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EXAMINING THE RELATIONSHIP BETWEEN REGISTERED NURSES' TURNOVER AND THE BENEFITS OF AN AFFIRMING CLIMATE OF DIVERSITY AS MEDIATED BY WORKPLACE OUTCOMES

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by

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Abstract

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The Affordable Care Act has created within health care a growing demand for primary care services in both the inpatient and outpatient settings. The anticipated growth in need for registered nurses (RN) of 19% by 2020 is compounded by a current estimated national turnover rate greater than 17%. Human Resource Development (HRD) practitioners in health care are challenged to develop and implement interventions that can influence turnover in RNs despite identifying variables that effect turnover. This research explored how RN turnover can be positively affected by a government mandated requirement that health care create a diverse workforce and cultural competency. Using a validated instrument, the relationship between an affirming climate of diversity and turnover among RNs was assessed in light of the four mediating psychological outcome variables of organizational commitment, climate for innovation, psychological empowerment, and identity freedom. Utilizing the national RN population, data was collected using Qualtrics software and exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM) were used to analyze the data in exploring the following hypotheses: 1) An affirming climate of diversity will have

a negative relationship on RN turnover intentions, 2) the four psychological outcomes variables of organizational identification, climate for innovation, psychological empowerment, and identity freedom will mediate the overall effects of an affirming climate of diversity on RN turnover intentions, and 3) the four psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom will mediate the overall effects of an affirming climate of diversity on RN turnover intentions across demographic subgroups.

Keywords: diversity, diverse climate, turnover intention, RN turnover, organizational identification, identity freedom, climate for innovation, psychological empowerment,

Chapter 1 – Introduction

Background to the Problem

Stakeholders (insurers, hospital systems, and providers) involved in the health care industry, which provides services to treat patients in curative, preventive, rehabilitative and palliative care, are being forced to change how health care is delivered as a consequence of The Affordable Care Act ("Patient Protection and Affordable Care Act, 42 U.S.C.§ 18001 et seq," 2010). The fee-for-service model in which hospitals and providers are paid for each service they render is being replaced by one that focuses on paying for the prevention of illness and managing the wellness of the patient (Davis, 2014). This refocus has created a growing demand for primary care services or those services focused on prevention and wellness. Therefore, registered nurses (RN) who are critical to providing preventative services as well as acute care services become essential to the success of any effort to manage population health (Baker, 2015; Freund et al., 2015; Gordon et al., 2014; Smolowitz et al., 2015). According to the Bureau of Labor and Statistics, the anticipated need for RNs is expected to grow 19% by 2020 (Bureau of Labor and Statistics, U.S. Department of Labor, 2016). However, poor health care workforce planning, geographic misdistribution of RNs, and payment incentives not aligned with patient management goals are preventing nursing schools from being able to meet the need of 2020 (P. Cox, Willis, & Coustasse, 2014; MacLean et al., 2014).

Compounding any anticipated shortage of RNs is an estimated RN national turnover rate greater than 17% with regional and specialty differences as high as 36% (NSI Nursing Solutions, Inc., 2017). Turnover intentions of workers is an attempt to measure whether an organization's employees plan to leave their positions (Martin, 1979).

With multiple interactions and mediating effects between variables related to turnover, researchers of nursing turnover have emphasized the role of job satisfaction in nurse turnover over the significance of the factors of age, work shifts, and career advancement (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010; Hayes et al., 2012; Ma, Lee, Yang, & Chang, 2009; Zurmehly, Martin, & Fitzpatrick, 2009). In Brewer et al.'s (2011) synthesis of nursing turnover literature, it is determined that direct influences on nursing turnover can be categorized into five groups: personal characteristics, work attributes, opportunity, work attitudes, and shocks or injury. Hayes et al. (2102) more broadly categorized these groupings into organizational and individual factors. Despite many years of research on nursing turnover, Gilmartin's (2013) review of the literature identified a limited understanding of the causal explanations of voluntary nursing turnover due to the persistent use of the Price and Mueller (1981) causal turnover model over the unfolding turnover and job embeddedness turnover models. Gilmartin (2013) calls for nursing research to embrace and integrate the broader literature's models of employee turnover.

In addition to a shortage of RNs and a high national RN turnover, health care is facing a government directed initiative to create a diverse workforce (Department of Health and Human Services (US), Health Resources and Services Administration, 2015; Spector, 2013; The Joint Commission, 2010). The governing agencies in health care, because of the changing demographics in the United States, have deemed it necessary for health care organizations to develop a diverse workforce that matches the patients being cared for and create a cultural competency or understanding of different cultures within that workforce (The Joint Commission, 2010).

From the initial immigration from Asia of the first humans to the latest influx of immigrants fleeing persecution or seeking opportunity, the United States of America (US) is a country of immigrants and their descendants (Frey, 2014; Hodges, 2015; Logan, 2014). Currently and historically, the European or White population has been in the majority. With the rise in globalization and its subsequent flow of immigrants from new areas of the world into the US and the blurring of lines between segments of the population, the European majority is on the cusp of becoming the larger of many minorities (Frey, 2014).

These shifts in US demographics and their effects on the workforce have been predicted for many years with scholarly studies exploring the need for a workplace that welcomes the existing and coming diverse workforce (T. Cox, 1994; Konrad, Pringle, & Prasad, 2005; L. M. Shore et al., 2011). These early authors recognized that diversity or differences in the workforce have the possibility of creating great results for a company or creating disastrous outcomes. The determining factor for success is how the diversity is managed. Properly managing diversity has the potential to improve a business's bottom line (Milliken & Martins, 1996; Page, 2007; K. Williams & O'Reilly, 1998).

Cultural and racial demographics create unique challenges for the health care sector (Baillie & Matiti, 2013; Lowe & Archibald, 2009; McClimens, Brewster, & Lewis, 2014; Spector, 2013; D. R. Williams & Sternthal, 2010). Williams and Sternthal (2010), in their review of racial-ethnic health disparities in the US, acknowledge that some races have higher occurrences of particular diseases but that these statistics, in general, are not genetically but socially driven. In the case of African Americans, decades of racial discrimination in the delivery of health care, housing, and nutrition have created habits

and lifestyles that make them more susceptible to diseases that are not prevalent in the white and socially advantaged populations (D. R. Williams & Sternthal, 2010). These historical disparities in racial health combine with the cultural differences that are brought into play with the growth of not simply racial minorities but cultural minorities. In order to provide adequate health care to these populations, the providers of care need to understand how different patients approach health and how they respond to the providers (Spector, 2013). Current research in nursing on diversity focuses on building a diverse and inclusive workforce and creating a cultural competence or understanding of different cultures and their approach to health (e.g., Baillie & Matiti, 2013; Diaz, Clarke, & Gatua, 2015; Gathers, 2003; Heinrich, 2014; Millner, 2014).

Creating diverse workgroups results in ingenious ideas and solutions, better decision making, and better understanding of coworkers because different opinions and backgrounds will improve effectiveness (Parker, 2010; Rose, 2011). Effective management of a diverse work environment is crucial to the success of a nursing team but also the care of the patient. When the workplace does not support diverse employees or opinions, results may include harassment and discrimination, turnover, and intergroup conflict (Chrobot-Mason & Aramovich, 2013; K. Jehn, Bezrukova, & Thatcher, 2008; McKay et al., 2007; K. T. Schneider, Hitlan, & Radhakrishnan, 2000; Singh & Selvarajan, 2013). There are many possible benefits for organizations and, for health care, benefits to the patient of a diverse workplace. However, the mismanagement of the diverse environment can result in negative work outcomes (K. Jehn et al., 2008; Singh & Selvarajan, 2013).

Previous research outside of nursing has highlighted how important the diversity climate, the shared perceptions of a group of employees that people are treated fairly, and that everyone is integrated in the workplace irrespective of their background, can be for turnover intentions (Bezrukova, Jehn, Zanutto, & Thatcher, 2009; K. Jehn et al., 2008; McKay et al., 2007). More recently authors have begun to explore in more depth how a climate of diversity's effects on turnover can be better measured. Stewart (2011) focused on comparing the perceptions of an ethical climate on perceptions of diversity and turnover. Chrobot-Mason and Aramovich (2013) measured how an affirming diversity climate can affect employee turnover and lead to positive workplace outcomes. Both articles, that use data collected from limited sources, call on the research community to further fill in the gap of the relationship of diversity climate and employee turnover. Limited, if any, research has been found to date on RN turnover intentions and other workplace outcomes in light of diversity and its effects on the work environment.

Statement of the Problem

Turnover intention of RNs has been and continues to be the focus of study in nursing research. Decades of research has identified prevalent variables that influence turnover intention (Brewer, Kovner, Greene, Tukov-Shuser, & Djukic, 2012; Gilmartin, 2013; Hayes et al., 2012; Li & Jones, 2013). Yet, RN turnover continues to be well above the national labor workforce average (P. Cox et al., 2014). This inability to affect turnover despite identifying variables that effect turnover has become more noticeable in light of changes influenced by The Affordable Care Act. Gilmartin (2013), in her review of nursing turnover literature, believes that nursing research must look to general

management research in order to develop deeper insights into the causes and consequences of turnover among RNs.

An area of general management research that is pertinent to health care is the influence of diversity climate on employee turnover. The dynamic demographics of the United States have been recognized by the government and resulted in the requirement of health care organizations to develop a diverse workforce and cultural competency or understanding of different cultures within the workforce (The Joint Commission, 2010). Scholars researching both the general workplace environment as well as the nursing workplace posit that creating diverse workgroups results in ingenious ideas and solutions, better decision making, and better understanding of coworkers because different opinions and backgrounds will improve effectiveness (Chrobot-Mason & Leslie, 2012; Parker, 2010; Rose, 2011). However, the effective management of a diverse work environment is crucial. When the workplace does not support diverse employees or opinions, results may include harassment and discrimination, turnover, and intergroup conflict (Chrobot-Mason & Aramovich, 2013; Chung et al., 2015; K. Jehn et al., 2008; McKay et al., 2007). Herdman and McMillan-Capehart (2010) and Chung et al. (2015) in their studies of diversity climates called for further research on how diversity climate perceptions influence individual and organizational outcomes. Additionally, in their testing of diversity climate effects on employee outcomes, Buttner, Lowe, and Billings-Harris (2012) called for a broader reach into multiple industries. This identified gap in the understanding of diversity climate's effects on organizational outcomes combined with Gilmartin's (2013) call for nursing research to adopt concepts from general research

creates a unique opportunity to combine two issues facing healthcare for research: diversity and RN turnover.

Purpose of Study

The purpose of this study was to examine the mediating influence of psychological variables on the relationship between diversity climate and turnover intentions among RNs. Responding to Gilmartin's (2013) call for nursing turnover research to seek new concepts for study from general research, this study utilized the idea that properly managing a diversity climate will create outcomes that will change turnover intentions in RNs (Chrobot-Mason & Aramovich, 2013; Chung et al., 2015; L. M. Shore et al., 2011; Stewart, 2011).

Theoretical/Conceptual Underpinnings of the Study

The following theories underpin this study: The resource-based theory of diversity and the faultline theory. The resource-based theory of diversity espouses that different personalities, attitudes, values, and beliefs are part of demographic diversity and these diverse attributes will increase a workforce's ability to solve a higher complexity of problems (Hambrick & Mason, 1984; Richard & Miller, 2013; Webber & Donahue, 2001). According to Richard and Miller (2013, p. 241), "the coordination and combination of employees' knowledge, skills, and abilities become the firms' human resources and capital, and a source of competitive advantage." As the diversity of the workgroup increases, the cognitive resources and intellectual capacity increase as well (Hambrick & Mason, 1984; Page, 2007; Roberge & van Dick, 2010). The key to successfully utilize these advantages is to insure that the work environment supports and provides a fair work

environment for the diverse employees (K. A. Jehn & Bezrukova, 2010; Lau & Murnighan, 1998).

The faultline theory explains how a workgroup can lose the competitive advantage of diversity. Leaders have been managing diversity in their workforce for many years. The difference now is that the diverse attributes are not only the less visible of education, tenure, and technical abilities but also the observable characteristics of gender, age, race, or ethnic background (Milliken & Martins, 1996). The faultline perspective recognizes "the compositional dynamics of the multiple demographic attributes that can potentially subdivide a group" (Lau & Murnighan, 1998, p. 325). Figurative faultlines can divide large working groups into subgroups that are identified through different attributes. Lau and Murnigham (1998, p. 328) write, "As groups develop, the variety and potential salience of each member's more subtle characteristics become more likely sources for the alignment of faultlines." According to Jehn and Bezrukova (2010), the key to successfully managing a diverse workforce is to keep demographic faultlines dormant. A group or team identity created by a climate that is fair when dealing with all subgroups can keep the faultlines dormant but, without this larger group identification, the faultlines can activate and lead to negative work outcomes (K. A. Jehn & Bezrukova, 2010).

An organization's practices, procedures, and rewards create an atmosphere or climate that employees associate with the organization (B. Schneider, Gunnarson, & Niles-Jolly, 1994). In order to measure a climate of diversity, employees perceptions need to be assessed in relation to issues that demonstrate personnel practices that are just and the integration of all employees is evident (McKay, Avery, & Morris, 2008). Creating a climate of diversity that supports a diverse workforce can improve employee

measurements such as satisfaction and commitment, which, in turn, can lead to reduced turnover (Chrobot-Mason & Aramovich, 2013; Hicks-Clarke & Iles, 2000).

Research Questions

The following research questions guide the study:

RQ1: Does an affirming climate of diversity, as measured by equal access and equal treatment, have a negative effect on RN turnover intentions?

RQ2: Are the effects of an affirming climate of diversity on RN turnover intentions mediated by the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom?

RQ3: Will the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom mediate the overall effects of an affirming climate of diversity on RN turnover intentions across demographic subgroups?

Design of This Study

This section contains a brief discussion of an unpublished survey conducted in 2016, which informed the design of this research study (detailed in Chapter 3). The section will then present an overview of the design of this study, covering population and sample, data collection and analysis procedures, reliability and validity issues, and study limitations.

Unpublished Survey

An unpublished survey with 325 usable respondents was conducted to test the plausibility of the research hypotheses and the validity of the proposed survey instrument

with an RN population (Wolf, Harrington, Clark, & Miller, 2013). The survey was large enough to conduct SEM analysis of the results and did confirm the hypothesized relationships and was used to inform the currently proposed research. Specifically, the findings supported the anticipated negative relationship between an affirming climate of diversity and RN turnover intentions.

