

Determinants of Nurse Faculty Intention to Remain Employed

Ann Tourangeau RN PhD

Associate Professor & Nursing Senior Career Researcher,
Ontario Ministry of Health & Long-term Care



Research Team and Funder

- **Ann Tourangeau** PhD; Principle Investigator
- **Kathleen MacMillan** PhD; Co-investigator, Retired Dean, School of Health Sciences, Humber College
- **Kim Widger** PhD; Co-investigator, University of Toronto
- **Era Mae Ferron** PhD candidate; Co-investigator, University of Toronto
- **Heather Thomson** PhD student; Co-investigator, University of Toronto
- **Jaime Pachis** Research Manager
- **Margaret Saari** Research Manager

**Funded by the Ontario Ministry of Health & Long
Term Care**



BLOOMBERG
LAWRENCE S. BLOOMBERG
FACULTY OF NURSING
UNIVERSITY OF TORONTO

Overview

- Study Overview
- Phase 1 Focus Group Findings
- Phase 2 Nurse Faculty Survey Findings
- Your Comments and Feedback



Background

- Inadequate supply of registered nurses across Canadian health care sectors:
 - (60,000 undersupply by 2022, [CNA, 2009])
- One contributing factor relates to a shortfall of adequately prepared nurse faculty
 - system capacity to educate the required number of new nurses is limited by availability of nurse faculty
- 53% of Canadian nurse faculty are aged 50 or older; quickly approaching retirement
 - Insufficient number of nursing faculty will exacerbate projected shortage



Background

- According to the literature, insufficient supply of nurse faculty has occurred as a result of:
 - General lack of interest in academia
 - Availability of higher paying salaries outside of academia
 - Dissatisfaction with faculty workloads
 - Lack of full time positions



Background

- According to the literature, factors that influence nurse faculty decisions to stay or leave faculty roles include:
 - Leadership
 - Personal health
 - Work environment
 - Relationships with colleagues and students
 - Role fulfillment
 - Workload



Study Aim

To identify nurse faculty reported
determinants of intention to remain
employed



The Study

- **PHASE 1 FOCUS GROUPS (2009-2010)**
AIM: Asked Ontario nurse faculty to identify what factors influence their intentions to remain employed (or not). Developed a theoretical model of these influencing factors.
- **PHASE 2 NURSE FACULTY SURVEY (2010-2011)**
AIM: Administered and analyzed Ontario nurse faculty survey. Tested and refined theoretical model created from Phase 1 focus groups and previous research.
- **PHASE 3 DISSEMINATION FOCUS GROUPS (2012)**
AIM: Asked key informants to review, validate and help interpret findings.



PHASE 1: Focus Groups (2009-2010)



Methods

- Conducted 6 focus groups, 3 with Ontario college nurse faculty and 3 with Ontario university nurse faculty
- **LEAD QUESTION:**
 - What factors in your work or life influence your decision to stay or leave your faculty position?



Methods

- 37 nurse faculty participated over the 6 focus groups
- Average of ~6 participants per group
 - Range 3-9
- The content of the focus groups was analyzed and categorized into groups of factors identified as influencing nurse faculty intention to remain employed



Findings: 4 Thematic Categories

- Personal characteristics
- Work environment and organizational support
- Job content
- External characteristics



Personal Characteristics

- Proximity to retirement (age)
- Health status
- Job opportunities for partners
- Having dependents
- Work life balance



Work Environment and Organizational Support

- Organizational climate
- Quality of physical work environment
- Access to resources (human & material)
- Quality of relationships with colleagues
- Quality of faculty leadership
- Satisfaction with salary and benefits
- Opportunities for promotion
- Satisfaction with job status



Job Content

- Autonomy
- Congruence with Scholarship expectations
- Role variety
- Student success
- Student attitudes
- Workload



External Characteristics

- Unionization and collective agreements
- Availability of alternate employment
- Local community situation
- Location (urban vs. outside urban)



Reasons to Remain Employed

Based on focus group findings, several reasons were identified by nurse faculty that would encourage them to remain employed. For example:

- Reasonable workload
- Supportive dean / director
- Supportive colleagues
- Work/life balance
- Supportive organization
- Opportunity to conduct research



