

WORK SATISFACTION INTENT TO STAY:A MIXED METHODS APPROACH TO INFORM POLICY AND REGULATION

MARCH 22, 2021

3:15- 3:45 PM

2021 NCSBN SCIENTIFIC SYMPOSIUM

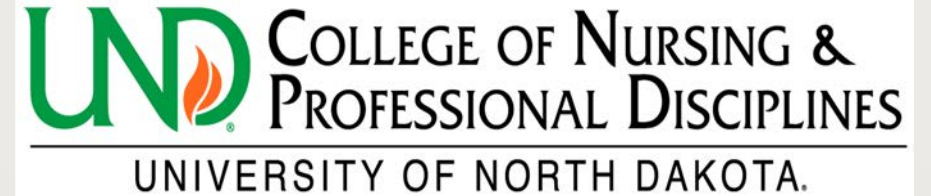
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NORTH DAKOTA COLLEGE OF NURSING AND PROFESSIONAL
DISCIPLINES**



Our Mission: Through collaboration, guide ongoing development of a well-prepared and diverse nursing workforce to meet health care needs in North Dakota through research, education, recruitment and retention, advocacy and public policy.

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Our Mission: To prepare future leaders, to advance human well-being, and improve quality of life for diverse populations, with an emphasis on rural communities in North Dakota, the region and beyond, through the provision of high-quality innovative interprofessional education, research, and service.

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ND GOVERNOR'S NURSING SHORTAGE TASK FORCE

Maximize entry
into nursing
programs.

Expand program
capacity with a
focus on rural
areas.

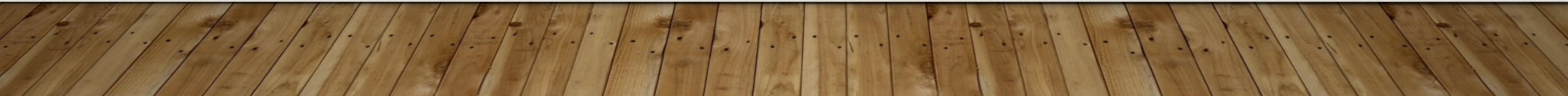
Retain nursing
program
graduates and
practicing nurses.

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Strategy 13: develop a framework for organizations to assess and improve workplace culture, accompanied by a designation acknowledging the attainment of a best-practice nursing culture.

Strategy 14: study the reason for post-graduation nurse exits to determine reasons for nurses departing the STATE (after graduation).

Study the reason practicing nurses are leaving the WORKPLACE, including reason for leaving the employer (salaries, preceptors, mentors, orientation, nurse residency, flexibility, work-life balance, incivility, safety, travel, etc.).
Develop strategies to address issues identified in the study.



DEFINING “INTENT TO STAY”?

- “The individual’s attitude toward staying with their current employer” (Kovner et al., 2009, p. 84).
- “Intent to leave” vs “intent to stay”
- “Intent to leave” – The degree that an individual has toward the idea of voluntarily leaving the employer or an organization” (Kovner et al., 2009, p. 84).
- Factors causing practicing nurses and graduating nurses to stay or leave North Dakota.
- Factors are causing practicing nurses and graduating nurses to stay or leave their places of employment.

WHAT IS FOUND IN THE LITERATURE ON NEW REGISTERED NURSES “INTENT TO STAY”?

- Newly licensed registered nurses work behavior is a complex process, influenced by their attitudes toward their work, personal characteristics, job opportunities, and workplace attributes (Kovner et al., 2009).

OTHER RESEARCH WITH ALL PRACTICING NURSES

- Strong relationship between intent to stay in an organization and actual turnover (Hayes et al., 2012; Brewer et al., 2015).
- Strong relationships between intent to stay and job satisfaction (Brewer et al., 2015; Jones, 2017; Ross, 2016; Yarbrough et al., 2017).
- Positive relationship between organization commitment and intent to stay (Brewer et al., 2015).
- Demographic characteristics such as age and experience are positively related to intent to stay (Brewer et al., 2015).

National Council of State Boards of Nursing Grant Funding Influence of Professional Quality of Life and Work Satisfaction on Intent to Stay: A Mixed Methods Approach to Inform Policy

The **purpose of this proposed study** is to explore and identify factors that influence graduating nursing students' and practicing nurses' intent to stay in North Dakota and in their workplaces and to develop policies that encourage nurses to stay in the state and workplaces.