As in the current study, the Chrobot-Mason and Aramovich (2013) survey tool was used. The unpublished survey's standardized regression weights suggest an acceptable measurement model. All factor loadings met the minimum threshold of .5 and most more stringent threshold of .7 (cf. Kline, 2016; Thompson, 2004). The structure coefficients indicated that each variable had the highest correlation with its modeled respective factor (cf. Graham, Guthrie, & Thompson, 2003). In addition, the average variance extracted and range of composite reliability verified proof of desired convergent validity and adequate reliability and the correlations between factors evidenced discriminant validity (Bagozzi & Yi, 1988). This unpublished survey will be discussed further in chapter 3.

Design of This Study

This study used a quantitative cross-sectional survey design to test the relationship of diversity climate and turnover intentions among a national sample of registered nurses. The survey utilized a validated survey tool created and used by Chrobot-Mason and Aramovich (2013) that measured the effects of a diverse climate on turnover intentions and the mediating effects of psychological variables (organizational identification, identity freedom, climate for innovation, and psychological empowerment) in a municipal employee population.

Population and Sample

The context for this study was the national registered nurse work force. The intended study population represents over 2,700,000 registered nurses in the U.S. health care industry (Bureau of Labor and Statistics, U.S. Department of Labor, 2016). Utilizing national and regional nursing associations, regional health care organizations and social media, the proposed study solicited responses from registered nurses.

Data Collection Procedures

The survey tool obtained from Chrobot-Mason and Aramovich (2013) measures the effects of an affirming climate of diversity on turnover intentions mediated by the psychological outcomes of organizational commitment, climate for innovation, psychological empowerment, and identity freedom. The survey concluded with eight demographic items on gender, generational cohort, race, tenure, health care work setting, employment status, community size, and state of residence in order to have a better completion rate of these questions (Teclaw, Price, & Osatuke, 2012) and was implemented online via Qualtrics.

Affirming climate of diversity. The affirming climate of diversity is a measure that includes four subscales (structural integration, informal integration, low cultural bias and intergroup cohesion) developed by Chrobot-Mason and Aramovich (2013) separating these subscales into two factor variables: equal treatment and equal access.

The *equal treatment* factor consists of nine items (low cultural bias – 5, intergroup cohesion – 2, informal integration – 2). An example is "prejudice exists where I work." These items are assessed using a 7-point Likert Scale with responses ranging from strongly disagree (1) to strongly agree (7).

The *equal access* factor consists of five items (informal integration – 2, structural integration – 3) using a 7-point Likert scale with responses ranging from *strongly disagree* (1) to *strongly agree* (7). An example is "members of all demographic groups have the same opportunity to receive informal mentoring."

Psychological outcome variables. The psychological outcome mediators were measured utilizing Chrobot-Mason and Aramovich's (2013) tool as well, consisting of *Organizational Identification, Identity Freedom, Climate for Innovation,* and *Psychological empowerment*.

Organizational identification was measured using five of the items from Allen and Meyer's (1990) organizational commitment measure's affective subscale (Allen & Meyer, 1990; Chrobot-Mason & Aramovich, 2013). An example is "This organization has great meaning for me." The measure uses a 7-point Likert Scales with responses ranging from strongly disagree (1) to strongly agree (7).

Identity freedom was measured with three items developed utilizing Cox's dimensions of acculturation (T. Cox, 1991). A sample is "I feel like I can be myself at work." These items are assessed using a 7-point Likert Scale with responses ranging from strongly disagree (1) to strongly agree (7).

Four items were used to measure *climate for innovation*. Chrobot-Mason and Aramovich (2013) created these items to assess perceptions of whether innovative and creative ideas are expected and rewarded. As example, "New ideas or suggestions are seriously considered in my work unit." These items are assessed using 7-point Likert Scales with responses ranging from strongly disagree (1) to strongly agree (7).

Psychological empowerment utilizes Spreitzer's (1995) Psychological Empowerment three-item Self Determination subscale (Chrobot-Mason & Aramovich, 2013). These items are assessed using a 7-point Likert Scales with responses ranging from strongly disagree (1) to strongly agree (7). An example is "I can decide on my own how to go about doing my work."

Turnover Intentions. The turnover intentions were measured using the Chrobot-Mason and Aramovich tool as well. Chrobot-Mason and Aramovich (2013) utilized a three-item subscale of the Michigan Organizational Assessment Questionnaire (Nadler, 1975). This subscale assesses whether employees actively thought about leaving their organization. As example, "I often think about quitting." These items were assessed using a 7-point Likert Scale with responses ranging from strongly disagree (1) to strongly agree (7).

Data Analysis Procedures

Data Analysis included structural equation modeling to identify the effective pathways between diversity climate and RN turnover intention. SPSS (version 24) was used to compute descriptive statistics. Data were analyzed after collection to determine the need to eliminate any cases. All values were within parameters and straight lining, survey length, and minimum standard deviation were considered. Exploratory factor analysis (EFA) and reliability analysis were used to assess construct validity. A promax rotation with principal axis factoring was utilized because of hypothesized underlying structure and expected factor correlation. There was no limit on the number of factors extracted and a coefficient alpha was used for reliability analysis (Henson, 2001). Using guidance from Schumacker and Lomax (2016), a measurement model fit was performed prior to testing

theoretical and alternative models. Utilizing Harman's single-factor test, common method variance was analyzed (cf. Iverson & Maguire, 2000; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The measurement model and theoretical models were assessed utilizing IBM ® SPSS ® Amos 24.0.0, measuring Chi-square, degrees of freedom, root measure square error approximation (RMSEA), standardized root mean square (SRMR), comparative fit index (CFI), Akaike information criterion (AIC), Bayesian information criterion (BIC), and standardized residual covariance (SRC).

Reliability and Validity

Prior to testing theoretical and alternative models a measurement model fit was assessed. Common method variance was analyzed using the Harman's single-factor test (cf. Iverson & Maguire, 2000; Podsakoff et al., 2003). Maximum likelihood was used for testing multivariate normality. Confirmatory Factor Analysis (CFA) was used to determine composite reliabilities, communalities, and the percentage of average variance extracted for all loadings to test for validity and reliability (cf. Graham et al., 2003; Kline, 2016; Thompson, 2004).

Limitations

Even though every effort was made to have as accurate and generalizable data as possible, there is still the possibility of limitations that must be recognized. Common method variance is possible because of self-reported data (Podsakoff et al., 2003). Yet, Doty and Glick (1998) claim that when common method variance introduces bias it rarely will impact a study's findings. Also of note is the risk of possible other explanations of identified relationships beyond what is considered in a cross-sectional study (Bryman & Bell, 2011).

Significance of the Study

This study contributes to the field of human resource development by further exploring and supporting the theory that when diversity is managed well and management practices are identified by a diverse workforce as fair, employees are less likely to leave an employer. In addition, this study will contribute to nursing research as well. Although general research has begun to explore the relationship of a diversity climate on turnover intentions, limited, if any, similar research has been found to date in RN turnover.

Gonzalez and DeNizi (2009), when discussing the benefits of a diverse workplace environment on organizational effectiveness, calls on scholars to explore the relationship between diversity climate and workplace diversity and how these climates are managed. Authors such as Chrobot-Mason and Aramovich (2013) have attempted to fill this gap in literature and, in turn, called for further research. In addition, nursing research into turnover has identified a gap due to predominantly focusing on one theory of turnover and calls on further research to borrow from the general literature on turnover to adopt newer theories for explaining RN turnover (Gilmartin, 2013). This study attempts to further fill these identified gaps in literature.

Definition of Terms

Acculturation – Acculturation is the different ways in which two groups adapt to each other, resolving cultural differences (T. Cox, 1991).

Climate for Innovation – Climate for Innovation is when employees perceive that innovative and creative ideas are valued and encouraged (Chrobot-Mason & Aramovich, 2013).

Cultural Bias – Cultural Bias is prejudice and discrimination based on one's cultural group identity (T. Cox, 1991).

Cultural Competency – Cultural competency in the context of health care is an ability to understand and respond effectively to the cultural and linguistic needs brought to the health care experience (Spector, 2013).

Department of Health and Human Services – The Department of Health and Human Services is the U.S. governmental agency tasked with providing for effective health and human services and fostering advances in medicine, public health, and social services (Department of Health and Human Services (US), Health Resources and Services Administration, 2015).

Diverse Climate – Diverse Climate is a workplace environment in which employees perceive that fair personnel practices are used and there is integration of underrepresented employees (Gelfand, Nishii, Raver, & Schneider, 2007; McKay et al., 2008).

Diversity – Diversity is "the state of having multiple groups and viewpoints that represent the full range of cultures in a society" (Rector, Johnson, Malanij, & Fumic, 2011).

Identity Freedom – Identity Freedom is how free an employee feels to express their identity at work (Chrobot-Mason & Aramovich, 2013).

Informal Integration – Informal integration is the inclusion of all members, including minority-culture members, in informal networks and activities occurring outside the workplace (T. Cox, 1991)

Intergroup Conflict – Intergroup Conflict is the power struggles, friction, and tension between cultural groups (T. Cox, 1991).

Minority Group – This can be either a group of employees that make up less than half of a population or a group "with a lower position in a societal hierarchy because they have less power and privilege and more disadvantages" (Rector et al., 2011).

Organizational Identification – Organizational Identification is the feelings of belonging commitment, and loyalty to an organization (T. Cox, 1991)

Psychological Empowerment – Psychological Empowerment is the extent to which employees perceive that they are empowered at work (Chrobot-Mason & Aramovich, 2013).

Primary Care – Primary care is the comprehensive initial encounter and continuing care for patients with any undiagnosed sign, symptom, or health concern (American Academy of Family Physicians, 2015).

Race – Race is a designation used to identify and group of people by external appearance, such as skin color, shape of the eyes, or hair texture (Rector et al., 2011).

Structural Integration – Structural Integration is the representation of different cultural groups in a single organization (T. Cox, 1991).

The Affordable Care Act – The Patient Protection and Affordable Care Act of 2010, which for the purposes of this study, changes the paradigm in how health care in the United States is delivered ("Patient Protection and Affordable Care Act, 42 U.S.C.§ 18001 et seq," 2010).

The Joint Commission – The Joint Commission is the accrediting organization for health care organizations in the United States (The Joint Commission, 2010).

Turnover and Turnover Intention – Turnover intention (for this study) is a measurement of an organization's employees plans to leave their jobs (Medina, 2012).

Summary of Chapter and Organization of the Dissertation

Chapter 1 provided a background to the problem, the statement of the problem, and the purpose of this study. The research questions of the study were outlined, following an explanation of the theoretical and conceptual underpinnings. The influence of an unpublished survey in 2016 was presented followed by the design of the study. The significance of the study and possible limitations were discussed, concluding with definitions of terms used throughout this proposal.

Chapter 2 contains a review of the literature relevant to this study. The literature domains reviewed include registered nurse turnover, workplace diversity, mediating factors on diversity's effect on employee turnover and the intersection of research on RN turnover, diversity climate, and mediating workplace outcomes. The chapter concludes with a summary.

Chapter 3 presents a more thorough description of the design of the study. The research hypotheses are presented again along with a discussion of the population and sample, the approaches to data collection and analysis, and details of the measurement instrument. In addition, issues related to reliability and validity are discussed, concluding with a summary of the chapter.

Chapter 4 describes the analyzed results of the data collected for this study. The data cleaning process as well as the demographics and descriptive statistics related to the data are shared. Construct validity and measurement model fit are provided along with assumption and reliability testing results. To test the theoretical structural model, hierarchical structural equation modeling (SEM) was performed to develop the most parsimonious and best fitting structural model. The results and the fit indices of this

process are presented. Finally, the testing and analysis of the hypothesized interactions is presented and explained.

Chapter 5 is a discussion of the results of the analysis, findings, and conclusions of the study. Beginning with a summary of the study, the findings from the data analysis are discussed in light of literature reviewed and the unpublished survey that was performed prior to this study. Knowledge gained from this study and its implications for theory are offered with their possible implications for RN staffing, human resource development, and the broader business context. Followed by a summary, possible future research is proposed.

Chapter 2 – Literature Review

Introduction

The literature domains relevant to exploring the relationship between registered nurses' turnover and the benefits of an affirming climate of diversity as mediated by psychological outcomes are organized into seven sections. The first section reviews the literature relevant to employee turnover. The next section reviews the literature on employee turnover within the context of registered nurses. The literature relevant to workplace diversity is reviewed in the third section. The fourth section reviews the idea of an affirming climate of diversity. The fifth section reviews the mediating factors on diversity's effect on turnover intentions. The final section reviews the intersection of research on RN turnover, an affirming climate of diversity, and mediating workplace outcomes. In closing, the final section presents a summary of the chapter.

The University of Texas at Tyler Robert Muntz Library and the Baylor Scott & White Health Richard D. Haines Medical library were used to conduct this search. Databases including PsycINFO, Emerald, Business Source Complete, Academic Search Complete, PubMED/Medline, ProQuest, U.S. Census Bureau, CINAHL Complete, and Springer Link were used to search for peer reviewed journal articles, e-books, literature reviews, dissertations, government websites, and industry publications. The following keyword searches were used individually and in combination: turnover, turnover intention, registered nurse turnover, U.S. demographics, U.S. minorities, diversity, diversity in health care, cultural approaches to health, benefits of diversity in the workplace, diverse climate.

Employee Turnover

The earliest model of turnover was conceptualized by March and Simon (1958) in their study of organizations, which identified movement ease and movement desirability as predictors for leaving a job. Newer terms for these predictors are job opportunities and job dissatisfaction in which dissatisfaction with one's job leads to leaving but job opportunities will affect the relationship of dissatisfaction and quitting (Price & Mueller, 1981). Subsequent research identified that contextual conditions (e.g., management actions, hiring and pay practices) and attributes of the job (e.g., autonomy, embeddedness) influence employee attitudes, which shape intentions to leave (Hom, Mitchell, Lee, & Griffeth, 2012). In addition, research also identified that indirect antecedents can affect an employee's intention to leave: personal determinants such as personality, cognitive ability, and job fit and cognitive states such as stress, burnout, and perceived organizational support (Chatman, 1991; Maltarich, Nyberg, & Reilly, 2010; Sheridan & Abelson, 1983; Lynn M. Shore & Tetrick, 1991; Swider & Zimmerman, 2010; Zimmerman, 2008). Price and Mueller (1981) looked outside the boundaries of business and identified ties within the community as deterring antecedents to turnover.

The further developments of the original March and Simon (1958) model failed to explain all turnover (Hom et al., 2012). As a result, Lee and Mitchell (1994) put forth the idea that intention to leave follows different pathways that are activated by "a shock to the system" or events that precede deliberations to leave (Lee & Mitchell, 1994, p. 60). Following up on Lee and Mitchell's (1994) work, subsequent researchers identified

motivational influences on why a person stays in their job or leaves (Maertz & Campion, 2004). These influences or forces include:

- Affective. Current response to an organization or job satisfaction
- Contractual. Desire to fulfill perceived obligations in psychological contract
- Constituent. Commitment to others in the organization
- Alternative. Perceived job opportunities
- Calculative. Anticipated benefits of continued association
- Normative. External pressures to stay or leave or remain
- Behavioral. Explicit or psychological costs of quitting
- Moral. Consistency between behavior and values about quitting (Maertz & Campion, 2004, p. 570)

This work has allowed researchers to consider causes for departure other than the original attitudes (job satisfaction) and alternatives (job opportunities) of March and Simon (2014).