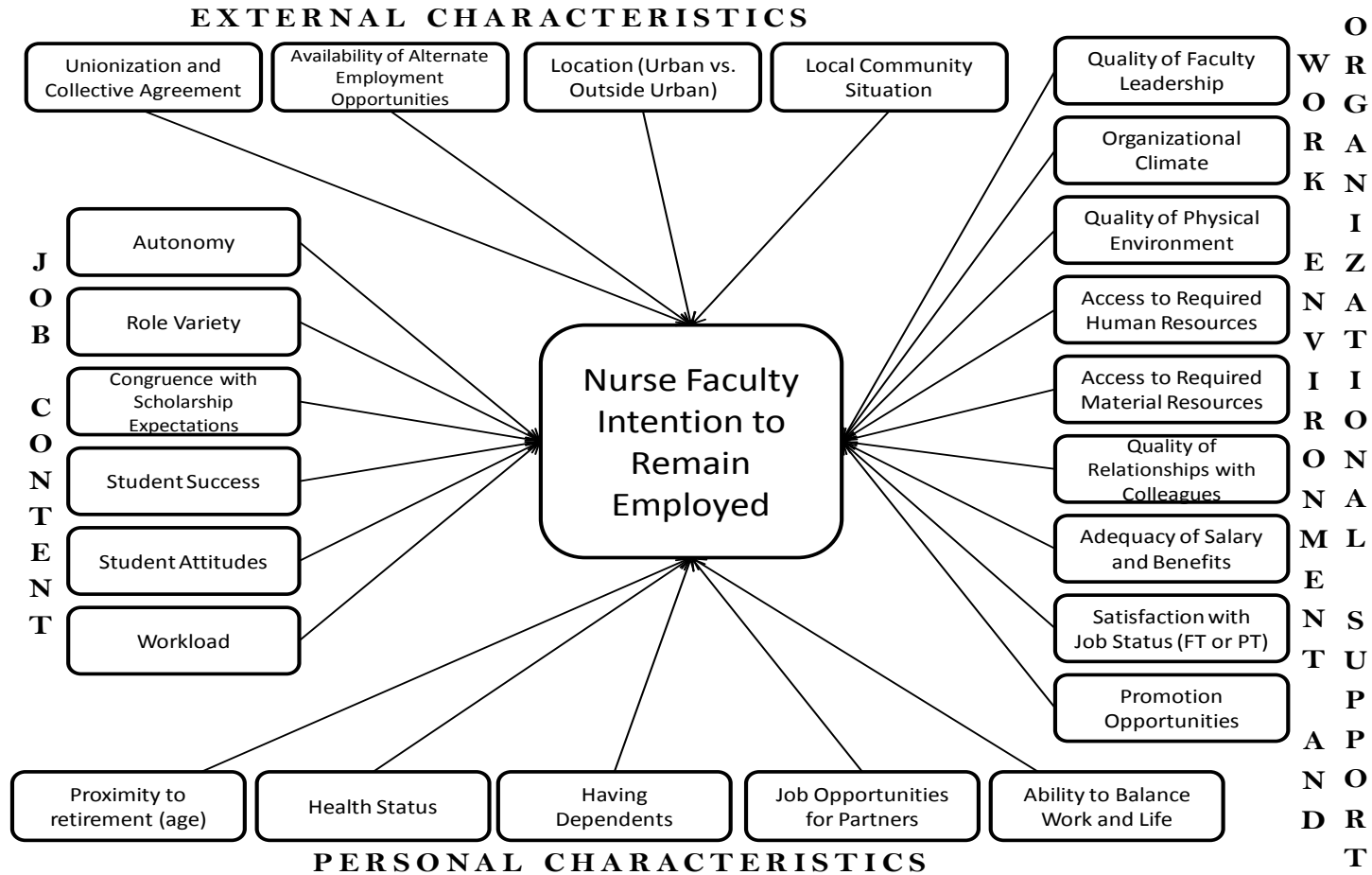
Reasons to Leave Employed

Based on focus group findings, several reasons were identified by nurse faculty that would encourage them to leave employment. For example:

- Bullying, belittling and other types of incivility
- Poor work environment
- Unsupportive dean / director
- Unmanageable workload
- Unsupportive organization



Hypothesized Model



Tourangeau, A.E., Thomson, H., Saari, M., Widger, K., Ferron, E.M., & MacMillan, K. (2012). Determinants of faculty intention to remain employed. *Open Journal of Nursing*, 2, 254-261



PHASE 2: Nurse Faculty Survey (2010-2011)



Methods

- Surveys were mailed to 1,328 nurse faculty who work in Ontario colleges and universities
- A total of 650 usable surveys were returned (response rate = 49%)
- 15-page survey:
 - Intention to remain employed (2, 5 years and retirement)
 - Career plans
 - Scholarship
 - Work environment
 - Organizational support
 - Work group relationships
 - Work satisfaction
 - Leadership
 - Demographics / personal characteristics



**Description of Sample
&
Summary Statistics for Selected
Model Variables**



Sample Description

Characteristic	Total Sample n=650	College n=395	University n=255
Mean Age (SD)	52.4 (9.7)	52.2 (9.3)	52.7 (10.2)
Mean desired age of retirement	63.3 (4.2)	62.7 (4.0)	64.1 (4.4)
<i>Generational Affiliation</i>			
Veterans	32 (4.9%)	11 (2.8%)	21 (8.2%)
Baby Boomers	451 (69.4%)	288 (72.9%)	163 (63.9%)
Generation X	150 (23.1%)	84 (21.3%)	66 (25.9%)
Generation Y	17 (2.6%)	12 (3.0%)	5 (2.0%)
Proportion female	97.4%	98.0%	96.5%
Mean number of years in current position (SD)	10.4 (8.7)	11.3 (9.1)	9.2 (8.0)