Research Questions

What factors influence graduating nurses' post-graduation intent to stay in their workplaces and in North Dakota?

What factors influence practicing nurses' intent to stay in their workplace and in North Dakota?

What policies and best practices influence graduating nurses' intent to stay in their workplaces and in North Dakota?

What policies and best practices influence practicing nurses' intent to stay in their workplaces and in North Dakota?

In what ways do the quantitative and qualitative findings converge?

QUANTITATIVE SURVEYS

GRADUATING NURSES AND PRACTICING NURSES

- **Graduating Nurse Survey: 201 participants**

Average age= 27.5 years

91% Female

92% White

59% Never been married

69% No children

- **Practicing Nurse Survey- 763 participants**

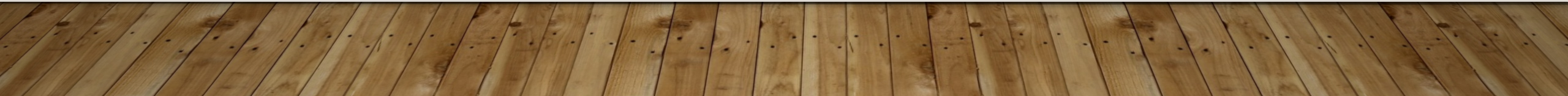
Average age= 48 years

93% Female

95% White

73% Married/domestic partnership

78% Have at least one child



INTENT TO STAY - INSTRUMENT

Intent to Stay for graduating nursing students and each healthcare facility's nurses were defined as the attitude toward staying with their current employer (Price, 2001, Kovner et al., 2009, p. 84). The Intent to Stay instrument comprises a unifactorial scale of 4 items measured using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Intent to leave is the degree that an individual has toward the idea of voluntarily leaving the employer or an organization (Kovner et al., 2009, p. 84).

The question was also edited to provide for collecting both intents to stay in ND and at their employer.

Intent to Stay

Please circle the number that most closely indicates how you feel about each of the following statements (1 = STRONGLY AGREE, 2 = SOMEWHAT AGREE, 3 = NEUTRAL, 4 = SOMEWHAT DISAGREE, 5 = STRONGLY DISAGREE)

	Agree					Disagree				
1. I would like to leave my present employer.	1	2	3	4	5					
2. I plan to leave my present employer as soon as possible.	1	2	3	4	5					
3. I plan to stay with my present employer as long as possible.	1	2	3	4	5					
4. Under no circumstances will I voluntarily leave my present employer.	1	2	3	4	5					
	Agree					Disagree				
5. I would like to leave North Dakota.	1	2	3	4	5					
6. I plan to leave North Dakota as soon as possible.	1	2	3	4	5					
7. I plan to stay in North Dakota as long as possible.	1	2	3	4	5					
8. Under no circumstances will I voluntarily leave North Dakota.	1	2	3	4	5					

WHY WORK IN NORTH DAKOTA VARIABLE

Please indicate your reason(s) for working in North Dakota (may indicate more than one answer).

- Family lives in North Dakota
- Good education programs are available
- Good pay and benefits are available
- Have scholarships or tuition assistance that requires staying in North Dakota
- Low cost of living
- More job opportunities
- Safe place to live
- Safe place to raise a family
- Spouse/significant other has a job in North Dakota

STAMPS INDEX OF WORK SATISFACTION - INSTRUMENT

44 statements about characteristics of the respondent's work environment. The participant indicates their degree of agreement/disagreement on a 1-7 scale for each item.

7 Subscales: The higher the scores on each of these subscales indicates a greater satisfaction with each of the subscales of their job.

- **Pay subscale** refers to the dollar remuneration and fringe benefits received for work done
- **Autonomy subscale** refers to the amount of job -related independence initiative and freedom either permitted or required during daily work activities
- **Task subscale** refers to the requirements refers to the tasks or activities that must be done as a regular part of the job.
- **Organizational Policies** subscale refer to management and procedures put forward by the hospital and nursing administration of the hospital.
- **Professional Status subscale** refers to the overall importance or significance felt about your job both in your view and in the view of others.
- **Interaction subscale** is scored as two subcomponents that refers to opportunities presented for both formal and informal social and professional contact during working hours. The scores for the subcomponents refers to Nurse to Nurse communication and Nurse to Physician communication. (Stamps, 1997, 2012).