Holtom, Mitchell, Lee, and Eberly (2008), in a review of voluntary turnover literature, created a conceptual framework or roadmap for understanding turnover, recognizing that there is a time factor involved in the structure. The first stage of the model includes individual differences (factors that affect the ease of movement between jobs) and the nature of the job (variation in the job that precede work attitudes). The second stage contains traditional attitudes, newer attitudes, organizational context/macro level, and person-context interface, focusing on the nature of a work environment and an individual's perceptions and attitudes about that environment at an organizational level and individual level. The third stage involves withdrawal conditions (thoughts of leaving)

and alternatives (perceived job availability), deciding whether to leave or not. The fourth stage is withdrawal behaviors or the act of searching for a job alternative. In the fifth stage, withdrawal and individual performance are affected when the employee' performance changes and withdrawal behaviors such as tardiness or leave of absence occur, which lead to the final stage of turnover. Also in the fifth stage is job search gateways or events that can lead to an impulsive turnover action. The actual turnover stage creates outcomes for both the organization (human capital loss, organization performance) and the individual (stress of new job, job satisfaction in new job).

Furthermore, Holtom et al. (2008), in reviewing the major trends of employee turnover research, identified the contextual consideration trend, which is pertinent to this study. The person-context interface subset of this research that focuses on interpersonal relationships as well as the employees interface with their environments is germane to the proposed study. Friedman and Holtom (2002) investigated the relevance of access to mentoring and social inclusion as measurements of social embeddedness in predicting turnover. They found that higher level employees' joining minority network groups would negatively affect turnover intentions. In addition, the person-context interface focus suggests that the procedural, interactional and distributive components of justice perceptions are key to understanding workplace satisfaction and how an employee reacts to alternatives to employment (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Tekleab, Takeuchi, & Taylor, 2005). In 2003, Simons and Roberson established significant and sequential connections from interactional and procedural justice to employee commitment to stay and turnover. The person-context interface can be considered at a collective level as a climate or culture (Hausknecht & Trevor, 2011).

Registered Nurse Turnover

Given the chronic aspect of nursing turnover, nursing researchers have focused on job dissatisfaction (Borda & Norman, 1997a; Hayes et al., 2012), nurses intention to leave the profession or participate in the nursing workforce (Flinkman, Leino-Kilpi, & Salanterä, 2010; Gilmartin, 2013; Kovner, Brewer, Wu, Cheng, & Suzuki, 2006). The literature shows a prevalent recognition of several direct turnover influences: personal characteristics, work attributes, opportunity, work attitudes and shocks or injuries (Brewer et al., 2012).

Personal characteristics are items such as age, gender ethnicity, and marital status. Brewer et al. (2012) sited studies indicating significant differences in age in that younger nurses are more likely to leave their jobs than older nurses. In addition, less healthy nurses have a higher tendency to leave their job. Other reviews indicated that achieving a higher education level such as a master's degree may be related to more professional commitment and less commitment to an employer (Borkowski, Amann, Song, & Weiss, 2007; Hayes et al., 2012).

Work attributes are generally shifts worked, benefits, wage, % full time and whether it is a first RN job. As pointed out by Brewer et al. (2012), studies show that income and wage either have no effect on turnover or an increase in wages can reduce turnover. They further highlight studies that indicate the Magnet Recognition Award developed by the American Nurses' Credentialing Center has led to facilities creating workplace characteristics that have, in turn, created lower that average nursing turnover rates. Furthermore, Brewer et al. (2012) cite studies in which shift work and other

scheduling issues interfere with family responsibilities, resulting in nurses leaving their jobs.

Opportunity relates to whether there are local or non-local opportunities, how many hospital beds per 1,000 population, unemployment create and whether they're in a large metropolitan statistical area. A perceived abundance of opportunities is more important than actual job opportunities in creating nursing turnover (Brewer et al., 2012). Logically, high unemployment rates will decrease turnover and low unemployment rates will increase it. The more job opportunity there is the higher the turnover rate will be.

Price and Mueller (1981) identified work attitudes, including job satisfaction, organization commitment, job involvement, stress, and well-being, as antecedents of RN turnover or nature of the job as a factor influencing nursing turnover. Morrell (2005) analyzes the shocks that influence nurses and identifies three: 1) work related events that are unexpected, negative and affect other workers (denied shift change, needle sticks, verbal abuse by physicians or patients); 2) unexpected, positive, personal events that leave the nurse no choice but to leave (pregnancy, moving with spouse); 3) unfolding events that may be avoidable or unavoidable (lack of competent nursing staff on a shift, understaffed units, lack of respect for front line nurses).

Another conceptual approach posits that nursing duties are inherently stressful and considers the influence of personal experiences of stress a work on RN job satisfaction, organizational commitment and intention to leave: The anticipated turnover model (Hinshaw & Atwood, 1984; Hinshaw, Smeltzer, & Atwood, 1987). The anticipated turnover model uses organizational and individual factors to create a five-stage linked causal turnover model: 1) job mobility, 2) group cohesion and job stress at work, 3)

organizational satisfaction and professional job satisfaction, 4) anticipated turnover, and 5) actual turnover. This model consolidates individuals' attitudes about work stress as a component leading to intention to leave and actual turnover (Gilmartin, 2013).

Borda and Norman's (1997a) absence and turnover model of RN turnover submits the theory of relationships amid job satisfaction, absence, intent to stay, pay, opportunity for other employment, and kinship responsibilities. This theory addresses the correlation between family responsibilities and job satisfaction and RN's voluntary absences from work (Gilmartin, 2013). The study associated with this theory submits that in some cases absenteeism may, instead of being a symptom of job withdrawal may be one of competing work-family demands (Borda & Norman, 1997b).

Introduced in nursing literature by Holtom and O'Neill (2004), the job embeddedness model views job embeddedness as a vital mediating construct between specific off-the-job and on-the-job factors promoting employee retention. This theory has been used to understand retention behavior of nurses working in a rural setting (Stroth, 2010) and, in particular, RNs (Reitz, Anderson, & Hill, 2010). The Reitz et al. (2010) study found that 24.6 % of the variance in intent to stay was accounted for by job embeddedness.

Despite the knowledge evidenced in the research, the usefulness has proven weak. Turnover of RNs remains high and is getting worse (Bureau of Labor and Statistics, U.S. Department of Labor, 2016). According to Gilmartin (2013), the understanding of why nurses voluntarily leave their jobs is limited because the conceptual models developed to account for the antecedents to nursing turnover are not strongly developed. Price and Mueller (1981) developed their causal turnover model using an all nurse population. This

fact seems to have created a persistent use of the causal model over other models advanced in the general literature (Gilmartin, 2013).

Workplace Diversity

In the early 1990s, predictions of dramatic shifts in the demographics of the workforce have lead researchers to call on organizations to create work environments that value and support diverse workers (e.g., Chrobot-Mason, 2012; T. Cox, 1994; Konrad et al., 2005; McKay et al., 2007). This diversity in the workplace refers to the many differences between people in an organization, encompassing many characteristics to include race, gender, ethnic group, age personality, cognitive style, tenure, and function within the organization (Greenberg, 2004). Researchers such as Cox and Blake (1991) have identified how managing diversity in the workplace can create a competitive advantage for an organization.

Resource-based view of diversity

The resource-based view of diversity is a theory that explains how the proper management of diversity in the workplace can create positive outcomes for an organization, making diversity a competitive advantage (T. H. Cox & Blake, 1991). The theory adheres to the belief that demographic diversity is accompanied by a wide range of attributes like personality, beliefs, attitudes, and values (Webber & Donahue, 2001). With the increase of this diversity comes an increase in the workgroups intellectual resources and skills that will enable them to resolve problems of higher complexity (Hambrick & Mason, 1984; Page, 2007; Roberge & van Dick, 2010). The key to the success of the diverse workplace is the management of it and the creation of an environment that is supportive of the diversity. In addition to advantages in the areas of problem-solving,

system flexibility, and creativity, Cox and Blake (1991) further expound that such a well-managed environment will help an organization avoid possible employee turnover costs, enhance resource acquisition efforts, and contribute to marketing efforts, particularly in a multi-national environment.

Faultline theory

In a demographically diverse work environment, diverse attributes are not only the less visible of education, tenure, and technical abilities but also the observable characteristics of gender, age, race, or ethnic background (Milliken & Martins, 1996). If an environment that supports the diverse employees is not created and maintained, less than optimal outcomes can occur to include discrimination, conflict, and turnover (Bezrukova, Thatcher, & Jehn, 2007; McKay et al., 2007; K. T. Schneider et al., 2000). A theory that explains where the breakdown in the work environment occurs is the faultline theory (Chrobot-Mason & Aramovich, 2013). The faultline perspective recognizes "the compositional dynamics of the multiple demographic attributes that can potentially subdivide a group" (Lau & Murnighan, 1998, p. 325). Figurative faultines can divide large working groups into subgroups that are identified through different attributes. Lau and Murnigham (1998, p. 328) wrote, "As groups develop, the variety and potential salience of each member's more subtle characteristics become more likely sources for the alignment of faultlines." According to Jehn and Bezrukova (2010), the key to successfully managing a diverse workforce is to keep demographic faultlines dormant. A group or team identity created by a climate that is fair when dealing with all subgroups can keep the faultlines dormant but, without this larger group identification, the faultlines can activate and lead to negative work outcomes (K. A. Jehn & Bezrukova, 2010).

Affirming Climate of Diversity

An understanding of organizational climate is essential to understanding an affirming climate of diversity because it affects employee performance and satisfaction (James, James, Lois A., & Ashe, 1990; Kuenzi & Schminke, 2009). According to Schneider et al. (1994):

> Climate is the atmosphere that employees perceive is created in their organizations by practices, procedures, and rewards. The perceptions are developed on a day-to-day basis. They are not based on what management, the company newsletter, or the annual report proclaim – rather, the perceptions are based on executives' behavior and the actions they reward (p. 18).

Employees notice what management does more than what management says. As employees will develop their own understanding of a workplaces organizational climate, they will also perceive a diversity climate as well (Kossek & Zonia, 1993; Mor Barak, Cherin, & Berkman, 1998).

A diversity climate is the attitudes and behaviors arising from employee perceptions of how well the organization provides fairness and equal opportunities to all employees (Buttner, Lowe, & Billings-Harris, 2012). A diversity climate can be divided into the following dimensions: diversity in the employee work force, the value based on diverse input in decision making, hiring and promoting staff regardless of their diverse attributes, providing fair and constructive feedback without consideration of diversity, assigning tasks based on employee abilities, and eliminating discrimination and bias (Buttner et al., 2012; T. Cox, 1994; Mor Barak et al., 1998). A successful affirming climate of diversity is one in which an organization effectively manages and cultivates the

aforementioned aspects of a diversity climate (T. H. Cox & Blake, 1991; Wolfson, Kraiger, & Finkelstein, 2011).

Mediating Factors in Diversity's Effect on Turnover Intentions

Both McKay et al. (2007) and Kaplan, Wiley, and Maertz (2011) found that psychological outcomes such as organizational commitment and attachment act as mediators for the relationship between diversity climate and turnover intentions. Ely and Thomas (2001) showed that diversity climate affects how workforce members identify and manage diversity related tensions. In other words, how an affirming climate of diversity effects turnover intention can be observed in employee's organizational commitment as measured by psychological outcomes (Buttner et al., 2012; Chrobot-Mason & Aramovich, 2013; Chung et al., 2015; Stewart, 2011; Wolfson et al., 2011).

Organizational Identification. Organizational identification is the extent to which a member of an organization defines himself in reference to his membership in an organization (Hongwei & Brown, 2013). In addition to McKay et al. (2007) highlighting organizational commitment as a mediating factor in the relationship, other researchers have found that organizational identification, organizational commitment, and intentions to quit are all moderated by diversity climate (Gonzalez & DeNisi, 2009). Bacharach, Bamberger, and Vashdi (2005) showed that any tensions or lack of belonging due to race were moderated by perceptions of peer support that lead to influence attachment. This study will use Allen and Meyer's (1990) definition as "the extent to which employees identify with, are involved in, and enjoy a sense of belonging and membership in an organization" (Chrobot-Mason & Aramovich, 2013, p. 667).

Climate for innovation. In continuation of the argument that a diverse workforce has positive benefits to the bottom line of an organization, diverse workgroups should be more likely to have innovative and creative ideas because of the diverse perspectives brought to the table (Richard & Miller, 2013). In addition, Yang and Konrad (2011) discovered an interaction between innovation and diversity, "the three-way interaction effect, we observed, show that when level of employee involvement is high, racioethnic diversity is positively related to innovation under the condition of high variation in involvement where minority employees are equally or more active in involvement behaviors than the White counterparts" (p. 1,077). Also, the literature claims that a climate for innovation is related to employee well-being (King, Chermont, West, Dawson, & Hebl, 2007). For this study, when an affirming climate of diversity is recognized by employees, a climate that values and encourages creative and innovative thinking will be present as well (Chrobot-Mason & Aramovich, 2013).

Psychological empowerment. Thomas and Velthouse (1991) defined empowerment as intrinsic task motivation, identifying four cognitions or task assessments as a basis for work empowerment: sense of impact, competence, meaningfulness, and choice or self-determination. Meaningfulness is the fit of the job requirements with ones beliefs, values, and behaviors (Spreitzer, 1995). Competence is an individuals' confidence in whether he/she can perform a task with skill (Spreitzer, 1995). Choice or self-determination is an individual having the choice whether to initiate or control their actions. It is reflective of autonomy in that the employee can initiate and continue work projects and behaviors (Spreitzer, 1995). Finally, impact is to what level can an individual influence strategic, administrative, or operating outcomes in the workplace (Spreitzer,

1995). Evidence in literature suggests that when employees identify that they are empowered positive outcomes are a result to include a lower propensity to leave the organization (Koberg, Boss, Senjem, & Goodman, 1999).

Identity Freedom. Cox (1991) posits that how diversity impacts behavior in organizations is manifested in identity of workers. Workers are at their best, being more productive for the company, when they are free to be themselves and not pressured to conform to a larger group identity (T. Cox, 1991). Roberts and Creary (2013) further expound that if employees use their differences in constructive ways, differences become possible sources of ingenuity.

