
The effects of Nurse Practice Environment and Organizational Justice on Job Embeddedness among hospital nurses in South Korea.



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Background

- **Health care settings have been experiencing a serious shortage of nursing staff.¹**
- **A high turnover rate in the nursing field lowers the quality of nursing care, and causes serious problems in the consistency and professionalism of nursing work.²**
- **Thus, successful management of nurse turnover has long been a crucial issue for healthcare leaders.^{1,2}**

Background

- **Job embeddedness indicates the degree of an organization member's intention to remain in the organization in connection with his or her job.³**
- **A growing line of work has indicated that job embeddedness can decrease turnover intention and, subsequently, actual turnover.^{3,4}**

Background

- **A few studies focusing on nurse retention have demonstrated that the quality of nurse practice environments is associated with nurse outcome including job satisfaction, burnout, and intention to leave.^{5,6}**

Background

- In addition, previous studies on social behavior in the workplace suggest a connection between organizational justice and absenteeism, commitment, intention to stay, and empowerment.^{7,8}

Background

- Although nurse leaders in healthcare organizations have begun to pay attention to job embeddedness to guide nurse retention plan strategies, it has not been well understood which work-related factors (e.g. nurse practice environment and organizational justice) were connected to job embeddedness.

Purpose

- **This study was conducted to examine how nurses rated their job embeddedness and how nurse practice environment and organizational justice affected job embeddedness.**

Study design

- **A cross-sectional study was conducted with a convenience sample of 233 nurses from two hospitals in South Korea.**

Data collection

- **For this study, nurses was recruited from two small and medium sized hospitals in Ulsan, South Korea, between August 2017 and September 2017.**
- **Inclusion criteria were the registered nurses (RNs) who provided direct patient care and had been employed for more than 6 months.**

Ethical considerations

- **Participants were asked to examine the informed consent sheet that gave comprehensive information on the study, including its purpose, potential risk involving confidentiality, and their rights to withdraw.**
- **All responses were through the voluntary participation of the subjects.**
- **This study was approved by the Institutional Review Board of Ulsan University (IRB No. 1040968-A-2017013).**

Measures

- Job embeddedness was measured by the scale⁹ that contains the 3 subfactors (fit, links, and sacrifice) of job embeddedness, and the questionnaire included 8 questions on fit, 4 questions on links, and 6 questions on sacrifice, for a total of 18 questions.
- Each question was answered on a 5-point Likert scale ranging from not at all (1) to absolutely yes (5), with a high score reflecting high job embeddedness.

Measures

- Practice environment was measured by the Practice Environment Scale (PES)¹⁰ that contains the 5 subscales of practice environment, for a total of 29 questions.
- Each question was answered on a 4-point Likert scale ranging from 'strongly disagree' (1) to 'strongly agree' (4), with a higher score indicating a higher level of practice environment.

Measures

- **Organizational justice was assessed with the scale¹¹ that contains the 2 subcales (distributional and procedural justice) of organizational justice, for a total of 11 questions.**
- **Each question was answered on a 5-point Likert scale ranging from ‘totally disagree’ (1) to ‘totally agree’ (5), with a higher score indicating higher justice.**

Data analysis

- To analyze the data...
 - Descriptive analyses and
 - Hierarchical multiple regression analyses were conducted using SPSS 24.0.

Results

Table 1 General Characteristics of Subjects

(N=233)

Characteristics	Categories	n(%)
Age(year)	≤29	122(52.3)
	30~39	84(36.0)
	≥40	25(10.7)
Gender	Female	227(97.4)
	Male	6(2.6)
Marital status	Single	152(65.2)
	Married	81(34.8)
Education	Diploma	180(77.3)
	Bachelor	48(20.6)
	Graduate level	5(2.1)
Department	Medical/Surgical units	103(44.2)
	Special units	63(27.0)
	Other	67(28.8)
Position	Nurse	172(73.8)
	Charge nurse	24(10.3)
	Head nurse	37(15.9)
Type of working	All shifts	141(60.5)
	Day only	92(39.5)

Results

Table 2 Scores for Nurses' Work Environment, Organizational Justice, and Job Embeddedness of Subjects (N=233)

Variables	No. of the item	M \pm SD	Range
Nurses' work environment	29	2.36 \pm 0.35	1~4
Nurse participation in hospital affairs	9	2.27 \pm 0.45	
Staffing and resource adequacy	4	2.11 \pm 0.41	
Nursing foundations for quality of care	9	2.36 \pm 0.38	
Nurse manager ability, leadership, and support of nurses	4	2.59 \pm 0.47	
Collegial nurse-physician relations	3	2.65 \pm 0.49	
Organizational Justice	11	2.61 \pm 0.58	1~5
Distributive Justice	6	2.40 \pm 0.71	
Procedural Justice	5	2.78 \pm 0.63	
Job embeddedness	18	2.89 \pm 0.49	1~5
Fit	8	3.02 \pm 0.56	
Link	4	3.19 \pm 0.56	
Sacrifice	6	2.53 \pm 0.61	

Results

Table 3 Correlation among the variables (N=233)

	Nurses' work environment	Organizational Justice	Job embeddedness
	r	r	r
Organizational Justice	.70***	1	
Job embeddedness	.61***	.64***	1

* $p < .05$; ** $p < .01$; *** $p < .001$.

Results

Table 4 Summary of Hiterarchical Multiple Linear Regression with Job Embeddedness

	Model 1	Model 2	Model 3
	β (p)	β (p)	β (p)
Age (year)	.01(.431)	.02(.018)	.02(.004)
Marriage	-.10(.256)	-.06(.380)	-.08(.197)
Position	-.10(.375)	-.00(.985)	.06(.453)
All shifts	-.04(.557)	.01(.934)	.04(.400)
Nurse participation in hospital affairs		.26(.005)	.08(.370)
Staffing and resource adequacy		.24(.002)	.22(.002)
Nursing foundations for quality of care		.13(.171)	-.02(.844)
Nurse manager ability, leadership, and support of nurses		.04(.630)	.00(.973)
Collegial nurse-physician relations		.21(<.001)	.20(.001)
Distributive Justice			.12(.004)
Procedural Justice			.25(<.001)
Adjusted R ²	.046	.432	.526
F	3.79	20.33	24.12
p	.005	<.001	<.001

Results

- Our findings showed that the staffing and resource adequacy, collegial nurse-physician relations, distributive justice, procedural justice, and age were significantly related to job embeddedness.

Results

- **Hospital nurses that had higher perceived staffing and resource adequacy and collegial nurse-physician relations, higher organizational and procedural justice, and were older were more likely to have higher job embeddedness scores.**

Conclusions / Implication

- **The results of this study demonstrated a significant association between more favorable nurse practice environment and more fair distribution and process and better job embeddedness among small and medium sized hospitals nurses in South Korea.**
- **These findings add to the growing research evidence^{8,12} on nurse retention showing the importance of desirable nurse practice environment and organizational justice to improve nurses' job embeddedness.**

Conclusions / Implication

- **Nurse leaders and hospitals should pay great attention to the nurse practice environment, particularly in relation to staffing and resource adequacy and collegial nurse-physician relations for enhancing nurses' job embeddedness and retaining the nursing workforce in the face of predicted nurse shortages.**
- **Additionally, nurse leaders can facilitate nurses' job embeddedness by creating and maintaining an organizational culture of fairness and justice at a high level.**

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***Thank You So Much for
All Your Attention***