Stamps Index of Work Satisfaction

		Agree				Disagree	
1.	My present salary is satisfactory.	1	2	3	4	5	6
2.	Nursing is not widely recognized as being an important profession.	1	2	3	4	5	6
3.	The nursing personnel on my service pitch in and help one another out when things get in a rush.	1	2	3	4	5	6
4.	There is too much clerical and “paperwork” required of nursing personnel in this hospital.	1	2	3	4	5	6
5.	The nursing staff has sufficient control over scheduling their own shifts in my hospital.	1	2	3	4	5	6
6.	Physicians in general cooperate with nursing staff on my unit.	1	2	3	4	5	6
7.	I feel that I am supervised more closely than is necessary.	1	2	3	4	5	6
8.	It is my impression that a lot of nursing personnel at this hospital are dissatisfied with their pay.	1	2	3	4	5	6
9.	Most people appreciate the importance of nursing care to hospital patients.	1	2	3	4	5	6
10.	It is hard for new nurses to feel ‘at home’ in my unit.	1	2	3	4	5	6
11.	There is no doubt whatever in my mind that what I do on my job is really important.	1	2	3	4	5	6

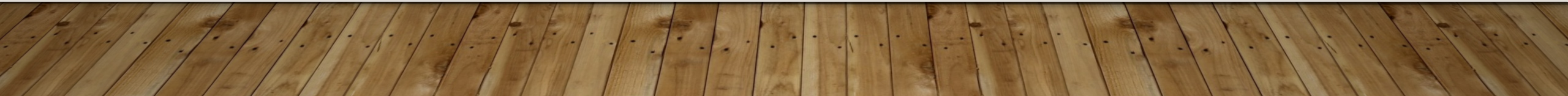
PROFESSIONAL QUALITY OF LIFE (PROQOL-5)

ProQOL-5 is the most commonly used measure of the negative and positive effects of providing care to those who experience suffering and trauma. The tool includes 30 questions which nurses rate from 1 for Never to 5 for very often.

Subscales:

- Compassion satisfaction
- Compassion fatigue
 - Burnout
 - Secondary traumatic stress

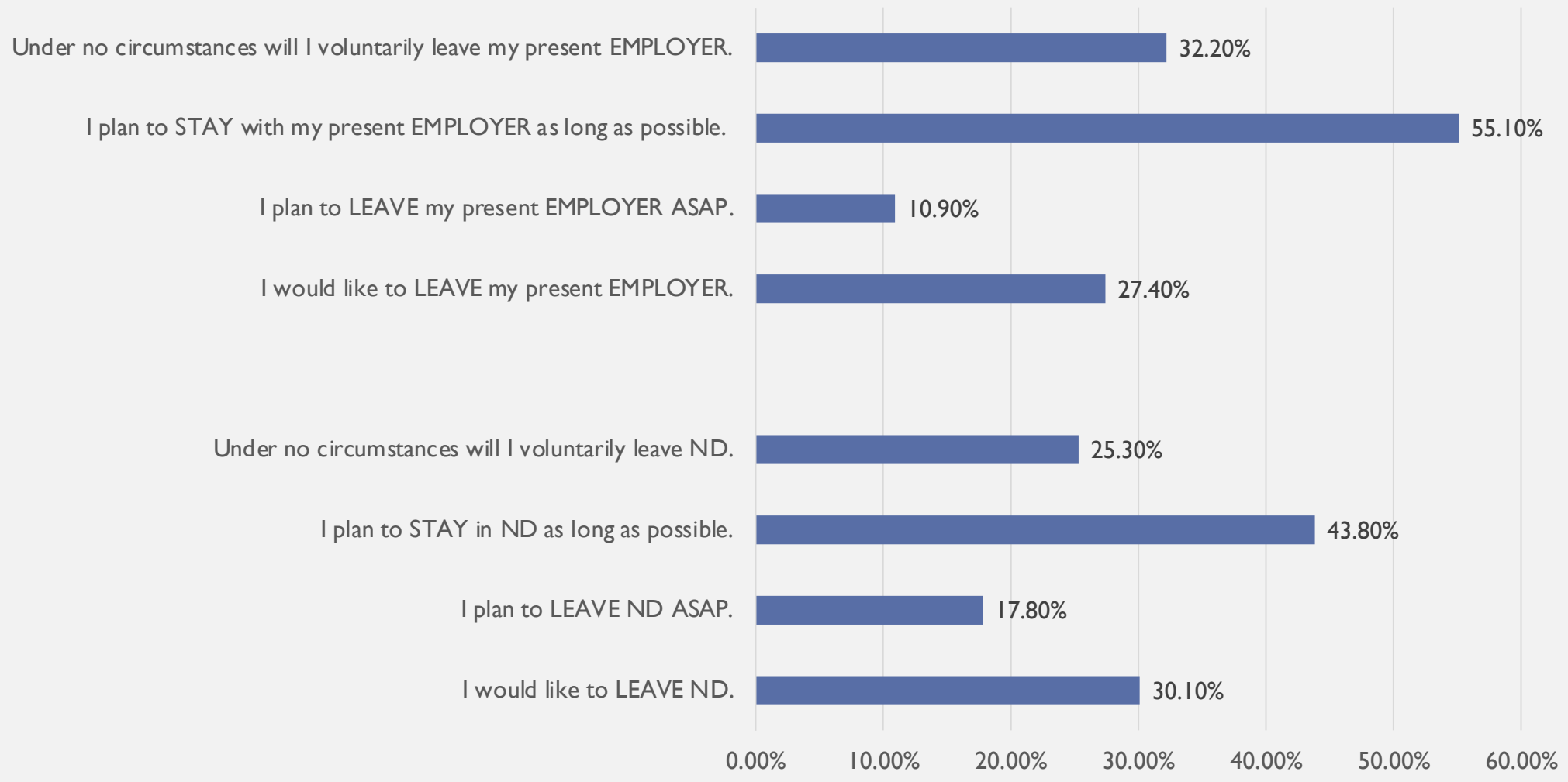
(Stamm, 2010)



