Part-time Nurse Faculty Intent to Remain Employed in Academia

Era Mae Ferron, RN PhD
Ann Tourangeau, RN PhD
Greta Cummings, RN PhD
Whitney Berta, MBA PhD
Key Messages

1. Nurses are critical but there’s a shortage.

2. Retain nurse faculty to manage the shortage.

3. Leaders are key to retaining nurse faculty.
Current shortage of 22,000 nurses.  
(Winston, 2011)

Projected shortage of 60,000 nurses by 2022. 
(Canadian Nurses Association, 2009)
How did we get here?

- Aging nursing workforce
- Increased demand for nurses
- New technologies
- More professional opportunities outside nursing
- Low social value
- Poor work environment conditions
What do we do?

Supply & Retain

Shortage
76 full-time positions went unfilled.

Projected a need to hire 215 full-time faculty.

(CNA/CASN 2012)
Health Canada (2007)
Research Question

What are the determinants of part-time nurse faculty intent to remain employed in the academic organization?

Intent to remain employed: the conscious and deliberate willfulness to remain employed in the organization (Tett & Meyer, 1993).
Theoretical Model

WORKPLACE CHARACTERISTICS

Role Characteristics
- Role Ambiguity
- Role Conflict
+ Autonomy

Job Characteristics
- Workload
+ Resource Adequacy

Leadership Characteristics
+ Leader Support

Co-worker Characteristics
+ Co-worker Support

Organizational Characteristics
+ Professional Growth Opportunities
+ Recognition
+ Distributive Justice
+ Procedural Justice
+ Work Rewards

NURSE FACULTY RESPONSES

- Burnout
+ Organizational Commitment
+ Job Satisfaction

EXTERNAL CHARACTERISTICS

+ External Career Opportunities

NURSE FACULTY CHARACTERISTICS

INTENT TO REMAIN EMPLOYED

(+ Age (+) Organizational Tenure (-) Graduate-level Education

(+ Work Rewards
Methodology

Cross-sectional

Feasibility test

Self-report survey
Sample

Registered nurses

Work part-time in university or college nursing program in Ontario

48% response rate
# Part-time Nurse Faculty in Ontario

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td>• 53 years</td>
</tr>
<tr>
<td><strong>Tenure</strong></td>
<td>• 10 years</td>
</tr>
<tr>
<td><strong>Faculty role</strong></td>
<td>• 12 years</td>
</tr>
<tr>
<td><strong>Rank</strong></td>
<td>• 73% Instructor</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>• 12% diploma</td>
</tr>
<tr>
<td></td>
<td>• 45% bachelor’s</td>
</tr>
<tr>
<td></td>
<td>• 32% master’s</td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td>• 56% part-time</td>
</tr>
<tr>
<td></td>
<td>• 36% full-time</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>• 45% university</td>
</tr>
<tr>
<td></td>
<td>• 48% college</td>
</tr>
<tr>
<td></td>
<td>• 7% collaborative</td>
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</tbody>
</table>
## Correlation Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>ITR 2 years</th>
</tr>
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<tbody>
<tr>
<td>Job Satisfaction</td>
<td>.29***</td>
</tr>
<tr>
<td>Recognition</td>
<td>.23***</td>
</tr>
<tr>
<td>Leader Support</td>
<td>.21***</td>
</tr>
<tr>
<td>External Career Opportunities</td>
<td>.21***</td>
</tr>
<tr>
<td>Procedural Justice</td>
<td>.17*</td>
</tr>
<tr>
<td>Age</td>
<td>-.16*</td>
</tr>
</tbody>
</table>

*p < .10, **p < .05, ***p < .001*
Linear Regression Analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>$\beta$</th>
<th>$p$</th>
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</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>.41</td>
<td>.005</td>
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<tr>
<td>External Career Opportunities</td>
<td>.16</td>
<td>.08</td>
</tr>
<tr>
<td>Organizational Tenure</td>
<td>.25</td>
<td>.02</td>
</tr>
<tr>
<td>Age</td>
<td>-.28</td>
<td>.008</td>
</tr>
<tr>
<td>Age$^2$</td>
<td>-.23</td>
<td>.02</td>
</tr>
</tbody>
</table>

