

# 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.

## 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 & Stinglhamer, 2011).

### Key Research Articles

- Identification to proximal targets and affective organizational commitment: The mediating role of organizational identification (Marique & Stinglhamer, 2011).
- Commitment to organizations and occupations: Extension and test of a three-component conceptualization (Meyer, Allen & Smith, 1993).
- An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions (Jaros, 1997).
- 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).

## Research Question

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

Committee Members

**Ernesto Escobedo and Lori Demeter**

## 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.