Intersection of RN Turnover, an Affirming Climate of Diversity, and Mediating Workplace Outcomes

The conversion of the three topics within literature is limited. As identified by Gilmartin (2013), literature on nursing turnover has been stagnant within one primary theory model of turnover, the causal model. Much of the literature in nursing research pertaining to diversity primarily deals with managing the health of a diverse patient population (e.g., Baillie & Matiti, 2013; McClimens et al., 2014; Mixer et al., 2013; D. R. Williams & Sternthal, 2010) and recruiting a diverse workforce (e.g., Katz, Barbosa-Leiker, & Benavides-Vaello, 2015; Lowe & Archibald, 2009; Schmidt & MacWilliams, 2015; Xue & Brewer, 2014). However, two recent articles have brushed the surface of whether diversity climate influences RN turnover. Collini, Guidroz and Perez (2015) studied the mediating role of employee engagement on several variables, including diversity climate, in their relationship to turnover of health care employees. They found that a climate of diversity had no direct effect on turnover (p. 175). Collini et al. (2015),

however, attributed this absence of effect to a lack of variance in the climate of diversity scores, a homogeneity of the sample, and using only a 2 item tool to assess diversity climate. The other article written by Beheri (2009), using a more robust instrument for measuring cultural diversity and climate (28 items), did find evidence of nurses being comfortable with diversity as having an effect on turnover in RNs. Beheri (2009) focused on the interactions between nurses as a mediating variable for several variables, including cultural diversity, on turnover.

Beheri's (2009) work comes the closest to addressing the relationship between a diverse work climate and RN turnover in the existing literature. However, the sample included a single, large nursing staff in one geographic area that limits the ability to generalize the results to a larger geographic area (Beheri, 2009). This limitation highlights the gap that this study will address: the relationship between registered nurses' turnover and the workplace diversity climate. In a broader sense, this study has the potential to add knowledge to the research of Buttner et al. (2012), Herdman and McMillan-Capehart (2010), Chung et al. (2015), and Chrobot-Mason and Aramovich (2013) in how an employer's diversity climate influences individual and organizational outcomes and expand the application of these concepts to multiple industries. Finally, this study will attempt to introduce new theories to nursing research literature from the broader literature to address the issue of RN turnover as identified by Gilmartin (2013).

Summary of Chapter

This chapter has reviewed the literature domains that pertain to the conceptual framework of this study. The development of a turnover model by Holtom et al. (2008) was discussed to provide a framework of how diversity can play a role in turnover

intentions. Followed by a presentation of the focus and limitations of the literature on RN turnover, identifying the limitations of this research as highlighted by Gilmartin (2013). The chapter goes on to discuss workplace diversity. Specifically, the resource-based view of diversity with its theorized benefits to a company's bottom line and the faultline theory of how a diverse workgroup can fall apart without proper management of its diversity climate. In addition, mediating workplace outcomes and how they are manifestations of an affirming climate were discussed. Finally, a review of the effects of diversity climates on RN turnover and the shortcomings of this research were discussed.

Chapter 3 – Methodology

Introduction

This chapter outlines the design of this study. The following sections are included: the purpose of the study, the research hypotheses, an overview of an unpublished survey conducted in 2016, which informed the design of this research study, a description of both the population and sample, details about the instrumentation and measurement of responses, a discussion of the methods that were used to ensure reliability and validity, and data collection procedures. The chapter concludes with a summary.

Purpose of the Study

The purpose of this study was to examine the mediating influence of psychological variables on the relationship between diversity climate and turnover intentions among RNs. Responding to Gilmartin's (2013) call for nursing turnover research to seek new concepts for study from general research, the study will utilized the idea that properly managing a diversity climate will create outcomes that will change turnover intentions in RNs (Chrobot-Mason & Aramovich, 2013; Stewart, 2011).

Research Questions

Because of the high national turnover rate in RNs and the government directive to create a diverse health care workforce, this study aimed to evaluate how a properly managed diverse workforce can negatively affect RN turnover intentions. Chrobot-Mason and Aramovich's (2013) work on studying an affirming climate of diversity's effects on turnover intentions came to light during the literature review. In their paper, Chrobot-Mason and Aramovich (2013) create a tool that measures the effects of an affirming climate of diversity on turnover intentions while measuring mediating psychological

outcomes in a large municipality. This study utilized Chrobot-Mason and Aramovich's (2013) tool to assess the same question amongst registered nurses, resulting in the following research questions:

RQ1: Does an affirming climate of diversity, as measured by equal access and equal treatment, have a negative effect on RN turnover intentions?

RQ2: Are the effects of an affirming climate of diversity on RN turnover intentions mediated by the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom?

RQ3: Will the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom mediate the overall effects of an affirming climate of diversity on RN turnover intentions across demographic subgroups?

Hypotheses

Hypotheses tested in this study were:

H_1: An affirming climate of diversity will have a negative effect on RN turnover intentions.

H_{1a}: Equal access will have a negative effect of RN turnover intentions.

H_{1b}: Equal treatment will have a negative effect on RN turnover intentions.

H_2: The effects of an affirming climate of diversity on RN turnover intentions are mediated by the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom.

H_{2a}: Organizational identification will mediate the effects of equal treatment on RN turnover intentions.

H_{2b}: Organizational identification will mediate the effects of equal access on RN turnover intentions.

H_{2c}: Climate for innovation will mediate the effects of equal treatment on RN turnover intentions.

H_{2d}: Climate for innovation will mediate the effects of equal access on RN turnover intentions.

H_{2e}: Psychological empowerment will mediate the effects of equal treatment on RN turnover intentions.

H_{2f}: Psychological empowerment will mediate the effects of equal access on RN turnover intentions.

H_{2g}: Identity freedom will mediate the effects of equal treatment on RN turnover intentions.

H_{2h}: Identity freedom will mediate the effects of equal access on RN turnover intentions.

H_3: The four psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom will mediate the overall effects of an affirming climate of diversity on RN turnover intentions across demographic subgroups.

Figure 1 presents the proposed model for this study.

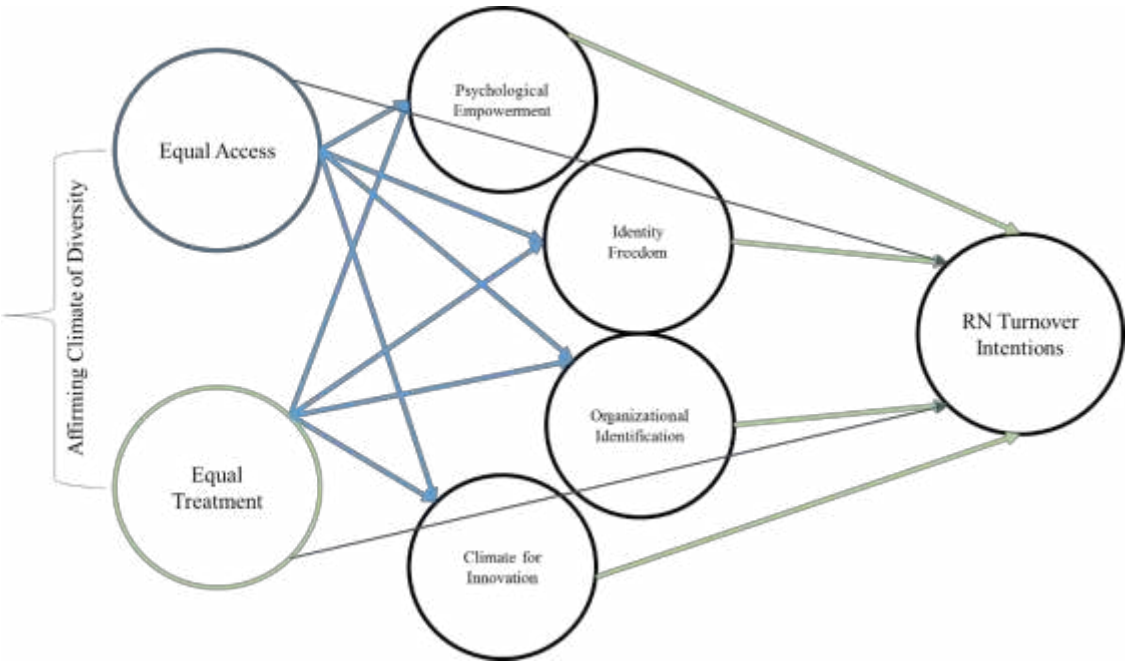

Figure 1. Theoretical model for proposed study.

Overview and Influence of Unpublished Survey

An unpublished survey of RNs with 325 usable respondents was conducted to test the plausibility of the research hypotheses and the validity of the survey instrument (Wolf et al., 2013). The unpublished survey was large enough to conduct SEM analysis of the results and did confirm the hypothesized relationships and were used to inform the currently proposed research. Specifically, the findings supported the anticipated negative relationship between an affirming climate of diversity and RN turnover intentions. As in the proposed study, the Chrobot-Mason and Aramovich (2013) survey tool was used. An overview of the survey follows.

Hypotheses

H_1: An affirming climate of diversity will have a negative effect on RN turnover intentions.

H_2: The effects of an affirming climate of diversity on RN turnover intentions are mediated by the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom.

Participants and Procedure

Respondents to the survey were Registered Nurses (RN) working in the United States, responding to an Amazon MTurk request that had a $.50 payment for completed surveys. The 325 participants exceeded the 300 needed (10 respondents for 30 items). The respondent population was similar to the national racial makeup of RNs (Bureau of Labor and Statistics, U.S. Department of Labor, 2016). However, the male respondents (36%) exceeded the national data for gender (9%) and the millennial make up (60%) was higher than the national age data (15%) (Table 1).

Table 1

Demographics (n=325)

Characteristic	*n*	%
Gender		
Male	117	36.0
Female	208	64.0
Generational Cohort		
Veterans (1926 – 1942)	2	1.0
Baby Boomers (1943 – 1960)	11	3
Generation X (1961 – 1981)	117	36
Millennials (1982 – present)	195	60
Organizational Tenure		
0 to 5 years	217	67
6 to 10 years	84	26
11 to 15 years	16	5
16+ years	8	2
Race		
White/Caucasian	233	72
African American	37	11
Hispanic	23	7

Characteristic	*n*	%
Asian	26	8
Native American	2	1
Pacific Islander	1	0
Other	3	1

Analysis

Using guidance provided by Schumacker and Lomax (2016), a measurement model fit was done prior to testing theoretical and alternative models. Common method variance was analyzed using the Harman's single-factor test (cf. Iverson & Maguire, 2000; Podsakoff et al., 2003). The measurement model was assessed by allowing all factors to correlate in a seven-factor model utilizing IBM ® SPSS ® Amos 23.0.0. Maximum likelihood, which assumes multivariate normality, was used as an estimation technique. Multivariate normality was not met using the raw data (Mardia = 329.033, $p<.001$). Bootstrapping was performed and bootstrapped estimates did not differ substantively from the non-bootstrapped estimates. Non-bootstrapped estimates are reported.

In addition to testing the theoretical model (see Figure 2), four additional models were tested. One model eliminated the psychological empowerment variable due to an insignificant pathway to turnover intentions. Two other models eliminated the pathways from equal treatment to identity freedom and then equal treatment to climate for innovation due to insignificance. In the final model, Kline's (2016) model-trimming process using modification data was used to add direct pathways from climate for innovation to both identity freedom and organizational identification and to eliminate an insignificant pathway from climate for innovation to turnover intentions. The final structural model with parameter estimates is in Figure 3.

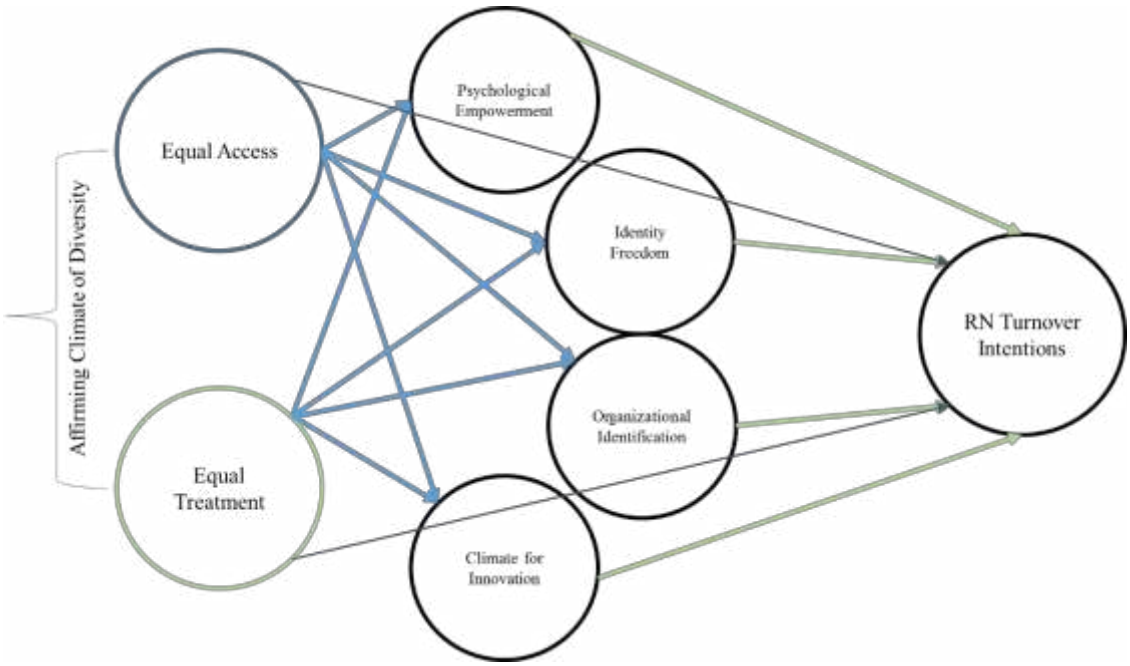

Figure 2. Theoretical model of unpublished survey.

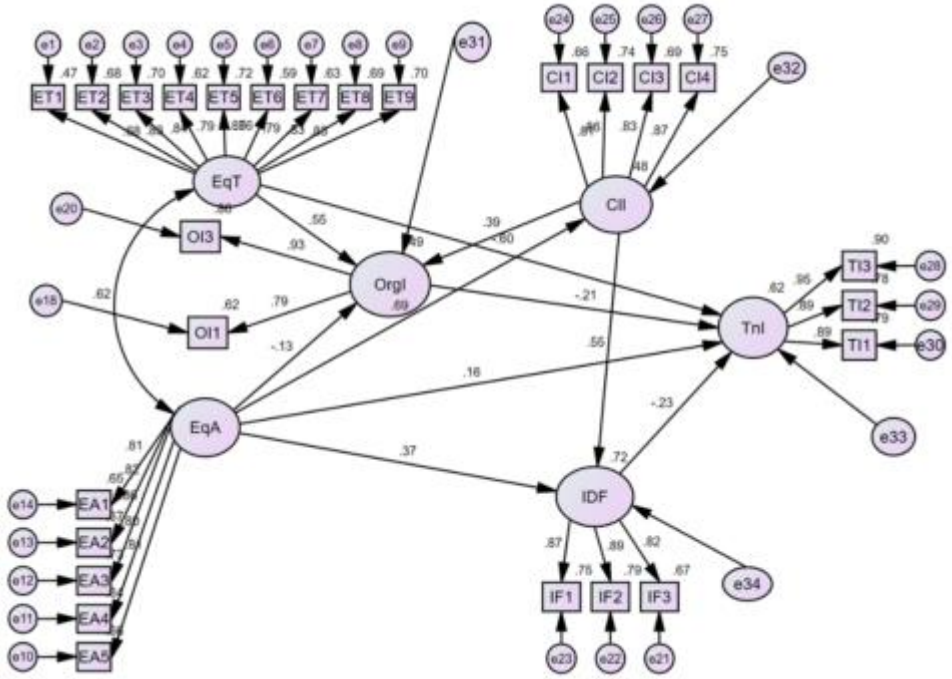

Figure 3. Structural model of unpublished survey.