Adjusted $R^2 = .16$
Job Satisfaction is a mediating variable.
Mediation Analyses

- **Leader Support** → **Job Satisfaction**: $\beta = 0.21, p = 0.02$ ($\beta = 0.10, p = 0.34$)
- **Job Satisfaction** → **Intent to Remain**: $\beta = 0.25, p = 0.01$
- **Leader Support** → **Intent to Remain**: $\beta = 0.45, p < 0.001$
Mediation Analyses

- **Recognition** → **Job Satisfaction**
  - $\beta = .47, p < .001$

- **Job Satisfaction** → **Intent to Remain**
  - $\beta = .24, p = .02$

- **Recognition** → **Intent to Remain**
  - $\beta = .23, p = .01$ (with adjustment $\beta = .12, p = .12$)
Mediation Analyses

Procedural Justice → Job Satisfaction: $\beta = .37, p < .001$

Job Satisfaction → Intent to Remain: $\beta = .27, p = .005$

Intent to Remain → Job Satisfaction: $\beta = .17, p = .07$ ($\beta = .07, p = .48$)

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Revised Model
Part-time Nurse Faculty Intent to Remain Employed

Intent to Remain

- Leader Support
- Recognition
- Procedural Justice

Job Satisfaction
- Age
- Organizational Tenure

External Career Opportunities
The Leader is Key

Be supportive in words and actions.
Recognize part-time nurse faculty for their hard work.

Be fair.
Study Limitations

Small sample size

Cannot establish causality
Conclusion

Part-time nurse faculty are important.

Retention helps manages the shortage.
“We'd all be worse without a nurse.”

~Anonymous
Thank you

Era Mae Ferron
Project Lead, Management of Aggression and Responsive Behaviours Project
Public Services Health & Safety Association
eferron@pshsa.ca; eramae.ferron@gmail.com
www.pshsa.ca
References

Nursing programs rely on part-time nurse faculty (Lim, 2008; Omiecinski, 2003).

Part-time nurse faculty differ than full-time faculty (Creech, 2008; Wareham, 1996; Westera, 1992).

We know little about them.
<table>
<thead>
<tr>
<th>Construct</th>
<th>Reliability</th>
<th>Construct Validity</th>
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<tbody>
<tr>
<td></td>
<td>Cronbach’s Alpha</td>
<td>Factor Loadings</td>
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<tr>
<td>Workload</td>
<td>.69</td>
<td>.57 - .79</td>
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<td>Resource Adequacy</td>
<td>.66</td>
<td>.37 - .87</td>
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<tr>
<td>Role Ambiguity</td>
<td>.86</td>
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<td>Role Conflict</td>
<td>.86</td>
<td>.48 - .79</td>
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<tr>
<td>Autonomy</td>
<td>.95</td>
<td>.88 - .97</td>
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<tr>
<td>Leader Support</td>
<td>.85</td>
<td>.73 - .87</td>
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<td>Co-worker Support</td>
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<td>.79 - .80</td>
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<tr>
<td>Professional Growth Opportunities</td>
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<td>.45 - .94</td>
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<tr>
<td>Recognition</td>
<td>.91</td>
<td>.78 - .92</td>
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<tr>
<td>Distributive Justice</td>
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<td>.83 - .96</td>
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<tr>
<td>Procedural Justice</td>
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<td>.61 - .94</td>
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<tr>
<td>Burnout</td>
<td>.93</td>
<td>.62 - .93</td>
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<tr>
<td>Organizational Commitment</td>
<td>.93</td>
<td>.39 - .90</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.88</td>
<td>.71 - .96</td>
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