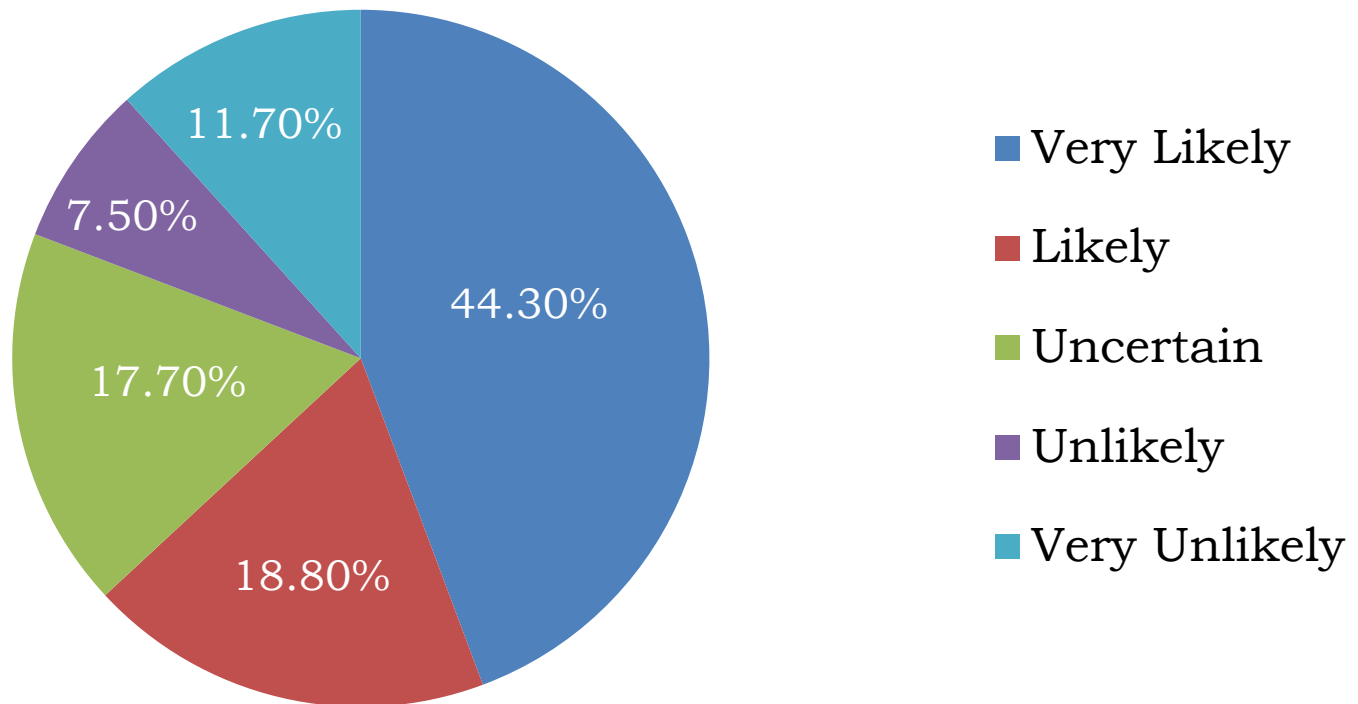
Sample Description

Characteristic	Total Sample n=650	College n=395	University n=255
Proportion working full-time	64%	68.1%	57.6%
<i>Highest Level of Education</i>			
Practical nursing diploma	1.4%	2.3%	0.0%
Registered nurse diploma	8.2%	13.2%	0.4%
Baccalaureate nursing degree	18.9%	21.8%	14.5%
Master degree	53.8%	59.2%	45.5%
Doctorate degree or higher	17.7%	3.5%	39.6%



Model Variables

Intent to Remain Employed 5 Years



Generational Affiliation

- Veterans (born before 1945)
- Baby Boomers (born 1946-1964)
- Generation X (born 1965-1976)
- Generation Y or Millennial (born 1980 and on)



Intention to Remain Employed by Institutional Affiliation

	5 Years*	Retirement*
College / Collaborative n=265	Very Likely	Very Likely
University n=185	Very Likely	Very Likely

*Results reflect most frequently selected response (mode) of the sample



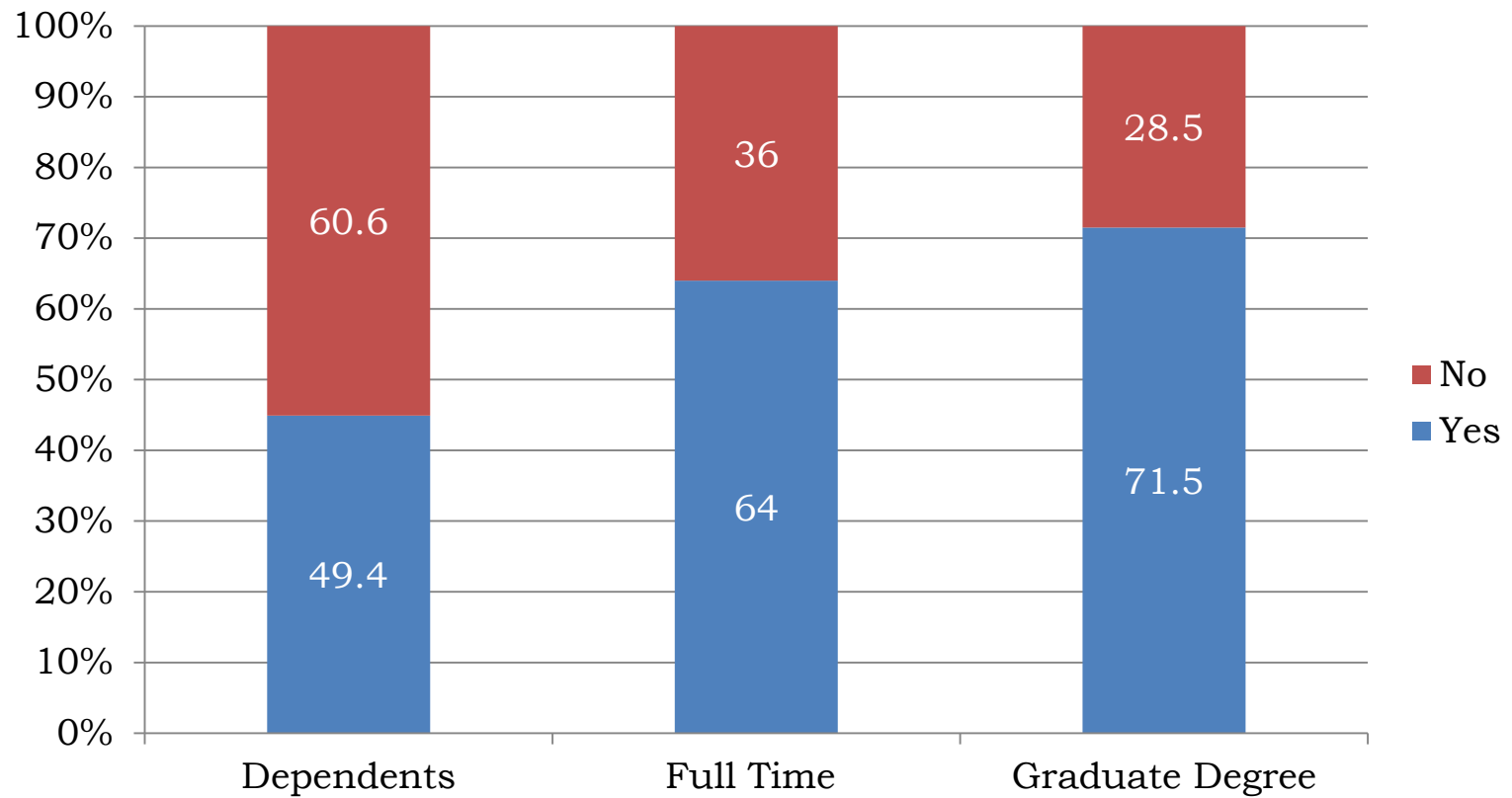
Intention to Remain Employed by Generational Affiliation