Results

Fit indices (cf. Thompson, 2004) provided proof that the seven-factor correlated model fit the data better than a single factor model (see Table 2). Combined with 21 degrees of freedom change, the delta chi-square ($\Delta\chi^2$=3,134.81) represented that the seven-factor correlated model had a statistically significantly better fit (p<.001) over a single factor model. The measure of model comparison, comparative fit index (CFI), revealed a much better fit for the seven-factor correlated model when compared to the poor fit of the single factor model. Likewise, the standardized root mean square (SRMR) and the root measure square error approximation (RMSEA) showed greater fit in comparison to the single factor model. Furthermore, the correlated factor model had only one standardized residual covariance values great than |2.58| while the single factor model had 116.

Table 2

Fit Indices for Measurement Models

Model	χ^2	*df*	RMSEA	SRMR	CFI	AIC	BIC	#SRC> |2.58|
7-factor correlated	1012.76	384	.071	.058	.923	1234.76	1258.25	14
7-factor correlated minus 1	853.79	356	.066	.043	.937	1069.79	1091.83	1
Single factor	3988.6	377	.172	.146	.545	4162.60	4180.35	116

Note: SRC=standardized residual covariance value. Both models estimations converged and solutions admissible.

Figure 4 illustrates that the standardized regression weights suggest an acceptable measurement model. Initially, all factor loadings met the minimum threshold of .5 and most the more stringent threshold of .7 with the exception of the second organizational

identification statement (OI2). It failed to load high on any factor. It was removed and the model was reanalyzed. This resulted in all factor loadings meeting the minimum threshold and most the more stringent threshold (cf. Kline, 2016; Thompson, 2004). An examination of the structure coefficients (cf. Graham, Guthrie, & Thompson, 2003; see Table 3) identified that each variable has the highest correlation with its modeled respective factor. As evidenced in Table 4, the average variance extracted (*AVE*; .64 - .82) and the range of composite reliability (*CR*; .85 - .94) provide proof of desired convergent validity and adequate reliability (Bagozzi & Yi, 1988, see Table 4). Correlations between factors provided evidence of discriminant validity due to being lower than the square root of the AVE for individual factors.

Table 3

Pattern (P) and Structure (S) Coefficients for Seven-Factor Correlated Model

	Equal Treatment		Equal Access		Psychological Empowerment		Organization Identification		Identity Freedom		Climate Innovation		Turnover Intention	
Construct Variable	P	S	P	S	P	S	P	S	P	S	P	S	P	S
Equal Treatment														
ET1	.682	.682		.422		.114		.426		.304		.272		-.505
ET2	.827	.827		.511		.138		.516		.369		.329		-.613
ET3	.837	.837		.518		.140		.522		.373		.333		-.620
ET4	.787	.787		.487		.131		.491		.351		.314		-.584
ET5	.847	.847		.524		.141		.528		.378		.337		-.628
ET6	.766	.766		.474		.128		.478		.342		.305		-.568
ET7	.792	.792		.490		.132		.494		.353		.316		-.587
ET8	.830	.830		.514		.139		.518		.370		.331		-.616
ET9	.833	.833		.515		.139		.520		.371		.332		-.617
Equal Access														
EA1		.499	.806	.806		.423		.379		.605		.558		-.391
EA2		.506	.817	.817		.428		.384		.613		.566		-.396
EA3		.529	.855	.855		.448		.402		.641		.592		-.414
EA4		.497	.803	.803		.421		.378		.602		.556		-.389
EA5		.501	.810	.810		.425		.381		.608		.561		-.393
Psychological Empowerment														
PE1		.141		.444	.847	.847		.289		.538		.598		-.227
PE2		.148		.464	.886	.886		.302		.562		.625		-.237
PE3		.148		.464	.885	.885		.302		.562		.625		-.237
Organizational Identification														
OI1		.489		.369		.267	.784	.784		.417		.398		-.492
OI3		.583		.439		.319	.934	.934		.497		.474		-.587
Identity Freedom														
IF1		.385		.647		.547		.459	.862	.862		.685		-.419
IF2		.399		.672		.568		.476	.895	.895		.711		-.435
IF3		.366		.615		.520		.436	.820	.820		.651		-.399
Climate Innovation														
CI1		.329		.572		.583		.419		.656	.826	.826		-.370
CI2		.344		.598		.610		.439		.686	.864	.864		-.387
CI3		.328		.571		.582		.419		.655	.824	.824		-.369
CI4		.342		.594		.606		.436		.682	.858	.858		-.384
Turnover Intention														
TI1		-.659		-.431		-.238		-.558		-.432		-.398	.888	.888
TI2		-.656		-.429		-.237		-.556		-.430		-.396	.885	.885
TI3		-.702		-.459		-.253		-.595		-.461		-.424	.947	.947

Table 4

Implied Correlations, Average Variance Extracted (AVE), and Composite Reliability (CR)

Variable	1	2	3	4	5	6	7
1. Equal Treatment	0.80						
2. Equal Access	0.62	0.82					
3. Psychological Empowerment	0.17	0.52	0.87				
4. Organizational Identification	0.62	0.47	0.34	0.86			
5. Identity Freedom	0.45	0.75	0.64	0.53	0.86		
6. Climate for Innovation	0.40	0.69	0.71	0.51	0.80	0.84	
7. Turnover Intention	-0.74	-0.49	-0.37	-0.63	-0.49	-0.45	0.91
CR	0.94	0.91	0.91	0.85	0.89	0.91	0.93
AVE	0.64	0.67	0.76	0.74	0.74	0.71	0.82

Note: Square root of *AVE* along the diagonal.

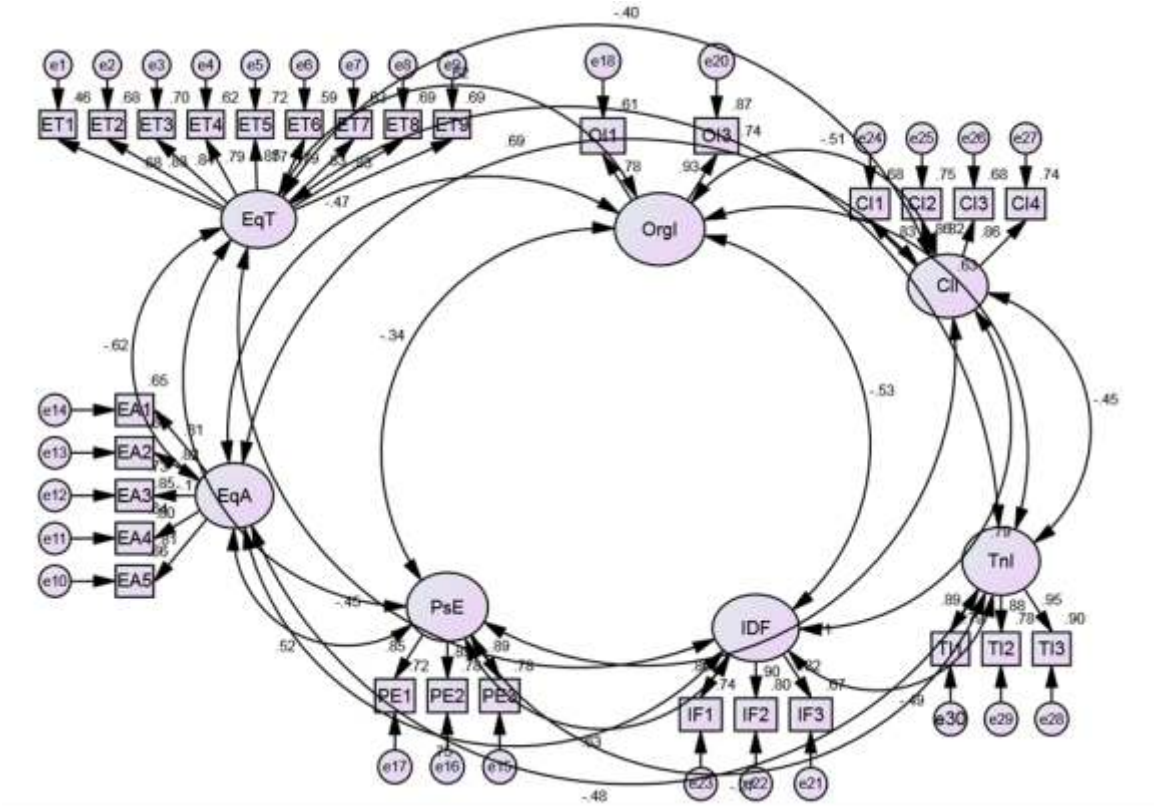

Figure 4. Measurement model of unpublished survey.

Across the five models, model 5 had the best fit (see Table 5). Model 5 was statistically significantly better than the fit for Model 1 at alpha = .001 ($\Delta\chi^2[74] = 297.99$, $p<.001$). In addition, the RMSEA, SRMR, and CFI scores for model 5 were substantively more acceptable than all other models. Model 5 also has the least standardized residual covariance values greater than |2.58|. Model 5 is considered to be the model with the best fit.

Table 5

Fit Indices for Measurement Models

Model	χ2	*df*	RMSEA	SRMR	CFI	AIC	BIC	#SRC> |2.58|	R^2 *(Turnover Intention)*	R^2 *m*
1. Equal Treatment + Equal Access -> Psychological Outcomes-> Turnover Intentions and Equal Treatment -> Turnover Intentions -> Equal Access -> Turnover Intentions (theoretical model)	1018.92	362	.075	.060	.917	1222.921	1243.737	10	.613	.985
2. Equal Treatment + Equal Access -> Psychological Outcomes (minus PsE)-> Turnover Intentions and Equal Treatment -> Turnover Intentions -> Equal Access -> Turnover Intentions	814.74	287	.075	.057	.925	994.741	1011.104	8	.611	.962
3. Equal Treatment + Equal Access -> Psychological Outcomes (minus PsE, ET to IdF)-> Turnover Intentions and Equal Treatment -> Turnover Intentions -> Equal Access -> Turnover Intentions	816.24	288	.075	.058	.925	994.239	1010.421	6	.613	.961
4. Equal Treatment + Equal Access -> Psychological Outcomes (minus PsE, ET to IdF, minus ET to ClI)-> Turnover Intentions and Equal Treatment -> Turnover Intentions -> Equal Access -> Turnover Intentions	817.96	289	.075	.058	.925	993.962	1009.962	7	.614	.960
5. Equal Treatment + Equal Access -> Psychological Outcomes (minus PsE, ET to IdF, minus ET to ClI, plus ClI to IdF, plus ClI to OrgI, minus ClI to TnI)-> Turnove Intentions and Equal Treatment -> Turnover Intentions -> Equal Access -> Turnover Intentions	720.93	288	.068	.043	.938	898.928	915.110	1	.617	.971

Note. $R^2 = R^2$ of Turnover Intentions. SRC = standardized residual covariance value. The estimation for all models converged and the solutions for all models were admissible.

Although Model 5 is the best fit, it does not provide complete proof for Hypothesis 1 but does provide proof for hypotheses 2 (see Table 6). Equal treatment has a total effect on turnover intentions of -.72 with -.12 being indirect. Equal access however has an insignificant total effect (-.04) on turnover intentions. Of note is that the direct effects (.16) are suppressed by the indirect effects (-.20). In both cases, the psychological outcomes had an intervening effect.

Table 6

Total, Direct, and Indirect Effects of Diversity Climate Perceptions on Variables

Diversity Climate Dimension	Identity Freedom	Climate for Innovation	Organizational Identification	Turnover Intentions
Equal treatment				
Total	0.00	0.00	0.55	-0.72
Direct	0.00	0.00	0.55	-0.60
Total indirect	0.00	0.00	0.00	-0.12
Equal Access				
Total	0.75	0.69	0.14	-0.04
Direct	0.37	0.69	-0.13	0.16
Total indirect	0.38	0.00	0.27	-0.20

Note: Total effects are equal to the sum of direct effects plus total indirect effects.

Discussion and Limitations of Unpublished Survey

The structural equation model that resulted from the analysis (Figure 5) identifies some interesting pathways. Using equal treatment and equal access as indicators of a climate of diversity are substantiated by their correlation (.64). This is in line with Chrobot-Mason and Aramovich (2013) however not as high as the same correlation in their study (.78). Also of note are the strong effects of equal treatment on turnover intentions (-.72) and the negligible effects of equal access on the same (-.04). Despite their correlation, equal access almost is acting as a suppressor. It also appears that climate for innovation has an important intervening role in the climate of diversity's effects on turnover intentions.

There are at least three limitations to this survey. The survey (a) used only slightly more than the suggested responses for the number of items in the survey, (b) only utilized respondents provided by Amazon MTurk, and the respondent population was not completely indicative of the national registered nurse population.

