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# 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

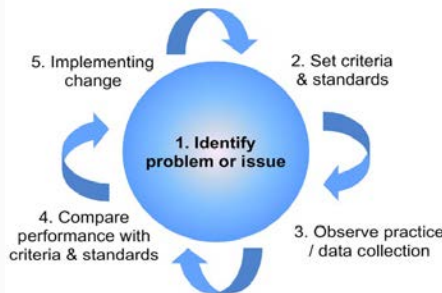
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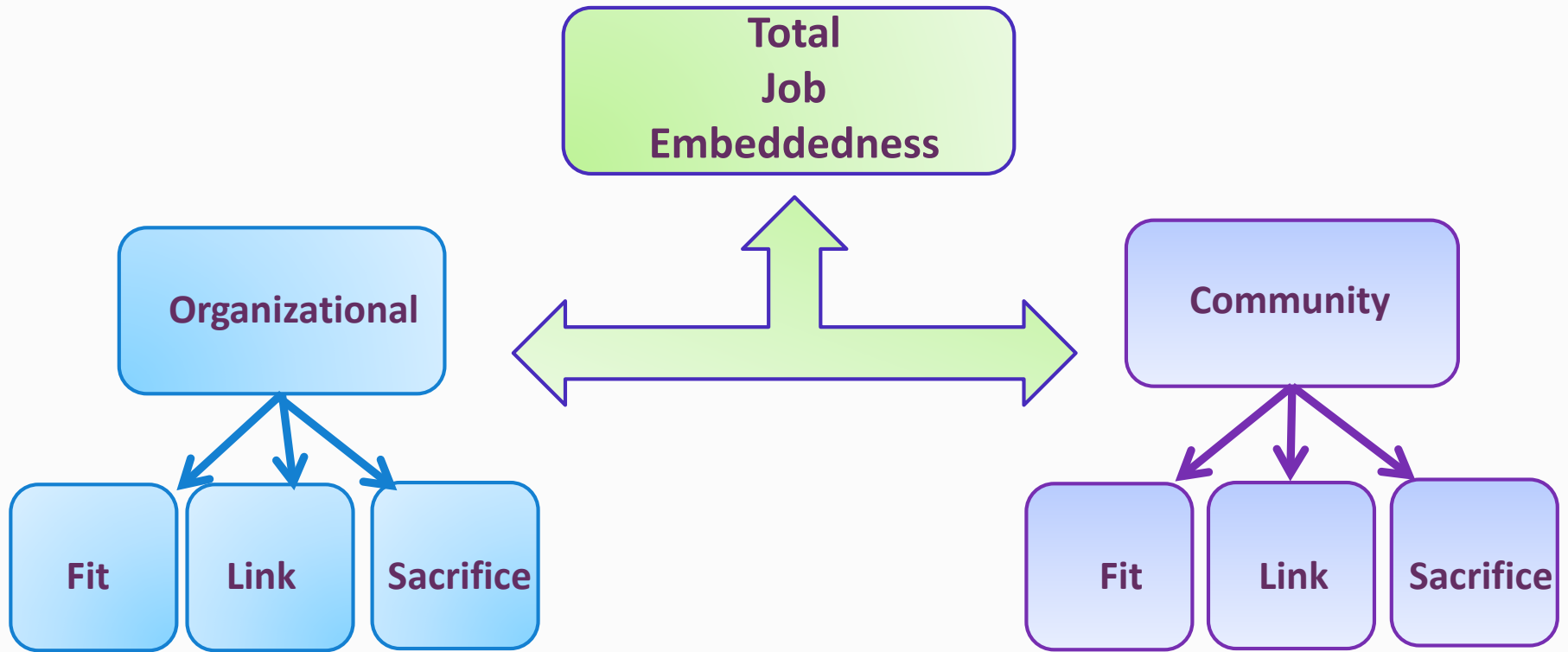
# Definitions

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- Health Care Assistants (HCAs)
- Registered Nurses (RNs)
- Job Satisfaction
- Intent to Stay
- Generations
- Job Embeddedness (JE)