Professional Quality of Life (ProQOL-5)

	1=Never	2=Rarely	3=Sometimes	4=Often	5=Very Often
• I am happy.					
• I am preoccupied with more than one person I <i>[help]</i>					
• I get satisfaction from being able to <i>[help]</i> people.					
• I feel connected to others.					
• I jump or am startled by unexpected sounds.					
• I feel invigorated after working with those I <i>[help]</i> .					
• I find it difficult to separate my personal life from my life as a <i>[helper]</i> .					
• I am not as productive at work because I am losing sleep over traumatic experiences of a person I <i>[help]</i> .					
• I think that I might have been affected by the traumatic stress of those I <i>[help]</i> .					
• I feel trapped by my job as a <i>[helper]</i> .					
• Because of my <i>[helping]</i> , I have felt "on edge" about various things.					
• I like my work as a <i>[helper]</i> .					

Practicing Nurses Intent to Stay in ND and at Present Employer



Multiple Regression- Practicing Nurse Survey

A simultaneous multiple regression analysis using the 12 predictors mentioned above was conducted separately for the dependent variable of intention to leave North Dakota and Intention to leave their employer.

Multiple Regression: DV= Intent to Leave Employer (N=459)

Factor	b	β	t	Part r^2
Age	.004	.011	.267	.00010
Compassion Satisfaction	-.045	-.065	-1.040	.0016
Burnout	.211	.313	4.039*	.02403
Secondary Traumatic Stress	.012	.016	.304	.00014
PAY	-.050	-.103	-2.222*	.00723
AUTONOMY	-.084	-.153	-2.331*	.00810
TASKREQ	.046	.065	1.267	.00240
ORGPOLICIES	-.097	-.195	-3.140*	.01464
PROFSTATUS	.044	.070	1.295	.00250
NURSE NURSE	.026	.031	.637	.00063
NURSEPHYSICIAN	-.019	.026	-.607	.00053
Why work in North Dakota	-.005	-.482	-.063	.00000

Multiple Regression: DV= Intent to Leave North Dakota (N=437)

Factor	b	β	t	Part r^2
Age	-.059	-.156	-3.611*	.02250
CS	-.034	-.045	-.615	.00068
BO	-.028	-.038	-.436	.00032
STS	.012	.015	.256	.00012
PAY	.018	.035	.713	.00090
AUTONOMY	-.054	-.093	-1.308	.00292
TASKREQ	-.056	-.073	-1.333	.00303
ORGPOLICIES	-.018	-.035	-.518	.00048
PROFSTATUS	.044	.064	1.072	.00203
NURSE NURSE	.018	.021	.392	.00026
NURSEPHYSICIAN	.018	.026	.501	.00044
whyND	-1.075	-.482	-11.275*	.21996

Higher levels of burnout- the greater was their intent to leave their employer. Higher levels of pay, autonomy and organizational polices result in lower levels of intent to leave.

