



Evaluation of the Job Embeddedness Construct

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Background

Registered nurse (RN) turnover is a major expense to health care organizations. High nurse turnover has also been associated with poorer patient outcomes (Aiken, Clarke, Sloane, Sochalski & Silber, 2002).

It is projected a shortage of RNs will continue to grow as the 'baby boomer' cohorts of nurses reach retirement. An increase in the demand for RN services will also occur during this same period as 'baby boomers' reach retirement age (Buerhaus, Staiger & Auerbach, 2009). The retention of existing RNs will be needed to help meet this anticipated shortage. Previous research has used Job Embeddedness (JE) as a mid-range theoretical framework to examine nurse retention in health care organizations (Holtom & O'Neil, 2004; Reitz, Anderson & Hill, 2010; Reitz & Anderson, 2011).

Job embeddedness questionnaire items

Fit-Community (defined as how well a person perceives that he/she fits into the surrounding community and environment)

1. I love the place where I live.
2. The weather where I live is suitable for me.
3. This community is a good match for me.
4. I think of the community where I live as home.
5. The area where I live offers the leisure activities that I like.

Reported α coefficient for composite 0.79

Fit-Organization (defined as an employee's perceived compatibility with the organization)

1. I like the members of my work group.
2. My coworkers are similar to me.
3. My job utilizes my skills and talents well.
4. I feel like I am a good match for this company.
5. My values are compatible with the organization's values.
6. I fit with the company's culture.
7. I like the responsibility and authority I have at this company.
8. I can reach my professional goals working for this organization.
9. I feel good about my professional growth and development.

Reported α coefficient for composite 0.86

Links-Community (defined as the significant influence of family and other social institutions and their influence on decision making)

1. Are you currently married?
2. If you are married, does your spouse work outside the home?
3. Do you own the home you live in?
4. My family roots are in this community.
5. How many family members live nearby?
6. How many of your close friends live nearby?

Reported α coefficient for composite 0.50

Links-Organization (defined as formal or informal connections that exist between an employee and other people or groups in the organization)

1. How long have you been at your present position?
2. How long have you worked for this company?
3. How long have you worked in this industry?
4. How many coworkers do you interact with regularly?
5. How many coworkers are highly dependent on you?
6. How many teams are you on?
7. How many committees are you on?

Reported α coefficient for composite 0.62

Sacrifice-Community (defined as the ease with which links can be broken between the employee and the surrounding environment)

1. Leaving this community would be very hard.
2. People respect me a lot in my community.
3. My neighborhood is safe.

Reported α coefficient for composite 0.59

Sacrifice-Organization (defined as what an employee would have to give up to break free from links from the organization)

1. I have a lot of freedom on this job to decide how to pursue my goals
2. The perks on this job are outstanding
3. I feel that people at work respect me a great deal
4. I would sacrifice a lot if I left this job
5. My promotional opportunities are excellent here
6. I am well compensated for my level of performance
7. The benefits are good on this job
8. The healthcare benefits provided by this organization are excellent
9. The retirement benefits provided by this organization are excellent
10. The prospects for continuing employment with this company are excellent

Reported α coefficient for composite 0.82

Overall Cronbach's Alpha for entire instrument = 0.91

Purpose

The purpose of this research is to provide a psychometric evaluation of the Job Embeddedness (JE) construct using a sample of rural and urban registered nurses (RNs) (n = 357)

Conceptual Framework

Job embeddedness (JE), represents the sum of reasons why employees remain at their jobs, and guided this study.

The defining attributes of JE include the fit, links and sacrifice between an employee and the organization and the community and may be conceptualized as a matrix.

Dimension	Organization	Community
Fit	Fit-Organization Perceived compatibility with the organization	Fit-Community Perceptions of how well a person fits into their environment
Links	Links-Organization Formal & informal to other people and groups in the organization	Links-Community connections Influence of family and other social institutions
Sacrifice	Sacrifice-Organization Perceived cost of material or psychological benefit forfeited when one leaves their jobs	Sacrifice-Community Perceived cost of material or psychological benefit from broken links in the community when one leaves their jobs

Method

A secondary data analysis was used in this research study. The initial investigation used a cross sectional mailed survey method to assess RN retention (Reitz, Anderson & Hill, 2010). A confirmatory Factor analysis was then performed using AMOS Software.



Proposed Alternative Re-specified Job Embeddedness Instrument

Factor	Items
Organizational Fit	I like the members of my workgroup My coworkers are similar to me My job utilizes my skills and talents well I feel like I am a good match for this company I fit with the company's culture I like the authority and responsibility I have at this company My values are compatible with the organization's values I can reach my professional goals working for this organization I feel good about my professional growth and development I have a lot of freedom on this job to decide how to pursue my goals I feel that the people at work respect me a great deal Cronbach's alpha = .933
Community Roots	I really love the place I live The weather where I live is suitable for me This community is a good match for me I think of the community where I live as home The area where I live offers the leisure activities that I like Leaving this community would be very hard My neighborhood is safe Cronbach's alpha = .845
Compensation	I am well compensated for my level of performance The benefits are good on this job The health care benefits provided by this organization are excellent The retirement benefits provided by this organization are excellent Cronbach's alpha = .887
Teamwork/ Co-worker Interaction	How many co-workers do you interact with regularly? How many co-workers are highly dependent on you? How many work related teams are you on? How many work related committees are you on? Cronbach's alpha = .709
Tenure	How long have you been in your present position? How long have you worked for this company? How long have you worked in this profession (nursing)? Cronbach's alpha = .722
Family and Friends	My family roots are in this community How many family members live nearby? How many of your close friends live nearby? Cronbach's alpha = .697
Overall Cronbach's Alpha for entire instrument = .90	

Limitations

- Before a more complete understanding of JE is attempted, the theoretical underpinnings of each of the identified factors must be explored.
- Future research should be geared towards testing the proposed revised JE instrument and how effectively it measures the latent construct of JE.
- Research should also be aimed at how the proposed revisions in the JE instrument affect the relationship between JE and nurse retention.

Conclusions

- Factor analysis yielded a six factor solution that accounted for 61.95% of the total variance.
- These six factors, (a) organizational fit, (b) community roots, (c) tenure, (d) compensation, (e) family and friends and (f) co-worker / teamwork interaction were identified.
- Internal consistency of the re-specified 32 item JE instrument was supported.
- The JE instrument was demonstrated adequate psychometric properties for use in examining nurse retention.
- Future research should address future refinement and revision of the JE Instrument.

References

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