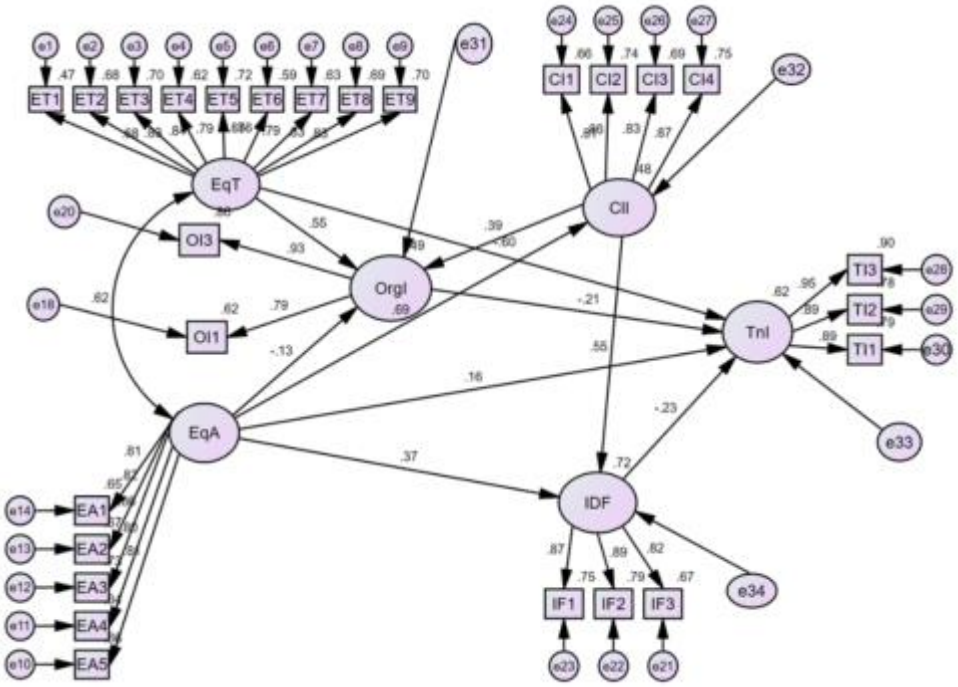

Figure 5. Structural model for unpublished survey.

The first limitation of the survey is that the window for responses was short and analysis of the data began shortly after slightly more than the minimum of ten responses per survey item were obtained. The study conducted by Chrobot-Mason and Aramovich (2013) utilized 1,931 respondents, giving them the ability to conduct more effective analysis (ability to randomly split the sample for comparison analyses). Perhaps their model applied to a much larger population of RNs will receive corresponding results to their work.

The second limitation to this survey is that one population of respondents was utilized. The population was surveyed on two separate occasions but there is limited ability to generalize the results beyond that population. There is no accounting for each respondent's work practice setting. Further studies should be conducted using samples from a variety of RN work settings and ensure that they are, indeed, registered nurses.

The third limitation to the survey is that the respondents that were male and those that were millennials skewed the demographic information away from national numbers (Bureau of Labor and Statistics, U.S. Department of Labor, 2016). Either of these groups may not see the equal access issues due to being a male or a new worker who hasn't seen enough work to answer the questions knowledgeably.

Design of the Study

This study used a quantitative cross-sectional survey design to test the relationship of diversity climate and turnover intentions among a national sample of registered nurses. The survey utilized a validated survey tool created and utilized by Chrobot-Mason and Aramovich (2013) that measured the effects of a diverse climate on turnover intentions and the mediating effects of psychological variables (organizational identification, identity freedom, climate for innovation, and psychological empowerment) in a municipal employee population. Even though the unpublished survey identified items to eliminate that did not load strongly in the CFA and eliminated the psychological empowerment variable, this study utilized the full survey tool to see if these characteristics of the model would occur in the full study.

Population and Sample

The context for this study was the national registered nurse work force. The intended study population represents over 2,700,000 registered nurses in the U.S. health care industry (Bureau of Labor and Statistics, U.S. Department of Labor, 2016). Utilizing national and regional nursing associations, regional health care organizations and social media, the proposed study solicited responses from registered nurses. In order to conduct

SEM analysis of the data from a tool with 30 items, a minimum of 300 respondents was needed (Schumacker & Lomax, 2016).

Instrumentation

The survey tool obtained from Chrobot-Mason and Aramovich (2013) measures the effects of an affirming climate of diversity on turnover intentions mediated by the psychological outcomes of organizational commitment, climate for innovation, psychological empowerment, and identity freedom. The survey concluded with 8 demographic items on gender, generational cohort, race, tenure, health care work setting, employment status, community size, and state of residence in order to have a better completion rate of these questions (Teclaw et al., 2012) and was implemented online via Qualtrics.

Affirming climate of diversity. The affirming climate of diversity is a measure that includes four subscales (structural integration, informal integration, low cultural bias and intergroup cohesion) developed by Chrobot-Mason and Aramovich (2013) separating these subscales into two factor variables: equal treatment and equal access.

The *equal treatment* factor consists of nine items (low cultural bias – 5, intergroup cohesion – 2, informal integration – 2). An example is "prejudice exists where I work." These items are assessed using a 7-point Likert Scale with responses ranging from strongly disagree (1) to strongly agree (7).

The *equal access* factor consists of five items (informal integration – 2, structural integration – 3) using a 7-point Likert scale with responses ranging from *strongly disagree* (1) to *strongly agree* (7). An example is "members of all demographic groups have the same opportunity to receive informal mentoring."

Psychological outcome variables. The psychological outcome mediators were measured utilizing Chrobot-Mason and Aramovich's (2013) tool as well, consisting of *Organizational Identification, Identity Freedom, Climate for Innovation,* and *Psychological empowerment*.

Organizational identification was measured using five of the items from Allen and Meyer's (1990) organizational commitment measure's affective subscale (Allen & Meyer, 1990; Chrobot-Mason & Aramovich, 2013). An example is "This organization has great meaning for me." The measure uses a 7-point Likert Scales with responses ranging from strongly disagree (1) to strongly agree (7).

Identity freedom was measured with three items developed utilizing Cox's dimensions of acculturation (T. Cox, 1991). A sample is "I feel like I can be myself at work." These items were assessed using a 7-point Likert Scale with responses ranging from strongly disagree (1) to strongly agree (7).

Four items were used to measure *climate for innovation*. Chrobot-Mason and Aramovich (2013) created these items to assess perceptions of whether innovative and creative ideas are expected and rewarded. As example, "New ideas or suggestions are seriously considered in my work unit." These items are assessed using 7-point Likert Scales with responses ranging from strongly disagree (1) to strongly agree (7).

Psychological empowerment utilizes Spreitzer's (1995) Psychological Empowerment three-item Self Determination subscale (Chrobot-Mason & Aramovich, 2013). These items were assessed using a 7-point Likert Scales with responses ranging from strongly disagree (1) to strongly agree (7). An example is "I can decide on my own how to go about doing my work."

Turnover Intentions. The turnover intentions were measured using the Chrobot-Mason and Aramovich tool as well. Chrobot-Mason and Aramovich (2013) utilized a three-item subscale of the Michigan Organizational Assessment Questionnaire (Nadler, 1975). This subscale assesses whether employees actively thought about leaving their organization. As example, "I often think about quitting." These items were assessed using a 7-point Likert Scale with responses ranging from strongly disagree (1) to strongly agree (7).

Data Collection Procedures

Individual survey participants were recruited utilizing network sampling also known as snowball sampling. In snowball sampling, initial sample participants are selected through probability or nonprobability methods and secondary participants are identified through social network information (Hill, Dean, & Murphy, 2013). This study employed a targeted snowball approach in which registered nurses working in the US were intended respondents (Dusek, Yurova, & Ruppel, 2015). One part of the sampling consisted of utilizing membership lists of nursing associations and RN employees of health care institutions to recruit participants by email with a link to the web-based survey, resulting in 75 respondents. These participants were encouraged to spread the survey link to their RN friends and associates. In addition, several RN internet bloggers and tweeters agreed to post a link to the survey on their websites. RN visitors to these internet blogs or recipients of these tweets were presented with a link to the web-based survey and encouraged to spread the link to their RN community, resulting in 54 respondents.

Finally, a Facebook post with a link to the survey was broadcast and shared throughout Facebook. An associate of the researcher volunteered to use her Facebook

network to spread the survey link. The associate created a post on her Facebook page that would be seen by her network of over 1,500 individuals. The post described the nature of the study and the intended audience. In addition, she encouraged her network to participate if they were a registered nurse, invite friends and relatives who were registered nurses to participate, and share the posting. This effort resulted in 3,339 respondents.

The web entry to the survey conveyed information to the respondent that the survey is voluntary, all survey responses are confidential, and results will be reported at the aggregate level. The survey was available from any web browser and took approximately 7-10 minutes to complete. Recipients that chose to participate clicked an embedded link to the web-based survey. The participants that proceeded were presented with an informed consent at the beginning of the survey along with instructions on withdrawing or continuing the survey and that the participant could withdraw from the survey at any point within the survey. Survey responses remain confidential and have no personal identifying information from the participant. In addition, the study received approval from the Institutional Review Board of The University of Texas at Tyler.

Data Analysis Procedures

Data Analysis included structural equation modeling to identify the effective pathways between diversity climate and RN turnover intention. IBM ® SPSS 24.0.0® and IBM ® SPSS ® Amos 24.0.0 were for the analyses. Data were analyzed after collection to determine the need to eliminate any cases. All values were within parameters and straight lining, survey length, and minimum standard deviation were considered. For the remaining data set, demographic data were calculated. The data included gender, generational cohort (i.e., veterans (1926 – 1942), baby boomers (1943 – 1960), generation

X (1961 – 1981), or Millennials (1982 – present), organizational tenure, race, employment status, and work setting (i.e., government, home health, hospital, nursing residential facility, or office of physician) (Lyons & Kuron, 2014; Pritchard & Whiting, 2014; Strauss & Howe, 1991; VanMeter, Grisaffe, Chonko, & Roberts, 2013; Wells & Twenge, 2005). Microsoft Excel 2013 was used to calculate frequencies, distributions, medians, and modes.

Exploratory factor analysis (EFA) and reliability analysis were used to assess construct validity. A promax rotation with principal axis factoring was utilized because of hypothesized underlying structure and expected factor correlation. In light of the theoretical structure from Chrobot-Mason and Aramovich (2013), there was a limit of seven factors extracted and a coefficient alpha was used for reliability analysis (Henson, 2001). For items to remain in the analysis for interpretation, the items loading needed to be greater than 0.45 on their respective factor (Tabachnick & Fidell, 2007; Thompson, 2004). These criteria eliminated three items, which were not included for the remainder of the analysis.

Using guidance from Schumacker and Lomax (2016), a measurement model fit was performed using confirmatory factor analysis (CFA) prior to testing theoretical and alternative models. Utilizing Harman's single-factor test, common method variance was analyzed before the measurement model was identified and assessed again afterwards by creating a common latent factor, which was retained for the remainder of the analysis (cf. Iverson & Maguire, 2000; Podsakoff et al., 2003). The measurement model and theoretical models were assessed utilizing IBM ® SPSS ® Amos 24.0.0, measuring Chi-square, degrees of freedom, root measure square error approximation (RMSEA), standardized root

mean residual (SRMR), comparative fit index (CFI), Tucker-Lewis Index (TLI), Akaike information criterion (AIC), and Bayesian information criterion (BIC). Tenure was used as a control variable. Through meta-analysis, organizational tenure has been linked to both organizational identification and turnover (Griffeth, Hom, & Gaertner, 2000; Mathieu & Zajac, 1990).

Each model's chi-square and degrees of freedom were used to compute the chi-square difference statistic (χ^2_D). This statistic was used to test the statistical significance of the decrement or improvement of overall fit when comparing models (Kline, 2016). Measuring the discrepancy per degree of freedom, RMSEA measures the average amount of misfit in the model or difference from close or approximate fit (Kline, 2016). Zero represents a perfect fit for RMSEA with ≤ 0.05 considered close fit and ≤ 0.08 considered reasonable fit (Schumacker & Lomax, 2016). SRMR is an absolute fit metric that measures the mean absolute covariance residual with a perfect model fit being indicated by a value of zero and ≤ 0.09 indicating a good model fit (Hu & Bentler, 1999; Schumacker & Lomax, 2016). Both CFI and TLI are measures of incremental fit with values close to or above 0.95 indicating good fit. TLI favors less complex models (Kline, 2016). Like the χ^2_D, the AIC and BIC are used to compare different models, declining values indicating a better goodness of fit (Kline, 2016).

Reliability and Validity

Prior to testing theoretical and alternative models a measurement model fit was assessed. Common method variance was analyzed using the Harman's single-factor test and by creating a common latent factor and comparing the $\Delta\chi^2$ between unconstrained and constrained models (cf. Iverson & Maguire, 2000; Podsakoff et al., 2003). Maximum

likelihood was used for testing multivariate normality. Confirmatory Factor Analysis (CFA) was used to determine composite reliabilities, communalities, and the percentage of average variance extracted for all loadings to test for validity and reliability (cf. Graham et al., 2003; Kline, 2016; Thompson, 2004).

Limitations

Even though every effort was made to have as accurate and generalizable data as possible, the possibility of limitations must be recognized. Common method variance was possible because of self-reported data (Podsakoff et al., 2003). Yet, Doty and Glick (1998) claim that when common method variance introduces bias it rarely will impact a study's findings. Common method variance was identified and accounted for by retaining a common latent variable during the structural equation model analysis. Also of note is the possible risk of possible other explanations of identified relationships beyond what is considered in a cross-sectional study (Bryman & Bell, 2011). Finally, collecting data through targeted snowballing, leaves less ability to scrutinize the qualifications of participants and can focus that sample to a particular segment of the targeted population (Dusek et al., 2015; Hill et al., 2013).

Summary of Chapter

This chapter provided an outline of the design for the study. Beginning with a review of the purpose of the study and a review of the hypotheses, an unpublished survey conducted in 2016 that helped guide the design of the proposed research study was discussed. The chapter also covered the proposed and collected population and sample size, presenting the instrumentation and how the responses were measured. In addition, the data collection procedures were discussed in detail, emphasizing the use of targeted

snowballing and its benefits and drawbacks. Finally, the processes used for data cleaning and analysis, assessment of data reliability and validity, and limitations of the study were described and explained.

Chapter 4 – Findings

This chapter offers the outcomes from the analysis of the data collected in this study, which examines the effects of an affirming climate of diversity on RN turnover intention and the mediating influence of psychological variables on this relationship. This chapter begins with a description of the data cleaning and demographics. Next, an inspection of the study's construct validity and measurement model fit is described. Finally, the testing of the relationship hypotheses and whether they are proven is presented with a summary of the chapter.

Data Cleaning

In preparation for analysis, the data were screened for quality, to include missing values, non-normality, and non-engagement (straight-lining, little variation, unrealistic completion time) (Schumacker & Lomax, 2016; Thompson, 2004). A total of 3,468 respondents began the survey, however, 2,281 completed the final item of the survey. Fifty-seven surveys were eliminated for missing values and five were eliminated because of non-engaged responses. No responses were removed for non-normality.

Demographics of Study Participants

Respondents to the survey were RNs working in the United States. The 2,219 participants exceeded the 300 needed (10 respondents for 30 items). Table 7 provides the demographic information for the 2,219 participants. Of these respondents, 97% were female and 3% male. The majority of participants were white (n = 1,983, 89.4%). Most participants were from Generation X (54.5%), while 25.3% Millennials, 19.8% were Baby Boomers, and 0.4% were veterans. 56.4% (n = 1,252) of respondents had worked at their present employer from 0 to 5 years. Those working for their present employer for 6 to 10

years, 11 to 15 years, and 16 plus years were respectively: 18% (n = 400), 9.2% (n = 204), and 16.4% (n = 363). Table 7 presents the frequencies and percentages of the categorical variables.