Older nurses and more reasons to work in North Dakota was associated with lower levels of intent to leave.

Multiple Regression- Graduating Student Nurse Survey

A simultaneous multiple regression analysis using 5 predictors was conducted for the dependent variable of Intention to leave their employer. The higher the number the greater the intention to leave.

Multiple Regression: DV= Intent to Leave Employer (N=52)

Factor	b	β	t	Part r^2
Compassion Satisfaction	-.317	-.386	-2.386*	.0762
Secondary Traumatic Stress	-.017	-.025	-.153	.0003
Burnout	.209	.269	1.326	.0237
Why work in North Dakota	-.588	-.340	-2.454*	.0807
age	-.087	-.184	-1.328	.0237

The higher compassion satisfaction and the more reasons why they work in North Dakota- the lower was their intent to leave their employer.

Multiple Regression: DV= Intent to Leave North Dakota (N=50)

Factor	b	β	t	Part r^2
age	-.121	-.222	-1.567	.0346
Compassion Satisfaction	-.088	-.101	-.606	.0052
Secondary Traumatic Stress	-.125	-.170	-1.025	.0146
Burnout	.126	.149	.717	.0072
Why work in North Dakota	-1.321	-.703	-5.013*	.3528

The more reasons for why they work in North Dakota- the lower was their intent to leave North Dakota.

QUALITATIVE FOCUS GROUPS

- 29 student focus groups with a total of 228 students (11 ND programs)
 - 18 – 57 years (M = 27 years)
 - 89% Female and 11% Male
 - 84% White, 94% non-Hispanic/Latin, 6% Hispanic/Latin, 16% Black, Asian (n = 3), American Indian/Alaska Native (n = 8), Native Hawaiian/Pacific Islander (n=1), and other (n = 13)
 - 89% living in North Dakota, 11% from another state or Canada
 - Enrolled programs: Bachelor of Science (44.8%), Associate Degree (21.7%), Practical Nursing (13.1%), Doctor of Nursing Practice (4.4%), and PhD (2.2%)
- 9 practicing nurse focus groups with a total of 48 participants.
 - 23 – 65 years (M = 45 years)
 - 98% Female and 2% Male
 - 100% White and non-Hispanic/Latin
 - 90% Live in North Dakota, 10% in Minnesota
 - RNs, LPNs, and APRNs
 - Degrees: Bachelor's of Science (44.9%), Master of Science (32.7%), Associate Degree (22.4%), Diploma (n = 1), Doctor of Nursing Practice (n = 2), and PhD (n = 1)

DATA ANALYSIS – QUALITATIVE DATA RESULTS

- Braun and Clarke (2006)
 - Familiarization with the data
 - Generating codes and categories
 - Searching for themes
 - Reviewing themes, and defining and naming themes
 - Producing report
- Done separately by two of the research team members and then together to agree on data analysis

QUALITATIVE DATA RESULTS

RESEARCH QUESTIONS

- What policies and best practices influence graduating student nurses' intent to stay in their workplaces and in North Dakota?
- What policies and best practices influence practicing nurses' intent to stay in their workplaces and in North Dakota?

FOUR THEMES

Theme 1: Competitive Pay and Benefit

Theme 2: Positive Work Environment

Theme 3: Career Goals

Theme 4: Personal Goals and Reasons

THEME I: COMPETITIVE PAY AND BENEFITS

- Tuition reimbursement, health insurance, flexible scheduling,
- Shift differentials
- Sign-on bonuses, and retention bonuses for years of service
- Availability of on-site daycare
- New graduate nurse residency programs
- Relocation expense support
- Support of professional development (conferences) and specialty certification costs

THEME 2: POSITIVE WORK ENVIRONMENT

- The healthcare facility's leadership must promote and maintain a positive work environment
- Supportive leadership/management and providers
- Feel valued and appreciated
- Providing advancement opportunities
- Safe nurse/patient ratios
- Interprofessional teamwork and effective communication
- Preceptor and orientation programs for new nurses
- APRNs, RNs, and LPNs desired autonomy and ability to work in full scope of practice based on their state's nurse practice acts
- Education-focus environments that facilitates transition to practice
- Active recruitment of new graduates
- Promote civil work environments

