

# **Facilitating Organizational Socialization of Adjunct Clinical Faculty in Nursing Education**

**Julie Elting, EdD, MSN, RN, CNE  
Chaminade University of Honolulu School of Nursing**

A group of five healthcare professionals, including nurses and doctors, are standing in a brightly lit hallway. They are all smiling and looking towards the camera. The woman on the far left is wearing pink scrubs and holding a clipboard. The woman next to her is wearing blue scrubs. The woman in the center is wearing light blue scrubs. The woman on the far right is wearing light green scrubs and has her arms crossed. The background is a blurred hallway with white walls and a wooden door.

# **Disclosure**

**Transcription and printing services  
funded by research grant from STTI  
Gamma Psi at-Large Chapter,  
Hawaii**


A group of five diverse healthcare professionals, including nurses and doctors, are standing in a hospital hallway. They are wearing scrubs in various colors (pink, blue, green) and are smiling. The woman on the far left is holding a clipboard. The background is a bright, clean hospital corridor.

# **Background**

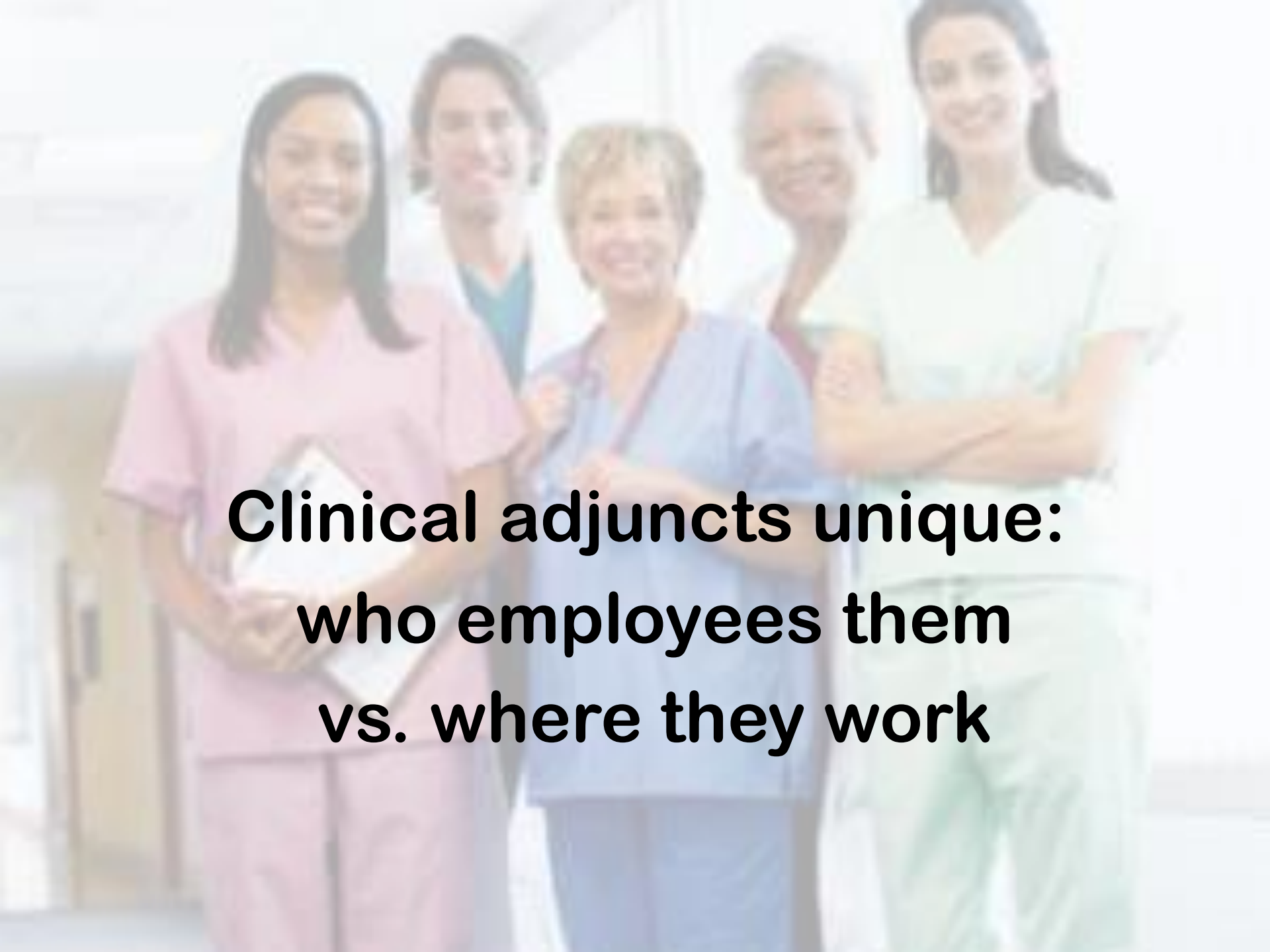
**Projected 1 million+ new RNs  
needed in the US by 2025**

