

# Research RECAP



## Outcomes in long-term care work environments

### What is this research about?

While ongoing uncertainties in healthcare take place, it is easy to overlook the important role that human relations have in shaping the workplace. The importance of positive work group cohesion and relationships may be even greater in long-term care where employees and patients have longer term relationships. Work group cohesion is the amount of attraction that nurses feel towards their work group and their motivation to be part of that group. Understanding these work group relationships is significant for long-term care quality outcomes.

The purpose of this study was to report on characteristics of long-term care work environments. Researchers hypothesized and tested two models explaining the impact that work environments have on two outcomes for multidisciplinary health care providers: job satisfaction and turnover intention.

### What did the researchers do?

Researchers surveyed 675 long-term care staff in Ontario to examine work environments. The

### What you need to know:

Researchers looked at the role that work relationships have on job satisfaction and turnover in the long-term care setting. Stronger work relationships, having a sense of personal accomplishment and lower levels of exhaustion have direct effects on job satisfaction. To retain long-term care staff, attention should be paid to fostering positive work group cohesion, supporting staff accomplishments and minimizing burnout.

survey was completed by Registered Nurses (RNs), Registered Practical Nurses (RPNs), leaders, non- professional staff and allied health professionals. In addition to demographic and job related information, the survey included the following concepts: burnout, work group cohesion, work group communication, organizational support, empowerment, leadership practices, general job satisfaction and turnover intention.



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### What did the researchers find?

Researchers identified six variables that influence job satisfaction and six variables that influence turnover intention.

Higher **job satisfaction** was associated with:

- Lower emotional exhaustion burnout
- Higher global empowerment
- Higher perceived organizational support
- Higher psychological empowerment
- Stronger work group cohesion
- Higher perception of personal accomplishment

The average job satisfaction score was 70 out of 100; indicating that, employees slightly agreed that they were satisfied with their jobs.

- Leaders reported the highest levels of job satisfaction (75.5 out of 100) and RPNs reported the lowest levels of job satisfaction (63.6 out of 100).

Higher **turnover intention** was associated with:

- Lower general job satisfaction
- Higher emotional exhaustion burnout
- More outside job opportunity
- Weaker work group cohesion
- Lower perceptions of personal accomplishment
- Higher depersonalization burnout

The average turnover intention score was 24 out of 100; indicated that, employees disagreed and slightly disagreed that they intended to leave their jobs.

- The RPN group reported the highest turnover intention (30.4 out of 100) while allied health professionals reported the

lowest levels of turnover intention (20.3 out of 100)

### How can you use this research?

The findings from this study show that there are opportunities to promote increased job satisfaction among long-term care staff. Efforts to promote employee satisfaction will in turn promote lower staff turnover intentions. Strategies to manage predictors of job satisfaction should be implemented by employers of long-term care staff. This research may help employers take action to:

- Create and support team building activities to promote workgroup cohesion;
- Create, sustain and reward accomplishments of employees to promote feelings of personal accomplishment.

### Original Article:

To learn more about this study, we invite you to read the original research article:

**Tourangeau, A.E., Cranley, I., Spence Laschinger, H.K & Pachis, J. (2010).**

**Relationships among leaderships practices, work environments, staff communication and outcomes in long-term care. *Journal of Nursing Management, 18(8), 1060-72.***

### About the Researcher

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