THEME 3: CAREER GOALS

- Being able to participate on committees
- Being able to work at a specific clinical area (ICU, surgery, pediatrics, etc.)
- Promote further skill and knowledge development
 - Able to pursue further education and advanced degrees
 - Allowed time to pursue and obtain certifications
- Opportunities for career advancement
- Full-time position
- Some desired to work at a rural health-care facility due to various reasons

THEME 4: PERSONAL GOALS AND REASONS

- Close to family
- Hometown community
- Rural – preferred the rural lifestyle
- Urban – desire for larger community and lifestyle and community, did not like the rural community's lack of privacy, confidentiality, and lack of housing options
- Desire to work in ND – job availability, affordable housing, lifestyle and recreation opportunities, family, and lacked a desire to move to another state

DATA INTEGRATION

- In what ways do the quantitative and qualitative findings converge?

Integration and Convergence of Qualitative and Quantitative Data Findings

Qualitative Findings – Nurses and Graduating Nursing Students	Quantitative Findings – Practicing Nurses (intent to leave ND)	Quantitative Findings – Practicing Nurses (intent to leave employer)	Quantitative Findings – Graduating Nursing Students (intent to leave ND)	Quantitative Findings – Graduating Nursing Students (intent to leave employer)
Theme 1: Competitive Pay and Benefits	<i>t</i> -11.275* (Reasons work in ND)	<i>t</i> -2.222* (Pay)	<i>t</i> -5.013*(Reasons work in ND)	<i>t</i> -2.454* (Reasons work in ND)
Theme 2: Positive Work Environment	<i>t</i> -11.275* (Reasons work in ND)	<i>t</i> -2.331* (Autonomy) <i>t</i> -3.140* (Organizational Policies) <i>t</i> 4.039* (Burnout)	<i>t</i> -5.013* (Reasons work in ND)	<i>t</i> -2.386* (compassion satisfaction) <i>t</i> -2.454* (Reasons work in ND)
Theme 3: Career Goals	<i>t</i> -11.275* (Reasons work in ND)	<i>t</i> -3.140* (Organizational Policies)	<i>t</i> -5.013* (Reasons work in ND)	<i>t</i> -2.454* (Reasons work in ND)
Theme 4: Personal Goals and Reasons	<i>t</i> -11.275* (Reasons work in ND)		<i>t</i> -5.013* (Reasons work in ND)	<i>t</i> -2.454* (Reasons work in ND)

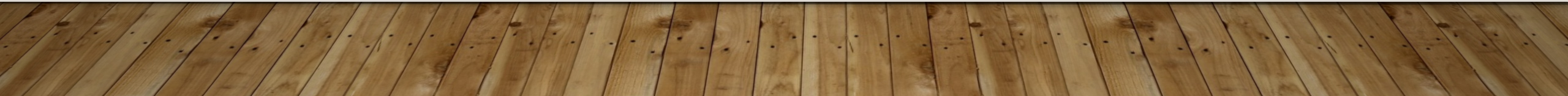
*P<0.05

IMPLICATIONS FOR EDUCATION, PRACTICE, POLICY AND REGULATION

- Competitive pay and benefits policies
- Implement policies that support a positive work environment
- Examine state-wide recruitment benefit programs such as loan repayment.
- Educate practicing nurses and student nurses on promoting a civil work environment
- APRNs should work with state policy makers on efforts to maintain their state as a full practice state and/or pursue policy changes to allow them full practice
- All levels of nurses must be allowed to practice as dictated by their licenses and states' scopes of practice
- Policies for recruitment and retention of rural nurses

NEXT STEPS

- We developed a “North Dakota Nursing Culture of Excellence Designation” program based on research results and best practices specific to North Dakota
- This program provides the opportunity to employers to work together with all levels of nurses to promote a positive workplace culture and environment and to support the formation of Professional Identity in Nursing. Obtainment of the ND Nursing Culture of Excellence Designation signifies an environment that promotes nursing recruitment, development, and retention.
- Recruitment of healthcare facilities for pilot testing
- Will continue to collect similar data with the online survey and focus groups



QUESTIONS?

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