	5 Years*	Retirement*
Generation Y n=17	Likely	Very Unlikely / Uncertain
Generation X n=150	Very Likely	Uncertain
Baby Boomers n=282	Very Likely	Very Likely
Veterans n=32	N/A	Very Likely

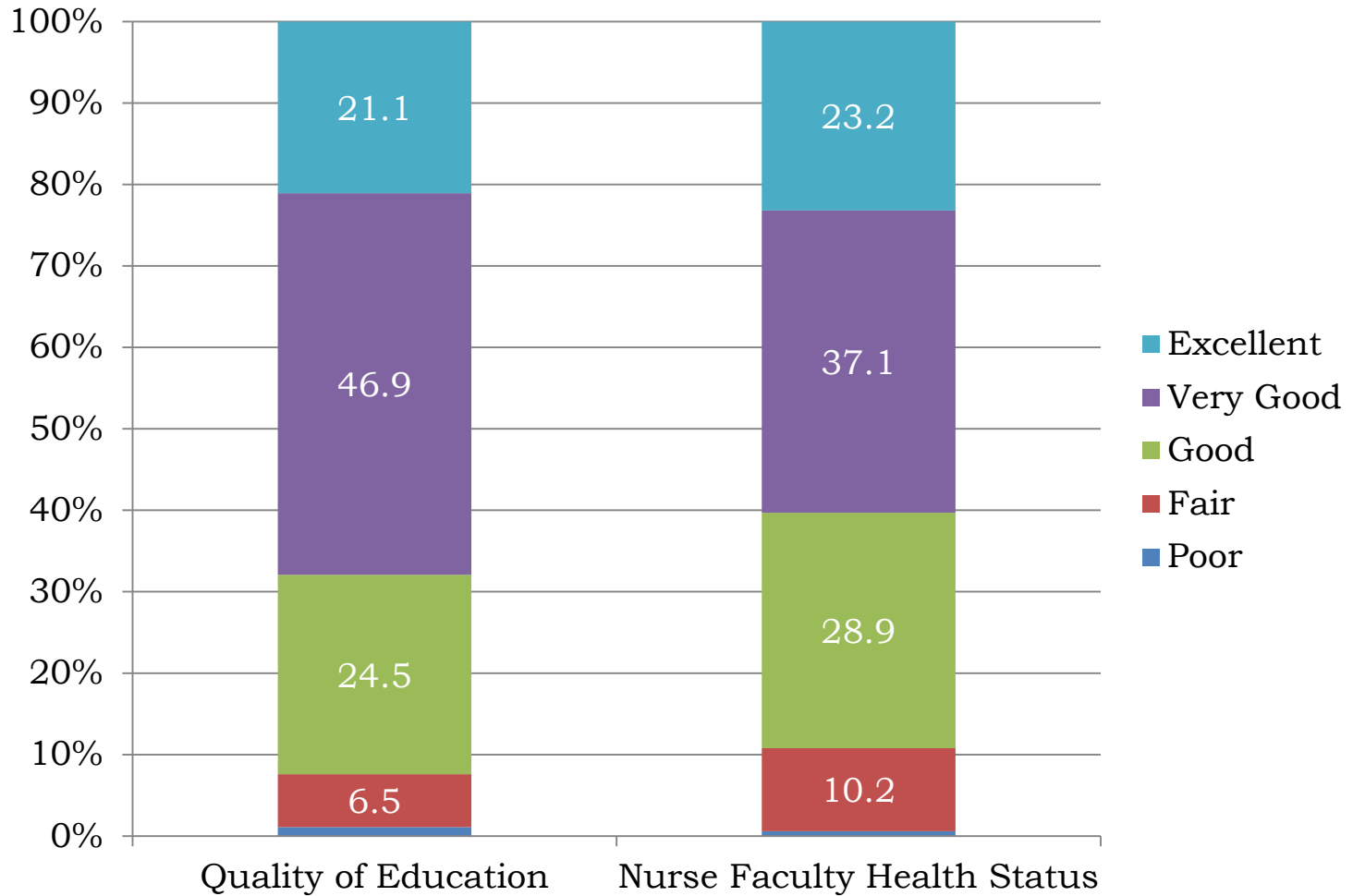
*Results reflect most frequently selected response (mode) of the sample



