



## EFFECT OF MENTORSHIP PROGRAM FOR NURSES' RETENTION AND JOB SATISFACTION

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### ABSTRACT

There are many programs to facilitate these new graduates transitioning to become a registered nurse. One of the most effective way to facilitate this transition period is through mentorship program. This research aims to explore the effectiveness of mentorship program towards increasing nurses' intention to stay in nursing profession. Consequently, this research also aims to explore the relationship between mentorship program and job satisfaction among newly hired nurses. Finally, this research proposes to examine how effective mentorship program to improve nurses' retention and job satisfaction. This research is a quantitative, non-experimental, correlational research in design. The study was conducted in Intensive Care Unit (ICU) at selected hospital in Saudi Arabia, involving one group of nurses only. Online questionnaires survey was distributed to the sample population via WhatsApp messaging app. The population for this study is known; a total of 60 nurses is available in Intensive Care Unit. From the study, it can be concluded that mentorship program has revealed a promising accomplishment in facilitating the transition of newly hired nurses into employment, thus improving nurses' retention and job satisfaction.

**KEYWORDS :** Job satisfaction, nurses, mentorship program.

### INTRODUCTION

Transitioning from a student nurse to a registered nurse can be an exhilarating feeling. As it brings long awaited excitement, it can also bring fear and anxiety due to uncertainty. There are many programs to facilitate these new graduates transitioning to become a registered nurse. One of the most effective way to facilitate this transition period is through mentorship program (Horner, 2017; Szalmasagi, 2018; Mariani, 2012; Schroyer et al., 2016 & Zhang et al., 2019).

The idea of facilitating newly graduated nurses' transition into practice is not new. These approaches vary among healthcare organization worldwide. As advancement of technologies meet pandemic health crisis in this 21st century, newly hired nurses are often overwhelmed by many factors that creates a challenging platform at the beginning of their nursing career. Since then, the indication to increase job satisfaction and improve nurses' retention has become more significant in the nursing profession.

The time spent for studies take years, the effort is strenuous and budget to train nursing students are costly. In view of this matter, when a novice nurse quits during the first year of employment, all the time and effort that was dedicated during training will be worthless. Not only that it's a great loss for the healthcare stakeholders, the nurse psychological being will also be affected and so, patient outcome will be compromised as well.

Nevertheless, most healthcare organizations are implementing mentorship program without a proper plan. This action usually originates from the idea of increasing nurses' retention into nursing profession, without paying attention to job satisfaction for both mentor and mentee. A mentorship program without proper strategy will often lead to the allocation of unqualified mentors and unclear designation of mentor and mentee responsibilities.

The mentorship program will reach its maximum potential benefit when the assigned mentor is able to perform the mentor task properly. The gaps between theory learned in nursing colleges and implementation of nursing practice in real work settings are often underestimated. Understaffing, workload, burnout and emotional stress are often seen as major obstacles for newly graduated nurses to set foundation in nursing profession (Mariani, 2012; Schroyer et al., 2016 & Horner, 2017).

A meta-analysis was conducted to determine scientific studies related to mentorship program effect on nurses' retention and job satisfaction. Various studies regarding the effectiveness of mentorship program for newly hired nurses were discussed in general. This meta-analysis will specifically focus about the effectiveness of mentorship program for nurses' retention and job satisfaction. In view of the current nursing shortage worldwide, this meta-analysis is essential as it may imply that the implementation of an effective mentorship program for newly hired nurses, improves retention into the profession by facilitating transition into practice.

Furthermore, existing studies did not include the significance of good mentoring skills to fit the role model appearance. Trained nurse mentors with good mentoring skills, when paired with new nurse, will enhance nursing competency and provide supportive environment. Consequently, patient care outcomes will be improved. In addition, this meta-analysis will also provide fresh insights for nurse managers and healthcare organizations, that future potential nursing leaders may be identified through mentorship program.