A group of five diverse healthcare professionals, including nurses and doctors, are standing in a brightly lit hospital hallway. They are all smiling and dressed in professional scrubs. The group consists of a young woman in pink scrubs holding a clipboard, a man in white scrubs, a woman in blue scrubs, an older woman in white scrubs, and a woman in light green scrubs with her arms crossed. The background shows a typical hospital corridor with a door and a window.

**Ongoing nursing faculty  
shortage**

A group of five healthcare professionals, including nurses and doctors, are standing in a brightly lit hallway. They are all smiling and looking towards the camera. The woman on the far left is wearing pink scrubs and holding a clipboard. The woman in the center is wearing blue scrubs. The woman on the far right is wearing light green scrubs and has her arms crossed. The background is a clean, modern hospital hallway with a door visible on the left.

**Adjunct clinical instructors  
supplement limited pool  
of full-time faculty**

A group of five diverse healthcare professionals, including nurses and doctors, are standing in a brightly lit hospital hallway. They are all smiling and looking towards the camera. The woman on the far left is wearing pink scrubs and holding a clipboard. The woman in the center is wearing blue scrubs and has a stethoscope around her neck. The woman on the far right is wearing light green scrubs and has her arms crossed. The other two individuals are partially obscured behind them. The background shows a typical hospital corridor with a door and a window.

**Clinical adjuncts unique:  
who employees them  
vs. where they work**



**At risk for poor engagement**

**Limits professional development  
as educators**

# **Organizational socialization:**


- **Enables an individual to assume a role that fits both organizational and individual needs**
- **Dynamic learning & adjustment process**



# Literature Review

A group of five diverse healthcare professionals, including nurses and doctors, smiling and standing together in a clinical setting. The image is slightly blurred, serving as a background for the text.

- **Human Capital Management**
- **Organizational Socialization & Onboarding**
- **Nursing Faculty Shortage & Adjunct Clinical Faculty**

A group of five diverse healthcare professionals, including nurses and doctors, are standing in a hospital hallway. They are all smiling and looking towards the camera. The background is a bright, clean hospital corridor with a door visible on the left. The text is overlaid on the image in a bold, black, sans-serif font.

***Onboarding* strategies facilitate organizational socialization: contribute to employee productivity, satisfaction, and retention**

## Organizational Efforts

- Tactics
- Recruitment
- Orientation
- Organizational Insiders

## Newcomer Characteristics and Behaviors

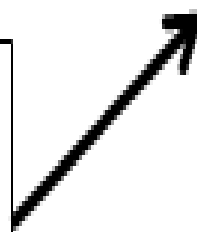
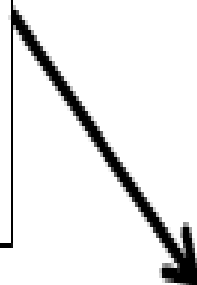
- Personality
- Self-Efficacy
- Proactive Behaviors

