

## **Impacting the Work Climate in Healthcare, Does Embeddedness Matter?**

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**Target Audience:** Leaders in Healthcare

**Applicability:** Novice and Seasoned Researchers; Healthcare Administrators, Directors and Managers

## **Impacting the Work Climate in Healthcare, Does Embeddedness Matter?**

Embeddedness is one factor that affects employee satisfaction. Embeddedness encompasses the employee's link to their workplace and the sacrifice they would make if these linkages were broken. Ouchi's Theory of Motivation which suggested that large complex organizations are human systems with their effectiveness dependent on the quality of humanism used provided the theoretical framework for the study.

The purpose of this mixed-method study was to predict and then further describe the key factors of job embeddedness that predicted employee's job satisfaction and their desire to remain in their current position. The study was implemented in the largest healthcare acute care facility in the Southeast and was approved by the University IRB and the facility's research council.

Employees were recruited by placing an advertisement in the institutional newsletter. If the employee elected to participate in the quantitative portion of the study, the survey was linked to the call for participants. The quantitative correlational part of the study was conducted to predict employee satisfaction based on the factors of job embeddedness. Two hundred and fifty-three acute care healthcare employees participated in the quantitative portion of the study with a mean age of 32 and a tenure of 4.6 years. Organizational fitness and organizational sacrifice predicted 59% of the variance of whether the employee was satisfied and likely to remain. When staff feel respected ( $B = .355, p = .001$ ), valued ( $B = .368, p = .002$ ), fit in with the culture ( $B = .285, p = .008$ ), liked authority ( $B = .318, p = .005$ ), and the benefits they had ( $B = .572, p < .001$ ) they were more satisfied and likely to stay.

Following the quantitative correlational portion of the study, the qualitative descriptive component was completed to describe the meaning of embeddedness to the employees. Fifteen employees participated in face-to-face interviews with a mean age of 34 with a tenure of 5.2 years. The interviews were recorded and transcribed verbatim and verified by each participant for accuracy. Braun and Clarke's method for data analysis was used to analyze the data. The themes that emerged had both a positive and negative impact on the employee's embeddedness within the healthcare organization. Employee's felt that when their manager was supportive and transparent, provided adequate staff and there was comradery, and teamwork on the unit embeddedness was enhanced. Conversely, when employees felt like they were drowning, that manager worried about the wrong things, and threw them to the wolves, employees expressed decreased job embeddedness and diminished job satisfaction.

Using Onwuegbuzie and Combs's mixed analysis approach, a quantitative dominant mixed analysis was conducted. Based on this analytic approach, when employees feel respected, valued, fit with the culture, and felt their manager was effective they were more embedded with the work environment and more satisfied with their work-life. Leaders should focus on building a supportive work environment that is adequately staffed, promotes a sense of belonging, and provides a balance between experienced and less experienced employees.