

Our Lady of the Lake Regional Medical Center Nursing Research Council

Research Project Proposal

Title of Project: How does Job Embeddedness Contribute to Nurses' Desire to Stay in Their Current Role?

Primary Investigator: Susan Steele-Moses DNS, APRN, CNS

Sub-Investigator(s): Keeley Harmon PhD, RN; Lorri Weselak Fontenot MHS, RN, BSN, CPN

Other Research Project Members: None

Select all that apply related to the intent of the project.

×Results will create new knowledge.

Results will be generalizable outside of current setting.

×Findings will be published outside of current setting.

Other: please explain) _____

Introduction/Background

- What is the issue?

Recruitment and retention of registered nurses (RN's) is a major focus of healthcare organizations in the United States. It is estimated that by 2022, "1.05 million new job openings for registered nurses are projected" (Snavey, 2016, p. 99). Nursing shortages have far-reaching implications for healthcare such as a reduction in access to care, potential negative patient outcomes due to high patient-to-nurse ratios, and increased healthcare costs (Snavey, 2016).

Strategies that focus on nurse retention can serve as a means for healthcare organizations to meet the projected demand for nurses. A multitude of factors can influence nurse retention such as: Managerial support, patient acuity, peer support, opportunities for professional development, organizational support, perceived appropriateness of pay, overall job satisfaction, and job embeddedness (Crossley, Bennett, Jex, & Burnfield, 2007).

The present study focuses on issues related to the decision by registered nurses to stay in their current position and will explore the relative influence that leadership styles and job embeddedness have on this decision. The hope is that a study elucidating the factors associated with the decision to remain in a staff nurse position will foster a supportive work environment that promotes higher retention rates.

- Identify any pre-data that exist related to the issue and time frame data was collected.

This study will derive the volunteer sample of study participants from three separate sectors: nursing units with the lowest, moderate, and highest documented RN turnover rates for the mentioned quarters. The units will be determined from Human Resources turnover data from the third and fourth quarters of 2016.

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Review of Literature

- What literature exists to address the issue?

Leadership Style

This study focuses on factors contributing to a registered nurse's decision to stay on their current nursing unit. One such factor that contributes to the nurse's decision to stay is the leadership style of the unit manager. Researchers have posited that staff nurses with a manager that espouses a transformational leadership style are more likely to stay (Bycio, Hackett, & Allen, 1995; Boyle, Bott, Hansen, Woods, & Taunton, 1999; & Leveck & Jones, 1996). Alternatively, autocratic leadership is "reflective of centralized decision making with the leader having the power and control" (Cowden et al., 2011, p. 469) and negatively correlates with staff nurse intent to stay (Cowden et al., 2011).

Another leadership practice that correlates with staff nurse turnover is the concept of "management by exception" which "is present when the leader actively looks for errors and takes corrective action when errors occur" (Kanste, Kaariainen, & Kyngas, 2008, p. 777). Tourangeau and Cranley (2006) determined that managers who provided nursing staff with praise and recognition were less likely to have significant nursing turnover. Strachota, Normandin, O'Brien-Pallas, Ciary, and Krukow (2003) cited perceived support by management and hospital leadership as a determinant of satisfaction and intent to stay. Other factors cited as contributing to staff nurses' intent to stay are having a trusting relationship with managers and having managers and hospital leaders who seek staff involvement in decision making (Cowden et al., 2011; Duffield, Roche, Blay, and Stasa, 2010).

Duffield et al. (2010) assessed factors in the work environment which contributed to staff retention. Nurse leaders who were consistently visible and responsive to staff needs had higher nurse retention than leaders who were less visible (Duffield et al., 2010). Claffey (2006) cited that lack of leader visibility on the night shift contributed to a high staff turnover. According to Spence, Wong, and Grau (2012), "structural factors within the work environment have a greater influence on employee work attitudes and behaviors than do personality or socialization experiences" (p. 542). Therefore, facilitating a model of organizational empowerment which encompasses four key structures: "access to information, support, resources needed to do the job and opportunities to learn and grow" (Spence et al., 2012, p. 542) is key.

