

Mentoring: Positively Influencing Job Satisfaction and Retention of New Hire Nurse Practitioners

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Purpose

The purpose of this evidence-based scholarly project was to discern the best practices through existing research and to identify interventions through mentor-mentee relationships. These relationships would enrich the new hire experience to promote job satisfaction through the application of Watson's Caring Theory.¹

Background

- Lack of formal mentoring for new hire NPs that are new to the organization or to the role of the NP
- Risk of job dissatisfaction with loss of provider
- Desired mentoring characteristics
 - Positive support in the form of encouragement
 - Competence in special skills and expertise
 - Openness to mutual learning and growth

Introduction

Mentoring can:

- Significantly influence job satisfaction
- Alleviated NP shortage through improved provider retention
- Improve role transition, recruitment, and retention
- Improve professional growth, "community building" of NPs and job satisfaction
- Reduce frustration, decreased feelings of isolation, and reduced NP flight risk leading to retention of highly qualified NPs
- Improve patient outcomes and organizational stability

Mentoring is a crucial part of the new hire experience to ensure increased job satisfaction and retention.²

Guiding Scholarly Research Question

- In nurse practitioners at a large, urban healthcare setting, does mentoring, based on Watson's Caring Model, compare to the current orientation process positively influence participants' job satisfaction?

Methods

- Non-experimental mixed methods utilizing an online survey, administered through Qualtrics survey platform
- Population
 - Convenience sample of NPs, with national certification, licensed to practice in Indiana
- Setting
 - Large, urban healthcare setting in central Indiana
- Tools
 - Survey of demographic and mentoring variables
 - Job satisfaction results obtained from the Misener Nurse Practitioner Job Satisfaction Scale (MNPJSS)³ Use of open-ended questions regarding mentoring

Results

Survey was sent to 69 subjects who met criteria the Qualtrics survey link, consent to participate was obtained and all responses were anonymous. The survey contained three sections: demographics, mentoring, and the Misener Nurse Practitioner Job Satisfaction Scale (MNPJSS).

Response rate of 54% final sample consisted of 37 participants (n = 37), statistical significance set at p < .05.

All or 100% of participants reported the mentor experience/relationship positively influenced job satisfaction. Scores from the MNPJSS ranged from 141-246 with a mean of 195.26 (SD = 28.29) corresponding to "minimally satisfied" or a mean of 4.44 on the 6 point scale. These results are similar to original MNPJSS with a mean of 4.39.

NPs in this study were most satisfied with level of autonomy, social contact at work, percentage of time spent in direct patient care, patient mix, sense of accomplishment, status in community, challenge in work, and lastly, ability to deliver quality care. These are factors in line with the qualities of a caring nurse. Likewise, the items least linked to satisfaction included: monetary bonuses that are available in addition to salary, opportunity to receive compensation for services performed outside of normal duties,

reward distribution, evaluation process and policy, and input into organizational policy.

In the cross tabulations, 100% reported they found a mentor to be beneficial and a mentor positively influenced job satisfaction. Those participants who had a mentor upon hire were more satisfied as evident with a higher mean on the MNPJSS, than those who did not have a mentor upon hire.

Cross tabulations of "did you have a mentor through your university (33.33%)" and "did you have a mentor upon hire (60.00%)" resulted in only six participants or 16.2% having a mentor through their university as a student and upon hire. For cross tabulations of "did you have a mentor upon hire as Advanced Practice Nurse" (72.97%), with "would you have preferred to have a mentor?" yes was reported 100% of the time. Further inquiry revealed 10/10 or 100% of those which had a mentor upon hire stated they found this mentor beneficial.

Respondents (n=9) all stated having a mentor upon hire positively influenced job satisfaction.



Conclusion

A mentoring experience, can provide a positive environment, which can lead to increased job satisfaction.³ In turn, a higher level of satisfaction in the work environment can be associated with reduced turnover and improved retention and patient outcomes. Ultimately, a safer healthcare system will evolve and improve patient care and outcomes.

Future Research

- Future clinical inquiries and follow up projects can further enhance research with a mentorship focus, as mentored NPs experience has shown increased job satisfaction with positive outcomes.
- As E-mentoring is a newer topic in nursing literature, further research is needed.⁴
- Further studies aimed at development of one-on-one mentoring programs. Identifying individual mentors with mentees and establishing a more formal ongoing relationship with formative and summative evaluation of the experience and reporting the results.

References

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