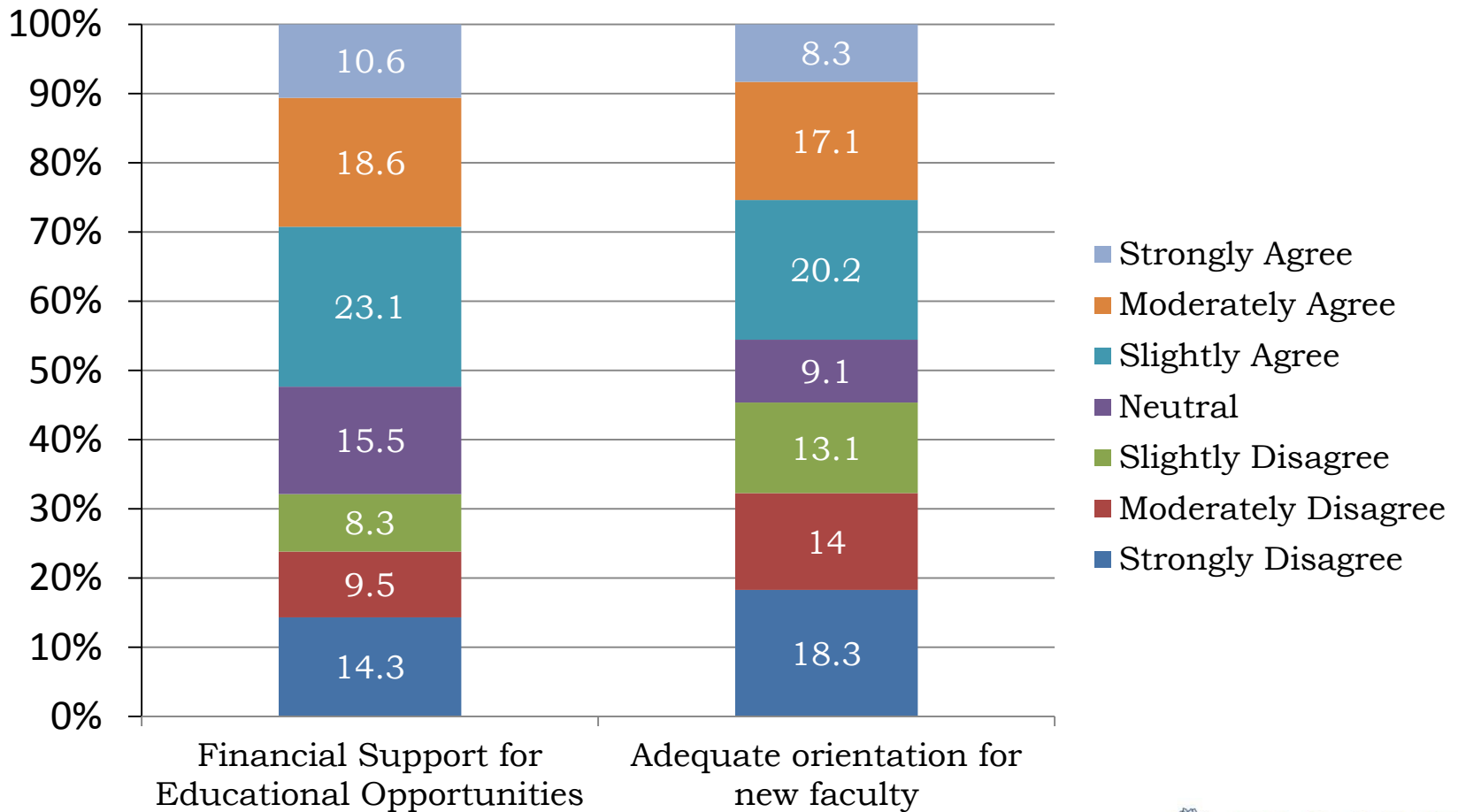
Model Variables



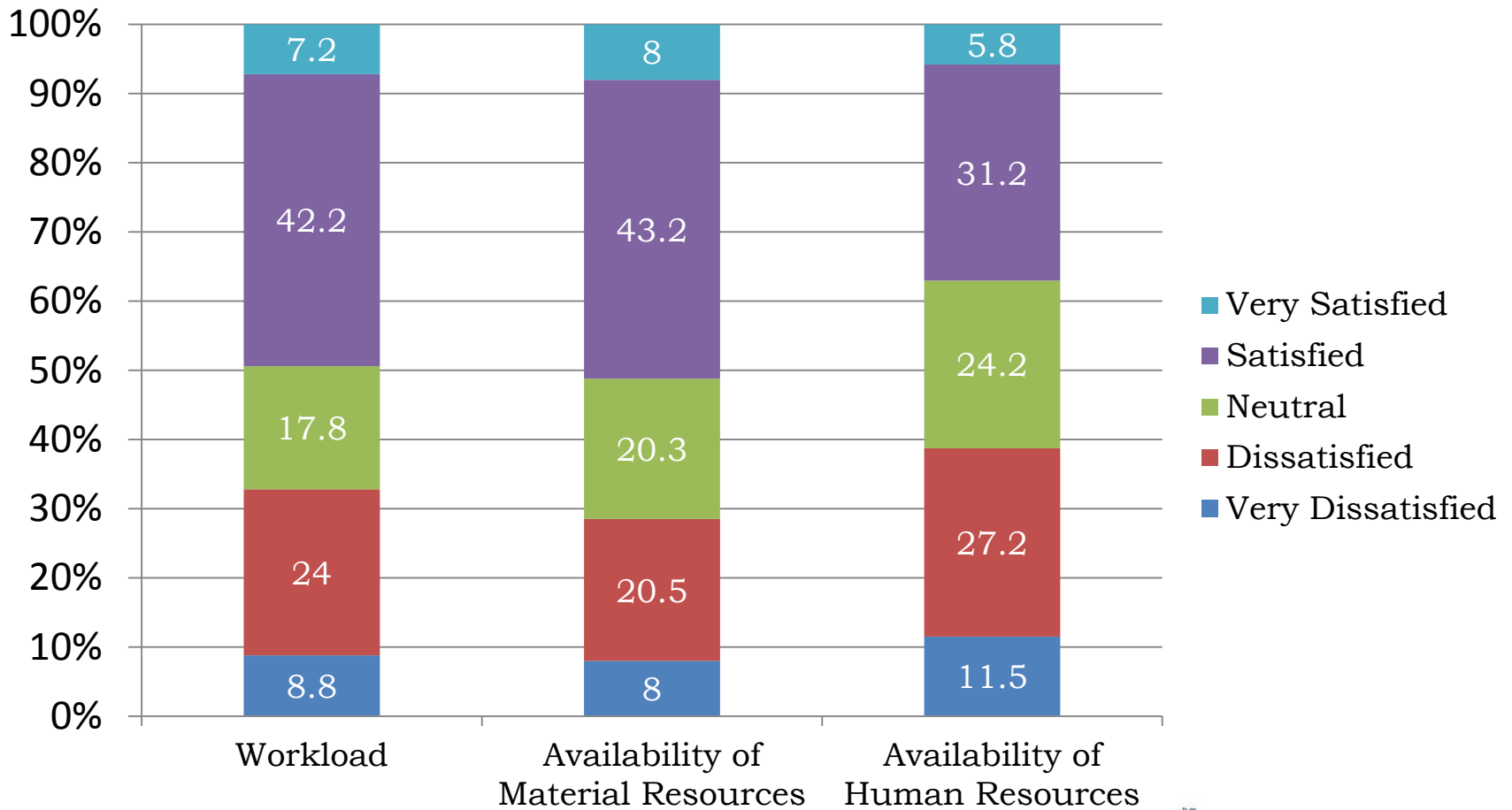
Model Variables



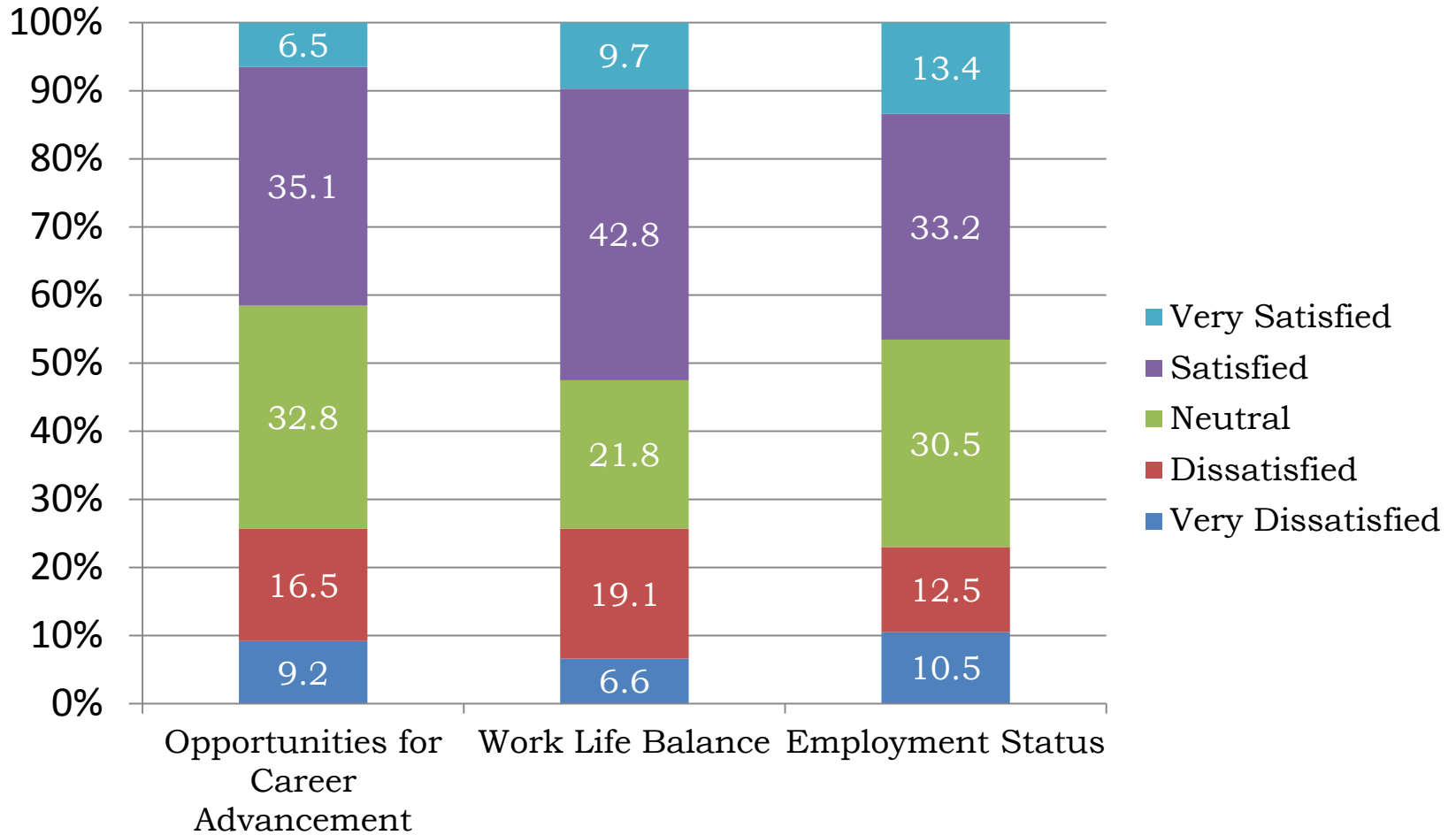
Model Variables



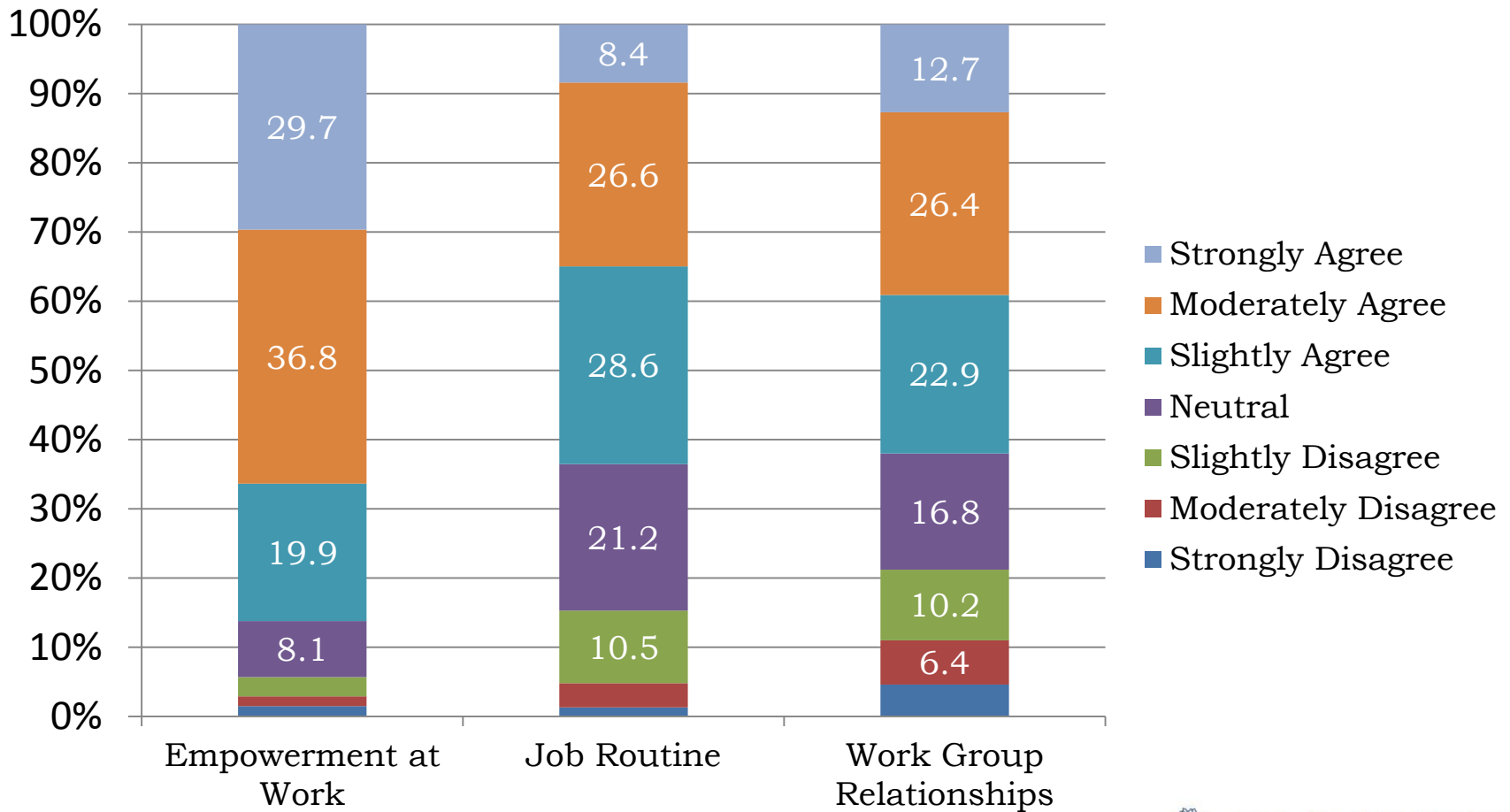
Model Variables