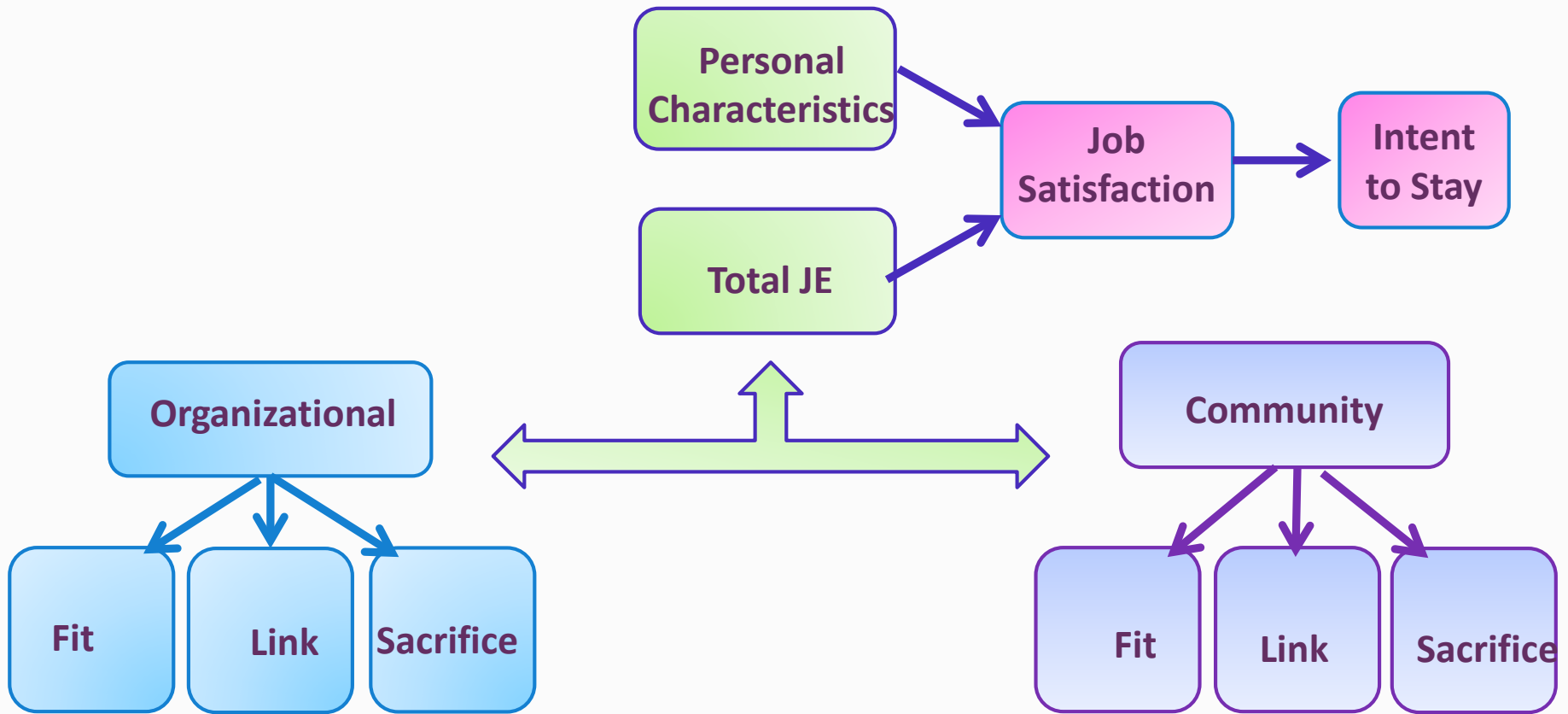
# What is Job Embeddedness?