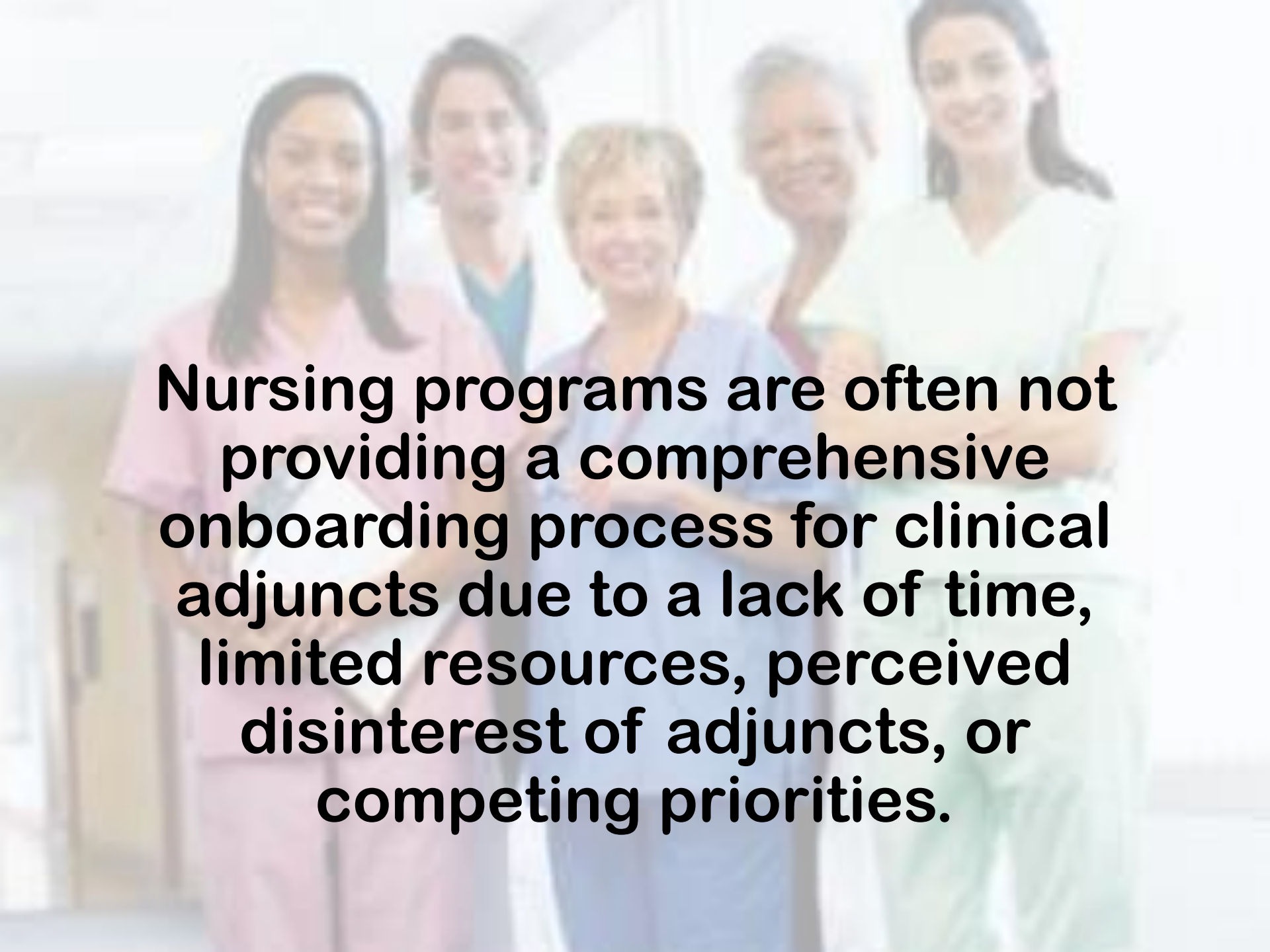
## Adjustment

- Role Clarity
- Self-Efficacy
- Social Acceptance
- Knowledge of organizational culture

## Distal Outcomes

- Job attitudes
- Performance
- Turnover



A group of five diverse healthcare professionals, including nurses and doctors, are standing in a brightly lit hallway. They are all smiling and looking towards the camera. The text is overlaid on the image, centered in the lower half.

**Nursing programs are often not providing a comprehensive onboarding process for clinical adjuncts due to a lack of time, limited resources, perceived disinterest of adjuncts, or competing priorities.**

A group of five diverse healthcare professionals, including nurses and doctors, are standing in a clinical setting, smiling. They are wearing various colored scrubs (pink, blue, green). The background is a bright, clean hospital hallway.