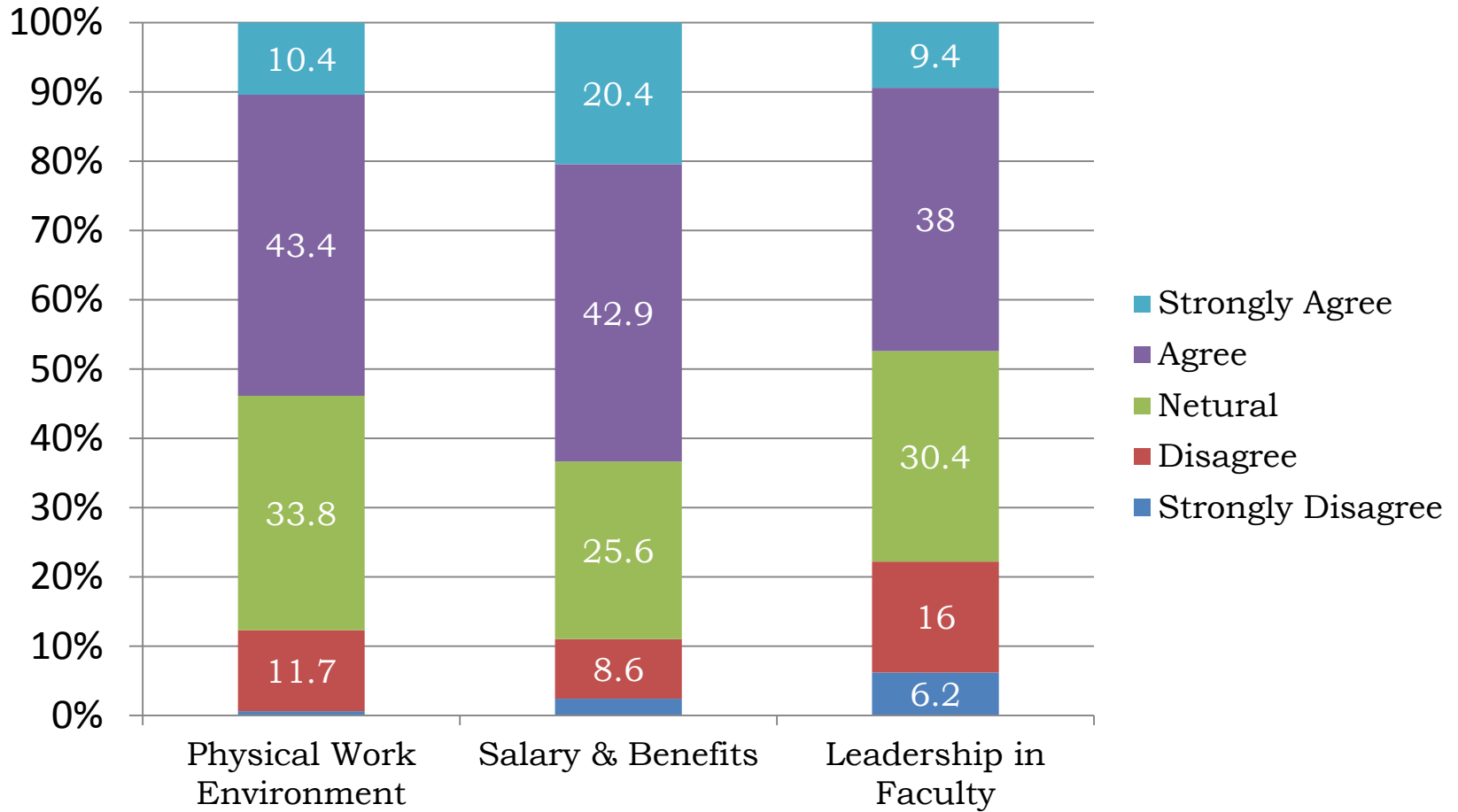
Model Variables



Model Variables



Model Variables



Summary of Findings

- Many nurse faculty are approaching retirement
- Most nurse faculty are female
- Some satisfaction with perceived quality of education
- Surprisingly low satisfaction with support for continuing education, salary and benefits, leadership, organizational support and access to material resources
- Generation X are most likely to stay employed for next 5 years