Table 7

Demographics (n=2,219)

Characteristic	*n*	%
Gender		
Male	67	3.0
Female	2,152	97.0
Generational Cohort		
Veterans (1926 – 1942)	8	0.4
Baby Boomers (1943 – 1960)	440	19.8
Generation X (1961 – 1981)	1,210	54.5
Millennials (1982 – present)	561	25.3
Organizational Tenure		
0 to 5 years	1,252	56.4
6 to 10 years	400	18.0
11 to 15 years	201	9.2
16+ years	363	16.4
Race		
White/Caucasian	1,983	89.4
African American	43	1.9
Hispanic	79	3.6
Asian	33	1.5
Native American	32	1.4
Pacific Islander	3	0.1
Other	46	2.1
Employment Status		
Full time	1,814	81.7
Part time	274	12.4
PRN	131	5.9
Work Setting		
Government	175	7.9
Home Health	171	7.7
Hospital	1,604	72.3
Nursing Residential Facility	153	6.9
Office of Physician	116	5.2
Community Size		
<5,000	215	9.7
5,000 to 9,999	207	9.3
10,000 to 24,999	253	11.4

Characteristic	*n*	%
25,000 to 49,999	236	10.6
50,000 to 99,999	322	14.5
100,000 to 249,000	364	16.4
250,000 to 499,999	241	10.
500,000 to 999,999	185	8.3
>999,999	196	8.8
State		
Alabama	37	1.7
Alaska	8	0.4
Arizona	72	3.2
Arkansas	46	2.1
California	105	4.7
Colorado	36	1.6
Connecticut	13	0.6
Delaware	5	0.2
Florida	126	5.7
Georgia	63	2.8
Hawaii	3	0.1
Idaho	5	0.2
Illinois	111	5.0
Indiana	86	3.9
Iowa	53	2.4
Kansas	34	1.5
Kentucky	60	2.7
Louisiana	34	1.5
Maine	9	0.4
Maryland	29	1.3
Massachusetts	22	1.0
Michigan	50	2.3
Minnesota	18	0.8
Mississippi	46	2.1
Missouri	91	4.1
Montana	10	0.5
Nebraska	21	1.0
Nevada	13	0.6
New Hampshire	6	0.3
New Jersey	33	1.5
New Mexico	14	0.6
New York	56	2.5
North Carolina	43	2.0

Characteristic	*n*	%
North Dakota	7	0.3
Ohio	114	5.1
Oklahoma	59	2.7
Oregon	18	0.8
Pennsylvania	82	3.7
Rhode Island	6	0.3
South Carolina	46	2.1
South Dakota	8	0.4
Tennessee	48	2.2
Texas	279	2.6
Utah	8	0.4
Vermont	2	0.1
Virginia	70	3.2
Washington	35	1.6
West Virginia	29	1.3
Wisconsin	45	2.0
Wyoming	5	0.2

Construct Validity

Exploratory factor analysis (EFA) and reliability analysis were used to assess construct validity utilizing IBM ® SPSS 24.0.0®. A promax rotation with principal axis factoring was utilized because of the hypothesized theoretical underlying structure and an expectation of factor correlation (Browne, 2001). Chrobot-Mason and Aramovich' (2013) work was considered when determining the number of factors to extract (i.e., turnover intention, organizational identification, identity freedom, culture of innovation, psychological empowerment, equal treatment, and equal access). A coefficient alpha was used for reliability analysis (Henson, 2001).

The results yielded an order factor structure with three items ET1, ET7, and EA5, not loading as theoretically expected with values below 0.50. After removing ET1, ET7, and EA5, the order factor structure yielded loading along theoretical expectations (see

Table 8). All seven factors yielded eigenvalues greater than 1 (i.e., 10.96, 2.87, 1.74, 1.36, 1.2, 1.1, 1.05). Together the seven factors explained 75% of the variance. The factors explained greater than 60% of each items variance, above the threshold advised by Costello and Osborne (2005), except for seven items – PE1, TI1, OI1, OI2, OI3, IF3, and EA2 (see h^2 in Table 8). The correlation for the remaining items passed EFA statistical assumptions: (a) The determinant of the matrix was not zero (i.e., 1.6e-10) indicative of a non-singular correlation matrix. (b) The Kaiser-Meyer-Olkin measure indicated a sampling adequacy of KMO = .93, above the suggested limit of Field (2013). (c) The Bartlett test of sphericity produced a p-value less than .001, confirming that the inter-item correlation matrix was statistically significantly different than an identity matrix (Snedecor & Cochran, 1989).

Utilizing the EFA results on retained items, scale score and descriptive statistics were computed. Reliability coefficients, all greater than or equal to .80, were as follows: Equal Treatment (.89), Equal Access (.80), Organizational Identification (.86), Identity Freedom (.88), Climate of Innovation (.91), Psychological Empowerment (.94), and Turnover Intention (.93) (Thompson, 2004). The means, standard deviations, correlations and reliabilities of the final scale are presented in table 9.

Table 8

Standardized Path (P) and Structure (S) Coefficients for Items

	Equal Treatment		Climate for Innovation		Psychological Empowerment		Turnover Intention		Organizational Identification		Identity Freedom		Equal Access		
Item	P	S	P	S	P	S	P	S	P	S	P	S	P	S	h^2
ET3	0.87	0.84	0.03	0.41	-0.01	0.25	-0.01	0.37	0.03	0.33	-0.03	0.40	-0.06	0.53	0.78
ET5	0.78	0.80	-0.02	0.39	0.04	0.28	-0.02	0.33	-0.05	0.27	0.00	0.40	0.07	0.57	0.61
ET2	0.75	0.76	0.08	0.42	-0.01	0.26	0.02	0.37	-0.01	0.31	-0.02	0.39	-0.04	0.50	0.68
ET6	0.74	0.74	0.05	0.36	-0.02	0.27	0.03	0.35	-0.02	0.29	-0.06	0.41	-0.08	0.54	0.72
ET8	0.71	0.73	-0.03	0.36	0.01	0.25	0.00	0.33	0.00	0.29	0.04	0.39	0.02	0.50	0.94
ET9	0.67	0.67	-0.09	0.32	0.03	0.19	0.03	0.30	-0.01	0.23	0.06	0.29	0.10	0.40	0.60
ET4	0.64	0.64	-0.01	0.31	-0.03	0.18	-0.05	0.26	0.06	0.26	0.00	0.32	0.02	0.43	0.71
CI4	0.03	0.44	0.91	0.88	-0.03	0.53	-0.01	0.51	-0.01	0.54	0.00	0.53	-0.02	0.54	0.77
CI3	0.06	0.44	0.84	0.88	-0.05	0.48	-0.03	0.47	-0.01	0.52	0.02	0.52	-0.04	0.51	0.65
CI2	-0.01	0.39	0.84	0.84	0.04	0.50	0.04	0.44	-0.01	0.51	-0.02	0.48	0.02	0.54	0.77
CI1	-0.07	0.42	0.81	0.80	0.04	0.43	-0.03	0.42	0.02	0.47	-0.05	0.48	0.11	0.47	0.81
PE2	0.01	0.30	-0.06	0.55	0.98	0.93	-0.02	0.39	0.00	0.43	-0.02	0.49	-0.02	0.39	0.85
PE3	-0.01	0.27	0.02	0.47	0.92	0.92	0.00	0.33	0.00	0.38	0.01	0.43	-0.01	0.34	0.87
PE1	-0.02	0.29	0.03	0.54	0.88	0.90	0.01	0.38	-0.01	0.41	-0.01	0.47	0.01	0.38	0.58
TI3	0.03	-0.41	0.03	-0.49	0.02	-0.37	-1.05	-0.99	0.03	-0.53	0.02	-0.43	-0.01	-0.39	0.70
TI1	0.02	-0.41	0.02	-0.49	0.02	-0.36	-0.99	-0.96	0.01	-0.53	0.02	-0.43	-0.01	-0.39	0.41
TI2	-0.09	-0.45	-0.10	-0.56	-0.05	-0.43	-0.61	-0.78	-0.10	-0.57	-0.05	-0.49	0.05	-0.42	0.65
OI1	0.02	0.31	-0.05	0.47	-0.01	0.36	-0.02	0.47	0.95	0.88	-0.07	0.38	-0.02	0.34	0.46
OI2	-0.08	0.41	0.02	0.56	0.01	0.41	0.02	0.52	0.75	0.81	0.01	0.50	0.07	0.42	0.54
OI3	0.07	0.28	0.05	0.49	0.00	0.37	0.02	0.46	0.72	0.78	0.07	0.41	-0.02	0.37	0.55
IF2	-0.03	0.45	-0.03	0.54	-0.03	0.46	-0.03	0.42	0.00	0.46	1.03	0.97	-0.01	0.46	0.61
IF1	0.02	0.43	-0.04	0.48	-0.01	0.42	0.01	0.40	-0.02	0.40	0.88	0.85	-0.01	0.42	0.65
IF3	0.01	0.44	0.23	0.63	0.09	0.52	0.03	0.46	0.02	0.49	0.51	0.73	0.02	0.48	0.54
EA2	0.02	0.55	0.02	0.49	-0.03	0.32	0.00	0.34	-0.01	0.35	0.00	0.41	0.80	0.81	0.35
EA3	0.02	0.64	0.07	0.44	0.01	0.32	0.02	0.35	0.00	0.32	-0.04	0.42	0.68	0.76	0.91
EA1	0.25	0.50	-0.06	0.48	0.01	0.33	0.02	0.34	-0.04	0.35	0.03	0.38	0.62	0.73	0.65
EA4	0.01	0.40	0.01	0.37	-0.01	0.26	-0.02	0.26	0.08	0.31	0.00	0.32	0.55	0.59	0.99
Eigenvalues		10.96		2.87		1.74		1.36		1.2		1.1		1.05	
% of Variance		40.59		10.62		6.44		5.05		4.43		4.06		3.9	

Note . OI=Organizational Identification. IF=Identity Freedom. CI=Climate for Innovation. PE=Psychological Empowerment. ET=Equal Treatment. EA=Equal Access.

Table 9

Descriptive Statistics on Study Variables (N=2,219)

Variable	1	2	3	4	5	6	7
1. Equal Treatment	0.89						
2. Equal Access	0.62	0.80					
3. Organizational Identification	0.35	0.40	0.86				
4. Identity Freedom	0.46	0.47	0.48	0.88			
5. Climate for Innovation	0.45	0.54	0.55	0.58	0.91		
6. Psychological Empowerment	0.29	0.36	0.41	0.50	0.52	0.94	
7. Turnover Intention	-0.43	-0.41	-0.55	-0.48	-0.52	-0.39	0.93
M	4.86	5.33	4.65	5.12	4.67	4.89	3.60
SD	1.39	1.19	1.59	1.46	1.54	1.56	2.05

Note: Coefficient alpha reported on diagonal.

Measurement Model Fit

Using guidance provided by Schumacker and Lomax (2016), a measurement model fit was done prior to testing theoretical and alternative models using IBM ® SPSS ® Amos 24.0.0. An initial common method variance analysis was performed using the Harman's single-factor test (cf. Iverson & Maguire, 2000; Podsakoff et al., 2003). Comparing the fit indices for this single-factor test with the initial 7-factor correlated model created utilizing the EFA results showed a statistically significant better fit ($\Delta\chi^2[102] = 21{,}251$, $p < .001$). The comparative fit index (CFI) moved from .527 for the single factor test to a good fit of .951 for the 7-factor model. Looking for improvement in the fit indices, the modification indices were used to covariate certain error terms of the observed variables for all seven latent variables. The results showed statistically significant improvement in the delta chi-square ($\Delta\chi^2$ [11] = 1,457, $p < .001$). In addition, the CFI for the 7-factor modified model improved to .984 from the .951 of the unmodified

7-factor model. The fit indices for these measurement models can be viewed in Table 10 (Hu & Bentler, 1999; Kline, 2016; Schumacker & Lomax, 2016).

Table 10

Fit Indices for Measurement Models

Model	χ^2	*df*	RMSEA	SRMR	CFI	AIC	BIC
7-factor correlated modified	1024.302	292	.034	.037	.984	1250.302	1253.192
7-factor correlated	2481.378	303	.057	.048	.951	2685.378	2687.986
Single factor	23732.755	405	.159	.109	.527	23912.755	23915.251

Note: Both models estimations converged and solutions admissible.

The standardized regression weights identified in Table 11 suggest an acceptable measurement model. All factor loadings meet the minimum threshold of 0.5 and most the more stringent threshold of 0.7 (cf. Kline, 2016; Thompson, 2004). An examination of the structure coefficients identified that each variable has the highest correlation with its modeled respective factor. As evidenced in Table 12, the average variance extracted

Table 11

Pattern (P) and Structure (S) Coefficients for Seven-Factor Correlated Model

	Equal Treatment		Equal Access		Psychological Empowerment		Organization Identification		Identity Freedom		Climate Innovation		Turnover Intention	
Construct Variable	P	S	P	S	P	S	P	S	P	S	P	S	P	S
Equal Treatment														
ET2	.736	.736		.546		.235		.305		.390		.380		-.309
ET3	.807	.807		.599		.258		.334		.428		.416		-.339
ET4	.650	.650		.482		.208		.269		.344		.335		-.273
ET5	.813	.813		.603		.260		.336		.431		.419		-.341
ET6	.673	.673		.499		.215		.278		.357		.347		-.283
ET8	.720	.720		.534		.230		.298		.381		.371		-.302
ET9	.716	.716		.531		.229		.296		.380		.369		-.301
Equal Access														
EA1		.593	.800	.800		.322		.377		.457		.503		-.338
EA2		.575	.776	.776		.312		.365		.443		.488		-.327
EA3		.533	.719	.719		.289		.338		.411		.452		-.303
EA4		.442	.596	.596		.240		.281		.341		.375		-.251
Psychological Empowerment														
PE1		.288		.363	.901	.901		.408		.522		.529		-.334
PE2		.291		.366	.910	.910		.413		.527		.535		-.338
PE3		.299		.377	.936	.936		.424		.543		.550		-.347
Organizational Identification														
OI1		.321		.366		.352	.777	.777		.454		.491		-.426
OI2		.326		.371		.357	.788	.788		.461		.498		-.432
OI3		.376		.428		.412	.908	.908		.531		.574		-.498
Identity Freedom		.000												
IF1		.380		.410		.416		.419	.717	.717		.516		-.351
IF2		.419		.452		.459		.463	.791	.791		.569		-.387
IF3		.466		.503		.510		.514	.880	.880		.633		-.431
Climate Innovation														
CI1		.425		.518		.484		.521		.593	.824	.824		-.431
CI2		.451		.551		.514		.553		.630	.875	.875		-.458
CI3		.390		.476		.444		.478		.544	.756	.756		-.396
CI4		.430		.525		.490		.527		.600	.834	.834		-.436
Turnover Intention														
TI1		-.405		-.407		-.359		-.529		-.473		-.505	.966	.966
TI2		-.324		-.325		-.286		-.422		-.377		-.403	.771	.771
TI3		-.413		-.415		-.366		-.540		-.482		-.515	.985	.985

(*AVE*; .53 - .84) and the range of composite reliability (*CR*; .73 - .92) provide proof of desired convergent validity and adequate reliability (Bagozzi & Yi, 1988). Furthermore, the correlations between the factors, as shown in Table 12, provide evidence of

discriminant validity, except for equal access in the equal treatment factor, due to being lower than the square root of the AVE for individual factors.