This research aims to explore the effectiveness of mentorship program towards increasing nurses' intention to stay in nursing profession. Consequently, this research also aims to explore the relationship between mentorship program and job satisfaction among newly hired nurses. Finally, this research proposes to examine how effective mentorship program to improve nurses' retention and job satisfaction.

### MATERIALS AND METHODS

This research is a quantitative, non-experimental, correlational research in design. Replies from the respondents was converted into mathematical figures and were further statistically analyzed through the SPSS version 25. The result provided various numerical figures which was then interpreted to answer the research questions listed earlier. The statistical relationship will be able to support whether there is a positive or negative impact towards nurses' retention and job satisfaction, upon completion of a Mentorship program. The study was conducted in Intensive Care Unit (ICU) at selected hospital in Saudi Arabia, involving one group of nurses only. Online questionnaires survey was distributed to the sample population via WhatsApp messaging app. The population for this study is known; a total of 60 nurses is available in Intensive Care Unit. Therefore, according the table for known population of Krejcie & Morgan, a total of 52 nurses are needed to represent this population of

nurses in ICU. From a total of 60 nurses in ICU, 8 nurses will be excluded as these nurses are the most senior nurses and are experienced mentors in the unit. Hence, the sampling technique that I am utilizing is non-probability, purposive sampling.

**RESULTS**

**Demographic Data Of Study Subjects**

Gender, age, nursing qualifications and number of years in nursing service details are gathered. 73.1% (n38) of the respondents are female and 26.9% (n14) respondents are male. 14 respondents (26.9%) ranging from 25-30 years old and 38 respondents (73.1%) ranging from 31-36 years old. No respondents noted for the age range from 37-41 years old and 42 years old and above.

Majority of respondent had Bachelor in Nursing qualification with 59.6% (n31), followed by Diploma in Nursing with 36.5% (n19). Respondents with Master in Nursing is only 3.8% (n2) and no respondents noted holding a PhD in Nursing or equivalent. 36.5% respondents (n19) have worked with ICU background between 1-5 years, 28.8% of respondents (n15) have worked in ICU between 6-10 years and 34.6% respondents (n18) has 11-16 years of experience working with ICU background.

**Effect Of Mentorship Program**

**Table 1: Mean And SD Of Multiple Domains Assessed**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	SD
Efficacy of Mentorship Program	52	5.00	16.00	7.4808	2.62335
Job satisfaction	52	10.00	20.00	14.1346	2.77262
Intention to stay	52	5.00	11.00	7.0000	1.9800

**DISCUSSION**

Research questions are questions that a research project aims to answer. These questions usually solve a problem, and can be answered in the research conclusion through the analysis and interpretation of the data. In utmost studies, research questions are written in order to outline all aspects of the research, including the research methods, sample size, population and variables to be studied, and the problems to be solved by the research.

Quantitative research questions can be further divided into three types namely descriptive, comparative and relational. Descriptive research questions aim to measure the responses of a study's population to one or more variables or describe variables that the research will measure. Therefore, my questionnaires fit to the category of quantitative research questions, descriptive in type.

The set of my questionnaires consist of 4 demographic questions to begin in Section A. Demographic data for gender, age, level of education and years of service in nursing were collected to reveal the population characteristics. Demographic information provides data about study participants and is essential for determining whether individuals in a particular study are a representative sample of the target population (for generalization purposes).

Recommendation for future research similar to this should not only include nurses from a single department only, but a variety of other nursing departments, in order for the research to be more generalized. More questions related to the effectiveness of mentorship program for nurses' retention and job satisfaction can be generated, in order to cover more topics of discussion related to this research topic. In addition, future research may also include more hospitals either

government or private sector, to discuss ideas to find resolution around the issues of nurses' retention and job satisfaction nationally.

Finally, at the end of my research, it can be concluded that mentorship program has revealed a promising accomplishment in facilitating the transition of newly hired nurses into employment, thus improving nurses' retention and job satisfaction. The findings from this meta-analysis are able to provide evidences to healthcare organizations to revise or design and implement a proper mentorship program relevant to the learning needs of newly hired nurses.

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