**Which onboarding practices did adjunct clinical faculty perceive as beneficial?**

**How did the use/lack of use of these practices during onboarding influence organizational socialization?**

# Sample



- 3 urban universities
- 8 clinical adjuncts
- $\leq 2$  years in current position
- 3 Filipino/5 Caucasian
- 1 man/7 women
- 4 novice ( $\leq 1$  yr) educators
- 4 experienced ( $\geq 5$  yr) educators

A group of five healthcare professionals, including nurses and doctors, are standing in a brightly lit hallway. They are all smiling and looking towards the camera. The woman on the far left is wearing pink scrubs and holding a folder. The woman in the center is wearing blue scrubs. The woman on the far right is wearing light green scrubs and has her arms crossed. The background is a blurred hallway with a door on the left.

**Tool**

**Inform-Welcome-Guide  
Onboarding Practices Checklist**

**Klein & Polin (2012)**

# Data Collection: 2 Steps

A group of five healthcare professionals, including nurses and doctors, are standing together in a hospital setting. They are all smiling and looking towards the camera. The background is slightly blurred, showing what appears to be a hospital hallway or ward.

**1. Pre-interview online survey: Adjuncts identified which IWG Practices experienced**

**2. In-person Interview:**

- **Rated benefit of every practice**
- **Elaborated on rating**



A group of five healthcare professionals, including nurses and doctors, are standing in a brightly lit hallway. They are all smiling and looking towards the camera. The woman on the far left is wearing pink scrubs and holding a folder. The woman in the center is wearing blue scrubs. The woman on the far right is wearing light green scrubs. The background is a clean, modern hospital hallway with white walls and a light-colored floor.

# **Analysis: 2 Steps**

- **Onboarding Practices Benefit rating**
  - **Inform**
  - **Welcome**
  - **Guide**

# Analysis: 2 Steps



- **Organizational Socialization:**  
Responses aligned with predetermined adjustment codes:
  - role clarity
  - self-efficacy
  - social acceptance

## **Identified Benefit of Inform-Welcome-Guide (IWG) Onboarding Practices by Adjunct Faculty**

<b>IWG Category</b>	<b>More Beneficial</b>	<b>Less Beneficial</b>	<b>Little or No Benefit</b>
<b>Inform</b>	Formal orientation Q&A session Met Dept Chair Met with HR College tour New faculty website Website orientation Shadowing Training Lab orientation	Met Dean Professional Development Plan Glossary of terms Important contact info Online orientation	New employee video
<b>Welcome</b>	Welcome from Dean/Chair Gathering held	Welcome from University Welcome kit Invited to meetings	Invited to social events Family Invited Joining announced
<b>Guide</b>	Assigned mentor Point of contact Peer resource		

# Results: Onboarding Practices

A group of five healthcare professionals, including nurses and doctors, are standing together in a hospital setting. They are wearing various colored scrubs (pink, blue, green) and are smiling at the camera. The background is a bright, clean hospital hallway.

- **Lack of consistency even at same university**
- **Identified benefit to most onboarding practices**
- **6/8 had ongoing feelings of anger, confusion, disbelief wasn't done better**

# Results: Onboarding Practices



- Adjunct determine own shadowing/training/lab needs
- Majority: *offer* all practices (except purely social)
- Stereotype that adjuncts don't want to invest in institution – not true for them

# Results: Organizational Socialization

A group of five healthcare professionals, including nurses and doctors, are standing together in a hospital hallway. They are all smiling and looking towards the camera. The background is slightly blurred, showing a typical hospital environment with a door and wall panels.

**Adjuncts who experienced more IWG practices reported increased**

- Role clarity**
- Self-efficacy**
- Social acceptance**

# Results: Organizational Socialization

A group of five healthcare professionals, including nurses and doctors, are standing together in a hospital hallway. They are all smiling and looking towards the camera. The background is slightly blurred, showing a typical hospital environment with white walls and a doorway.

- Ongoing anger, resentment, distancing from administration with poor experiences
- Stayed in teaching role even when perceptions of program very negative

# **Conclusions/Implications**

**When adjuncts continue teaching who are poorly socialized what is impact on them, the students, the program, and the clinical facilities?**

**“How do you compensate for not being welcomed?”**






# **Conclusions/Implications**

**Inform-Welcome-Guide  
was an effective tool for capturing  
adjunct onboarding experiences**

**Offering more IWG practices  
facilitated role adjustment and  
socialization**



**If efforts aimed at early engagement lead to retention of satisfied faculty then institutional costs should be decreased, demands on facilities are lessened, and students benefit from being taught by experienced clinical instructors.**