous studies (Sissique & Raja, 2011). Investigate this outcome as a possible unique outcome for HCAs
- The generational differences in organizational links and Total JE need exploration of the individual questions to compare the generations in more detail
Implications for Future Research

• Refining of the JE Instrument:
  • Are you married?
  • If you are married, does your spouse work outside the home?
  • Do you own the home you live in?

• Patient Satisfaction with quality of care and job performance as outcomes will help to develop strategies to improve quality of care

• More focus on the impact of generational differences on JE

• Correlations between locus of control, level of education and intent to stay should be investigated
Conclusion

• RNs fit well into organizational culture, create links, fit well in their communities and place significant value on Community Sacrifices.
  • *Focus on the Community Sacrifice subscale to retain RNs*

• HCAs and Millennials place value on Organizational Sacrifices and Community Links
  • *Incorporate opportunities to participate in committees, standardized education, certifications, and a new focus on the value that HCAs bring to health care*
Conclusion

- Results can help administrators understand organizational and community influences on JE and the effect that JE has on professional relationships and quality of care.

- Recommendations from previous studies compared to these results can identify areas for hiring and relationship improvement incentives.

- Provide a basis for future studies regarding relationships between employee JE, quality of care indices, cost effectiveness and patient satisfaction.
Questions are guaranteed in life; Answers aren't.
References


References