Regression Results: Testing Hypothesized Model



26 Hypothesized Predictors of 5 Year ITR (hypothesized model concepts)

- Proximity to retirement
- Workload
- Autonomy
- Unionization
- Role variety
- Health status
- Work group relationships
- Salary and benefits
- Quality of Leadership
- Number of dependents
- Employment Status
- Level of educational preparation
- Promotion opportunities
- Location of college/university
- Orientation support
- Financial support for advanced education
- Organizational support
- Access to required material resources
- Access to required human resources
- Empowerment by organization
- Satisfaction with job status
- Ability to balance work and life
- Quality of physical environment
- Quality of education
- Scholarship congruence
- Availability of alternate employment



Predictors of Intent to Remain

25.4% of variance in nurse faculty intent to remain employed was explained. Higher intention to remain employed 5 years was associated with:

- Proximity to retirement
- Better quality of relationships with colleagues
- Being employed full time
- Having dependents
- Greater satisfaction with ability to balance work and life
- Greater quality of education
- Greater satisfaction with job status
- Less financial support for advanced education
- Greater satisfaction with access to required human resources
- Being unionized



Nurse Faculty Selected Reasons to Leave and to Stay Employed

1. By institutional affiliation
2. By generational affiliation



Top 5 Reasons to Remain Employed by Institutional Affiliation

College	University
Supportive dean / director (81.5%)	Reasonable workload (80.8)
Reasonable workload (79.7%)	Supportive dean / director (79.6%)
Opportunity to teach (75.2%)	Supportive colleagues (78.8%)
Supportive colleagues (74.7%)	Work/life balance (72.2%)
Adequate resources (72.4%)	Supportive organization (71.8%)

*Squares shaded in white indicate incentives unique to that institution



Top 5 Reasons to Leave Employment by Institutional Affiliation

College	University
Unmanageable workload (74.7%)	Unmanageable workload (74.1%)
Unsupportive organization (67.8%)	Unsupportive organization (73.7%)
Poor work environment (67.3%)	Poor work environment (69.4%)
Unsupportive dean / director (66.3%)	Unsupportive dean / director (69.4%)
Bullying / workplace incivility (66.1%)	Unsupportive colleagues (62.4%)

*Squares shaded in white indicate incentives unique to that institution



Top 5 Reasons to Remain Employed by Generation

	Generation Y	Generation X	Baby Boomers	Veterans
1	Opportunity for advancement (82.4%)	Reasonable workload (87.3%)	Supportive director/ dean (82.0%)	Opportunity to teach (75.0%)
	Supportive colleagues (82.4%)			
2	Flexible work hours (76.5%)	Supportive director/ dean (80.7%)	Reasonable workload (78.9%)	Supportive director/ dean (68.8%)
	Work/life balance (76.5%)			Reasonable workload (68.8%)
3	Higher salary, opportunity for leadership roles, opportunity to work from home (70.6%)	Supportive colleagues (78.7%)	Supportive colleagues (76.3%)	Supportive colleagues (62.5%)
	Reasonable workload (70.6%)			
	Adequate resources (70.6%)	Flexible work hours (78.7%)		Manageable class size (62.5%)
	Supportive director/dean (70.6%)			
4	Supportive organization (64.7%)	Work / life balance (78.0%)	Adequate resources (74.7%)	Adequate Resources (59.4%)
5	Opportunity to teach (58.8%)	Manageable class size (74.0%)	Manageable class size (72.1%)	Supportive organization (53.1%)
	Employment benefits (58.8%)	Higher salary (74.0%)		

*Squares shaded in white indicate incentives unique to that institution



Top 5 Reasons to Leave Employment by Generation

	Generation Y	Generation X	Boomers	Veterans
1	Inadequate opportunity for advancement (82.4%)	Unmanageable workload (77.3%)	Unmanageable workload (75.6%)	Health issues (71.9%)
2	Bullying/belittling & incivility (76.0%)	Unsupportive organization (72.0%)	Unsupportive organization (70.3%)	Unsupportive organization (68.8%)
				Unsupportive director/ dean (68.8%)
3	Unsupportive colleagues (64.7%)	Bullying/belittling & incivility (68.7%)	Poor work environment (69.8%)	Unmanageable workload (59.4%)
4	Inadequate salary (58.8%)	Poor work environment (68.0%)	Unsupportive director/ dean (69.4%)	Poor work environment (56.3%)
	Unsupportive organization (58.8%)			
	Poor work environment (58.8%)			
	Unmanageable workload (58.8%)			
5	Unsupportive director/ dean (52.9%)	Unsupportive director/ dean (64.0%)	Bullying/belittling & incivility (68.7%)	Bullying/belittling & incivility (53.1%)
				Inadequate leadership (53.1%)

*Squares shaded in white indicate incentives unique to that generation



Summary of Findings

- 74.6% of variance in nurse faculty intent to remain employed remains unexplained (unknown reasons for ITR).
- Nurse faculty may leave employment when they:
 - Have unmanageable workloads
 - Feel their employing organizations are unsupportive
 - Report poor work environments
 - Have an unsupportive dean / director



Summary of Findings

- To promote nurse faculty ITR, need to:
 - support development and maintenance of supportive collegial relationships among faculty
 - Support work-life balance
 - Ensure reasonable workloads for faculty
 - Promote quality education
 - Have supportive deans / directors
 - Establish supportive work environments
 - Facilitate preferred job status



COMMENTS & FEEDBACK

- **What additional strategies would you suggest to encourage nurse faculty to remain employed?**

**OTHER QUESTIONS, COMMENTS,
INTERPRETATIONS, AND FEEDBACK**



THANK YOU!

ann.tourangeau@utoronto.ca



BLOOMBERG
LAWRENCE S. BLOOMBERG
FACULTY OF NURSING
UNIVERSITY OF TORONTO

References

Tourangeau, A.E., Saari, M., Patterson, E., Ferron, E.M., Thomson, H. Widger, K. & MacMillan, K. (2013). Work, work environments and other factors influencing nurse faculty intention to remain employed: A cross-sectional study. *Nurse Education Today*

Tourangeau, A.E., Thomson, H., Saari, M., Widger, K., Ferron, E.M., & MacMillan, K. (2012). Determinants of faculty intention to remain employed. *Open Journal of Nursing*, 2, 254-261