Job Embeddedness

Job embeddedness is another factor having an impact on staff nurses' decision to stay on their current nursing unit. Job embeddedness encompasses "the totality of reasons an employee would remain in the present job" (Reitz, 2014, p. 160). This concept of organizational attachment represents the relative ease of leaving one's job; job fitness; and "links between an employee and the organization and the community" (Reitz, 2014, p. 160). Job fitness is a relative measure of the demands of the job (demands related to knowledge and skills) and can be a strong predictor of employee retention (Edwards, 2008). In addition, the relative strength and number of connections that the employee makes within the community and the organization influences the degree of embeddedness. For example, the stronger the connections, the less likely an employee is to leave the current position (Reitz, 2014). Research demonstrates the influential nature of job embeddedness and work cohesion in the nursing profession as positive factors influencing intent to stay (Stroth, 2010; Crowden et al., 2014).

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- Is the current literature applicable to setting? The literature reviewed focused on registered nurses' decisions to stay on their current nursing unit. The literature discussed is applicable to the setting.
- Is there research/evidence to support the recommended interventions? The research/evidence supports the assessment of mechanisms to promote nurse retention. There is a gap in the literature related to the use of a mixed methods approach in order to explore the phenomenon related to nurse retention. All of the studies employed the use of a quantitative approach via survey implementation to assess the reasons for nurse departures. In addition, there were no studies that assessed the characteristics of effective leaders promoting retention of staff RN's. Additionally, the construct of job embeddedness in nursing practice environments has not been thoroughly studied.

Research Question or Hypotheses

- What is the research question or hypothesis? How does job embeddedness contribute to nurses' desire to stay in their current role?

Methods

The proposed project is twofold. First, we will determine job embeddedness quantitatively followed by qualitative interviews. The sample for the quantitative portion of the study will be drawn from nursing units with low turnover rates, moderate turnover rates, and high turnover rates to determine the job embeddedness attributes among them. The survey items, from the Job Embeddedness Survey (approval for survey attached), along with demographic variables, will be entered into Survey Monkey for survey administration. The link will be distributed by the Director, Professional Practice and Research, to the nursing personnel (nursing staff and managers) on specified units. The level of embeddedness and the leadership qualities contributing to staff RN's desire to stay will be analyzed using an analysis of variance to determine significant attributes inherent to nurse retention. Once the data has been analyzed, qualitative items will be developed based on the nurse's responses. Once approved by the IRB, focus groups will be convened, with nurses from the same units, to further elucidate factors related to job embeddedness that promote their desire to remain on their unit. While leadership behaviors may have an impact retention, the qualitative portion of this study will be open ended to allow for all themes to emerge. Additionally, managers from each of the specified units will be interviewed to determine their perceptions as to what management behaviors they portray to retain nurses. Once the quantitative and qualitative data are collected, the results will be triangulated and aggregated so that effective interventions can be developed.

Participation is voluntary and consent will be assumed for the survey participation of the study, while informed consent will be obtained for the qualitative portion. Nurses for the qualitative portion of the study will be recruited at the end of the quantitative survey. Managers will be recruited for the qualitative interview by an invitation sent directly to them.

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Analysis, Results and Dissemination

- What is the plan for analyzing results? The quantitative data of the staff and the manager will be compared at the unit level using an independent t test to determine parsimony between the two. The quantitative data will then be analyzed using an analysis of variance (ANOVA) to determine if there is a difference in job embeddedness among the three nursing unit types. Qualitative data will be analyzed using NVivo to identify themes elucidated in the interview content. The quantitative and the qualitative data will be triangulated to determine the primary constructs for intervention development.
 - How will results be disseminated? Results will be shared with the nursing leadership team and the professional practice council and will be presented at applicable conferences. The results may also be published in a relevant nursing journal. The results of the study will be used to develop an intervention for all nursing units.
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References

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Additional Considerations

- All individuals participating in research must:
 - Complete CITI training prior to approval of project; certificate must be submitted
 - <https://www.citiprogram.org/Default.asp>
 - Create an account
 - Select Franciscan Missionaries of Our Lady of the Lake RMC
 - Complete Social & Behavioral Research – Basic/Refresher, Basic Course
 - Signed and dated CV/resume
 - Verification of current licensure
 - Our Lady of the Lake College Institutional Review Board Application
 - <http://www.ololcollege-edu.org/content/home-faculty-and-staff-faculty-research-irb-documents>