(Mitchell et al., 2001)



# Conceptual Model



# Demographic Data

DATA		RNs	HCA's	Total	Percentage
Totals	Hospital 1	87	15	102	86%
	Hospital 2	14	9	23	14%
Employment	Full Time	89	22	111	88%
	Part Time	12	2	14	12%
Time in current position		3.57 y	3.25 y		
Years employed at facility		6.60 y	3.71 y		
Shifts	7a – 7p			69	55%
	7p – 7a			46	37%
	Other			10	8%
Total hours per week	Up to 40 hours				92%
	41 to 72 hours				8%
Average hours per week		37.04	39.38		

# Demographic Data

DATA		RNs	HCA's	Total	Percentage
Education			8		33.3%
	ADN	44			35.2%
	BSN	58			46.4%
	MSN	2			1.6%
Age	Baby Boomers (1946-1964)	17	4	21	17%
	Gen Xers (1965-1981)	41	10	51	41%
	Millennials (1982-1999)	43	10	53	42%



# Research Question 1

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*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

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	OF	OL	OS	CF	CL	CS	Total JE	Job Satisfaction	Intent to Stay
RN	H	H	L	H	L	$p = .018$ $d = .55$ Power .50	L	L	L
HCA	L	L	H	L	H	L	H	H	H

# Research Question 2

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*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

	OF	OL	OS	CF	CL	CS	Total JE	Job Sat	Int. to stay
Baby Boomers / Millennials							$p = .007$ $d = .30$ Power = .60		
Baby Boomers / Gen Xers / Millennials		$p < .01$ $d = .70$ Power = 0.999							
Baby Boomers	H	H	H	M	M	M	H	L	M
Gen Xers	M	M	L	H	H	L	M	H	H
Millennials	L	L	M	M	L	H	L	M	L



# Research Question 3

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*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

	Age	Years Worked	Shift Worked	Level of Education	OF	OL	OS
Job Satisfaction				√	√		√

Independence of Residuals: Durbin-Watson Statistic 1.94

Model fit: Adjusted  $R^2 = .678$

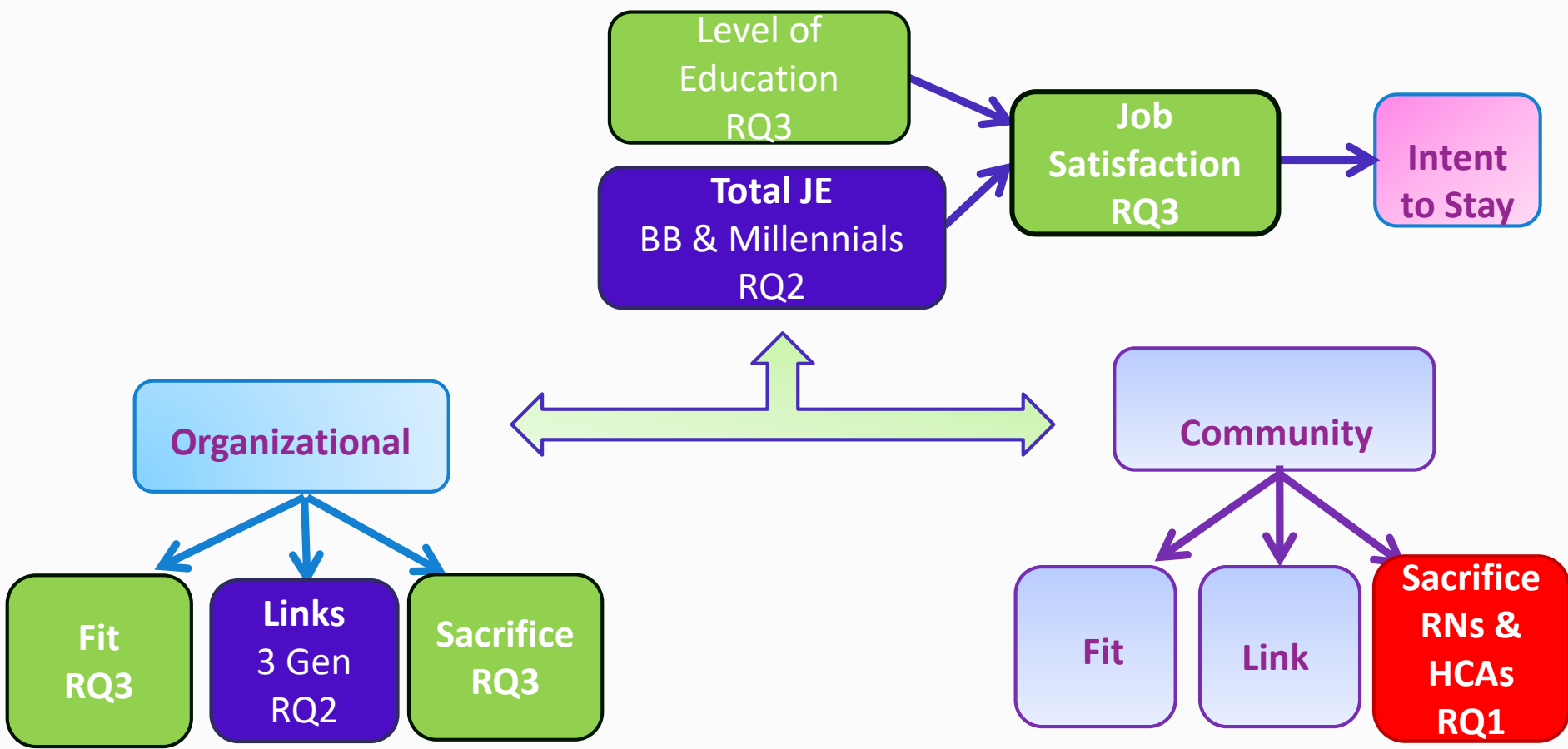
ANOVA Prediction of Job Satisfaction:  $p < .0005$

