The Effects of Certified Nurse Assistants’ Socialization, Onboarding, and Turnover

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Abstract
Drawing from social identity theory, this study investigated certified nurse assistant’s perceived belongingness, attachment to their organizations, and intentions to leave their jobs. Healthcare reform was the public policy guiding this study. Our findings indicated affective commitment to the organization partially mediated the relationship between organizational identification and turnover intentions.

Problem
The inability to stabilize the turnover of certified nurse assistants (CNA) is a problem in the long-term healthcare system.

• In 2010, 65,700 nursing positions needed to be filled in nursing homes across the United States (American Health Care Association, 2011).
• CNA job positions represented 43,700 of the total 65,700 vacancies in 2010.
• The Patient Protection and Affordable Care Act (PPACA) stipulate long-term care institutions must maintain the safety and wellness of patients (Robinson, 2010).
• Reported CNA staff turnover in upwards of 93% (American Health Care Association, 2010).

A vast body of research exists on organizational identification and commitment; however, few studies have explored CNAs commitment to the organization.

Purpose
The purpose of this study was to investigate if a correlation exists between the independent variable of organizational identification on affective commitment and the dependent variable turnover intentions of CNAs.

Second, it expands the research on the mediating role of organizational identification, (socialization) organizational commitment (affective) and turnover intentions of CNAs.

Research Question
Does affective commitment to the organization mediate the relationship between organizational identity and turnover?

Relevant Literature
Numerous studies have focused on in-group behaviors, which provide the social cues that an individual can identify with and conform to the in-group norms (Boros, 2008; Edwards & Peccei, 2010; Marique & Stinghamer, 2011).

Key Research Articles
• Identification to proximal targets and affective organizational commitment: The mediating role of organizational identification (Marique & Stinghamer, 2011).
• Commitment to organizations and occupations: Extension and test of a three-component conceptualization (Meyer, Allen & Smith, 1993).
• Alumni and their alma mater: A partial test of the reformulated model of organizational identification (Mael & Ashforth, 1992).
• Perceived organizational support, discretionary treatment, and job satisfaction (Eisenberger, Cummings, Armelia, & Lynch, 1997).

Procedures
Design: Quantitative, survey design
Sample
• 117 certified nurse assistants, which reflected 11% return rate.
• CNAs from a Midwest state with nursing home experience.

Instruments:
• Demographic questionnaire
• Three-Component Model Affective Commitment Survey
• Occupational and Workgroup Survey
• Organizational Identification Survey
• Job Satisfaction Questionnaire
• Turnover Questionnaire

Procedure
Surveys were mailed to CNAs through the US Postal Service. The postage-paid returned surveys were numbered then entered into the predictive analytic software (PASW) 18.

Data Analysis
Descriptive statistics, multiple regression, and hierarchical regression analysis were used.

Findings
Respondents affective commitment was $M = 19.69$ with organizational identity, $M = 15.87$ on a scale ranging from 6 to 30. Affective commitment to the workgroup had a reported $M = 15.67$, and affective commitment to an occupation $M = 17.44$ on a scale ranging from 4 to 20 respectively. Turnover intention had a $M = 7.81$ on a scale of 3 to 15.

The regression model, which tested organizational identity and affective commitment, indicated a significant change in $R^2 (.253)$ with an of $F(5,111) = 11.005, p < .001$.

The predictor variable had a positive and significant influence on turnover intention ($R^2 = .331$) and the adjusted ($R^2 = .301$). This model accounted for 58% of the explained variance in the organizational identification score.

Limitations
The self-reported affective commitment, organizational identity, turnover intention, measures may have caused inflation in relationship between the variables.

Combining attitudinal and behavior theoretical concepts using a cross-sectional design data collection at one point in time may have limited the findings.

The limitations were minimized by comparing the present results to the test-retest reliability, reliability and validity of prior studies for consistency in the replication of the research study.

Conclusions
As turnover intention increases, affective commitment to the organization should decrease.

The findings indicate an employee will not be as emotionally attached to the organization when there is a decision to leave (Jaros, 1997).

Employees with affective commitment choose to remain with the organization (Meyer, Allen, & Smith, 1993).

Employees who identify with the organization have cognitions, affections, and desire that manifest in dimensions of pride, categorization and cohesion (Romeo, Yepes, Berger, Guardia, & Castro, 2011).

Social Change Implications
Utilize this analysis to inform policymakers and employers about strategies to train and stabilize the CNA workforce for the benefit of nursing home residents, employees, and employers.

Committee Members
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