Effect Size: 2.11

Power: 1.00



# Significant Results Summary



# Non- Significant Results Summary

	OF	OL	OS	CF	CL	CS
RNs	√	√		√		√
HCA's			√		√	
Baby Boomer	√	√	√			
Gen - X				√	√	
Millennial						√

# Strengths

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- 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

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- 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

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- 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

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- 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

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- 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

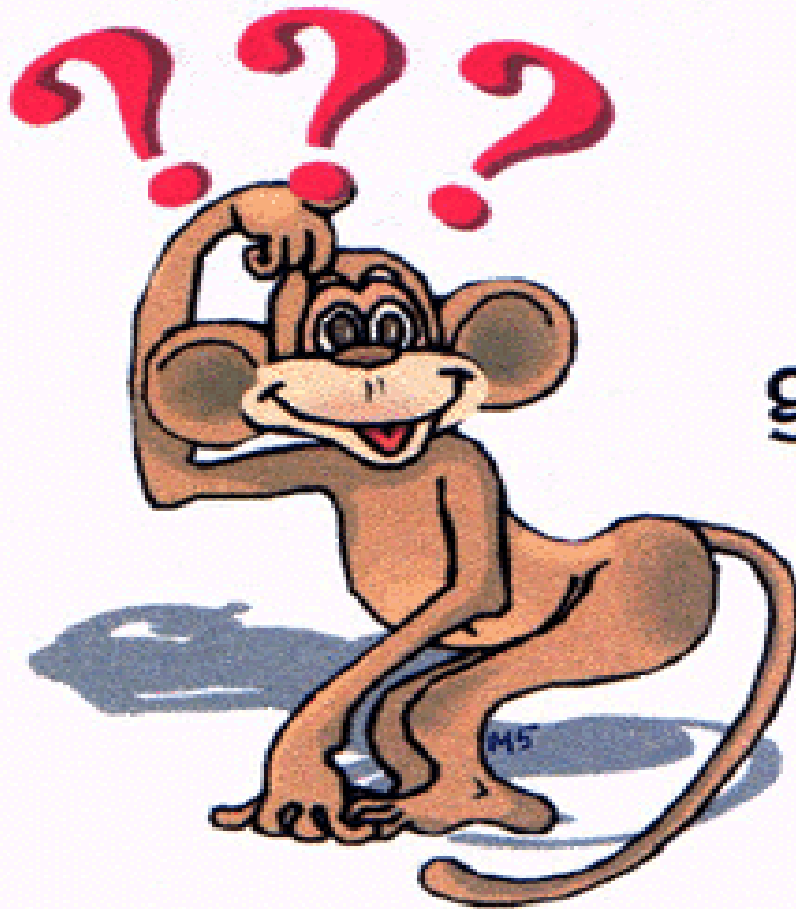
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- RNs fit well into organizational culture, create links, fit well in their communities and place significant value on Community Sacrifices.
  - *Focus on the Community Sacrifice subscale to retain RNs*
- HCAs and Millennials place value on Organizational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

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- 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.



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