Table 12

Implied Correlations, Average Variance Extracted (AVE), and Composite Reliability (CR)

Variable	1	2	3	4	5	6	7
1. Equal Treatment	0.73						
2. Equal Access	0.74	0.73					
3. Organizational Identification	0.41	0.47	0.83				
4. Identity Freedom	0.53	0.57	0.59	0.80			
5. Climate for Innovation	0.52	0.63	0.63	0.72	0.82		
6. Psychological Empowerment	0.32	0.40	0.45	0.58	0.59	0.92	
7. Turnover Intention	-0.42	-0.42	-0.55	-0.48	-0.52	-0.37	0.91
CR	0.89	0.82	0.94	0.87	0.84	0.89	0.94
AVE	0.54	0.53	0.84	0.68	0.64	0.68	0.83

Note: Square root of *AVE* along the diagonal.

After the best fitting measurement model was achieved, the model was tested again for common method variance in two separate ways. Another Harmon single-factor test was used by performing a non-rotated exploratory factor analysis (EFA), while constraining the number of factors to one in IBM ® SPSS 24.0.0®. This resulted in 7 out of 30 items having Eigenvalues greater than one, accounting for 72% of the variance, with one responsible for 39.6% of the variance (Podsakoff et al., 2003). Because a majority of the variance was provided by no single factor, the Harmon implies that common method variance risk is low. The model was next tested by creating a common latent factor and comparing the $\Delta\chi^2$ between unconstrained and constrained models. The test revealed significant difference in the models ($\Delta\chi^2$ [26] = 482.9, p <.001), indicating significant shared variance and the need to keep the common latent factor for the SEM analysis. Images of CFA analyses are in appendix D.

Structural Equation Model

Using imputed factors from the CFA, that retain the common latent factor, the study's theoretical model was used to create the initial structural model. The fully saturated model included the following factors: equal treatment, equal access, psychological empowerment, organizational identification, identity freedom, climate of innovation, and turnover intentions (Figure 6).

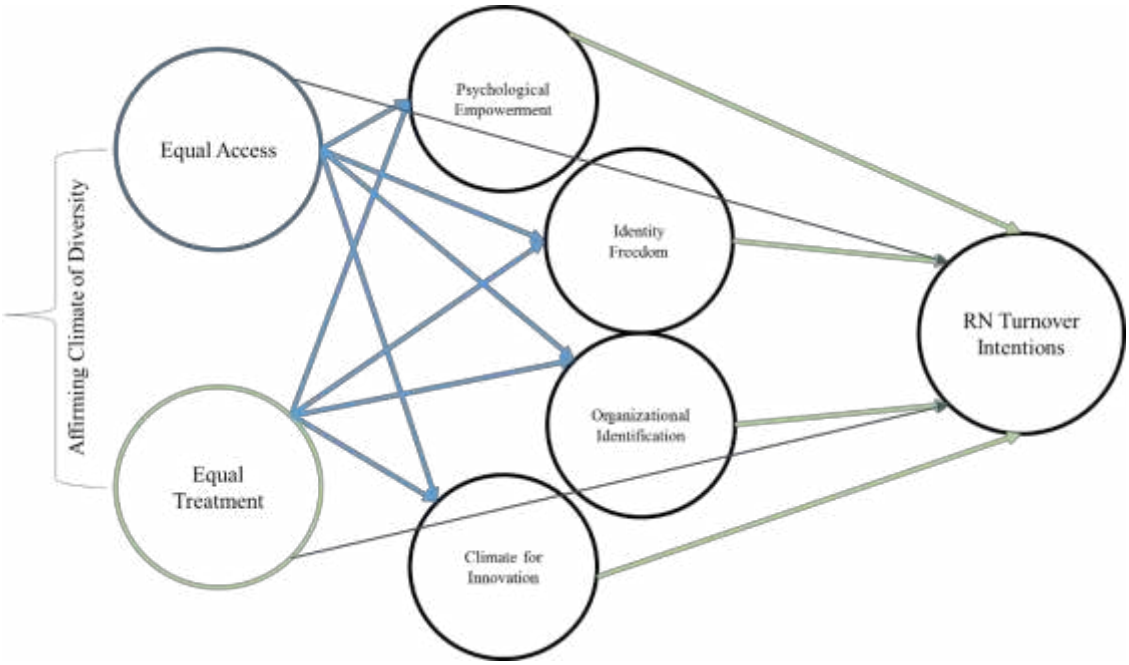

Figure 6. Theoretical Model of Study

The initial model with no control variable did not show good model fit ($\chi^2(6) = 2873.18$, $p < .001$, *CFI*= .724, *TLI*= .035, *SRMR*= .156, *RMSEA*= .464). In addition, the significant *p* value for the Chi-square identifies that the observed and implied model covariance matrices are significantly different. Because of organizational tenure's empirical and conceptual links with turnover and organizational identification, tenure was used as a control variable (Griffeth et al., 2000; Mathieu & Zajac, 1990). Tenure was measured using a 4-point scale (1 = *0 to 5 years*, 2 = *6 to 10 years*, 3 = *11 to 15 years*, 4 =

more than 15 years). The resulting indicators showed a similar fit with some improvement but not an acceptable fit ($\chi^2(9) = 2874.37$, $p < .001$, *CFI*= .728, *TLI*= .154, *SRMR*= .139, *RMSEA*= .379). Utilizing Kline's (2016) model-trimming process, the model was modified to achieve the best and most parsimonious fit, running calculations after every modification. First, pathways were eliminated utilizing the statistical significance of each pathway's regression weights. Followed by adding pathways with guidance from the regression weights modification indices. Finally, pathways that had become insignificant with the additions to the model were eliminated as well as the psychological empowerment variable, which had no significant effects on turnover intention (Kline, 2016; Meyers, Gamst, & Guarino, 2013). The resulting indicators showed a good fit ($\chi^2(5) = 63.51$, $p < .001$, *CFI*= .994, *TLI*= .973, *SRMR*= .026, *RMSEA*= .073). Table 13 presents the comparison of these indicators, Table 14 presents the pathway regression weights of the final model, and Table 15 presents the fit indices for every step of the trimming process. Of note in Table 14 is the significant effects of tenure on both organizational identification and turnover intention. By allowing Tenure to act as a control in the model, the significant effects it creates enables the study to more clearly identify the effects of an affirming climate of diversity on RN turnover intention. Figure 7 represents the final structural model and parameter estimates, including the effects of the control variable. A model trimming process was conducted on the non-control model, resulting in no significant change in the total effects of climate of diversity on RN turnover intentions. All SEM models can be found in appendix E.

Table 13

Fit Indices for SEM Models

Model	χ^2	*df*	RMSEA	SRMR	CFI	TLI	AIC	BIC
Theoretical no control	2873.184	6	.464	.156	.724	.035	2931.184	2931.394
Theoretical with control	2874.371	9	.379	.139	.728	.154	2944.371	2944.656
Final modified	63.506	5	.073	.026	.994	.973	123.506	123.723

Table 14

Standardized Regression Paths for the Model

Regression	*B*	*SE*	*p*
IDF←EqT	0.19	0.03	<.001
IDF←EqA	0.50	0.04	<.001
ClI←EqA	0.31	0.02	<.001
ClI←IDF	0.60	0.02	<.001
OrgI←EqT	0.04	0.02	<.027
OrgI←Tenure	0.12	0.02	<.001
OrgI←ClI	0.46	0.03	<.001
OrgI←IDF	0.25	0.03	<.001
TnI←EqT	-0.15	0.03	<.001
TnI←ClI	-0.18	0.05	<.001
TnI←IDF	-0.09	0.04	<.002
TnI←OrgI	-0.31	0.04	<.001
TnI←Tenure	-0.10	0.03	<.001

Note: OrgI=Organizational Identification. IDF=Identify Freedom. ClI=Climate for Innovation. EqT=Equal Treatment. EqA=Equal Access. Tenure=Tenure.

Table 15

Fit Indices for SEM Models

Model	χ^2	*df*	RMSEA	SRMR	CFI	TLI	AIC	BIC
No control	2873.184	6	.464	.156	.724	.035	2931.184	2931.394
With control	2874.371	9	.379	.139	.728	.154	2944.371	2944.656
Minus Eqt >ClI	2874.506	10	.379	.139	.728	.239	2942.506	2942.783
Minus PsE>TnI	2874.957	11	.343	.139	.728	.308	2940.957	2941.226
Minus Eqt>PsE	2876.392	12	.328	.135	.728	.366	2940.957	2941.226
Minus EqA>TnI	2897.425	13	.315	.138	.728	.414	2941.425	2941.678
Add IDF>ClI	1730.631	12	.254	.124	.837	.619	1794.631	1794.892

Model	χ^2	*df*	RMSEA	SRMR	CFI	TLI	AIC	BIC
Add ClI>OrgI	1017.287	11	.203	.099	.905	.757	1083.287	1083.556
Add IDF>OrgI	927.111	10	.203	.097	.913	.756	995.111	995.338
Minus EqA>OrgI	927.27	11	.194	.097	.913	.779	993.27	993.539
Drop PsE Var	63.506	5	.073	.026	.994	.973	123.506	123.723

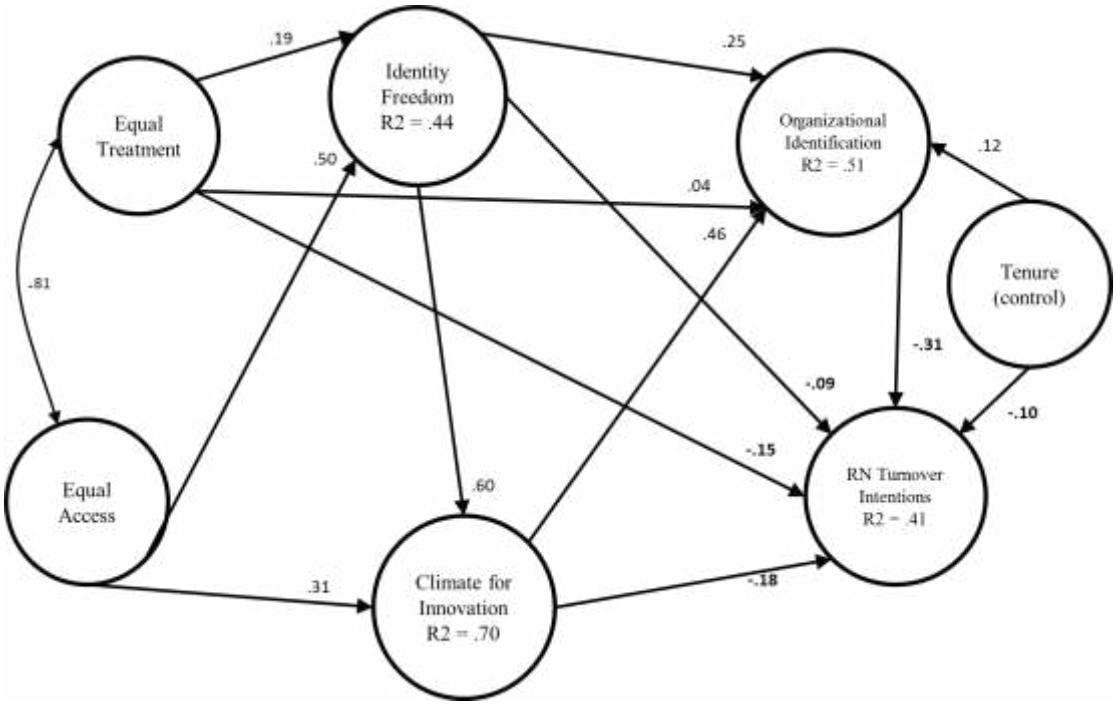

Figure 7. Best fit model.

Note. Path coefficients are standardized. Coefficients larger than ± 0.09 are significant at $p < 0.001$. The remaining two pathways, -0.09 and 0.04, are significant at $p < 0.005$ and $p < .05$ respectively. This includes significant pathways from control variable to organizational identification and turnover intention.

Research Hypotheses

Hypothesis H_1 and its sub hypotheses, H_{1a}, and H_{1b}, predicted that an affirming climate of diversity will have a negative effect on RN turnover intentions. These hypotheses were tested by measuring the total effects of the climate of diversity as measured by equal access and equal treatment on turnover intentions in the best fit structural model (Table 16). Both equal access at -0.28 and equal treatment at -0.23 have

significant total effects on RN turnover intentions. Thus, hypothesis H_1 (H_{1a}, H_{1b}) is supported.

Hypothesis H_2 predicted that the effects of an affirming climate of diversity on RN turnover intentions are mediated by the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom. As with H_1, the total effects, including direct and indirect, were used when testing this hypothesis. Because equal treatment retains a significant direct effect of -0.15, the hypothesis is not supported. However, because equal access does not retain a direct effect, there is partial mediation of the affirming climate of diversity. The unpublished survey performed before this study predicted such a mediation, resulting in the sub-hypotheses addressed below.

H_{2a}: Organizational identification will mediate the effects of equal treatment on RN turnover intentions. This hypothesis is not supported because of equal treatment's significant retained direct effect (-0.15). However, equal treatment is partially mediated by organizational identification (Table 16, Figure 7).

H_{2b}: Organizational identification will mediate the effects of equal access on RN turnover intentions. This hypothesis is supported because equal access does not retain a significant direct pathway to turnover intentions and maintains a mediated pathway through organizational identification because of its pathways with climate for innovation and identity freedom in the final structural model (Table 16, Figure 7).

H_{2c}: Climate for innovation will mediate the effects of equal treatment on RN turnover intentions. This hypothesis is not supported because of equal

treatment's significant retained direct effect (-0.15). However, equal treatment is partially mediated by climate for innovation because of equal treatment's pathway through identity freedom (Table 16, Figure 7).

H_{2d}: Climate for innovation will mediate the effects of equal access on RN turnover intentions. This hypothesis is supported because equal access does not retain a significant direct pathway to turnover intentions and maintains a mediated pathway through climate for innovation and an indirect mediation through its pathway to identity freedom in the final structural model (Table 16, Figure 7).

H_{2e}: Psychological empowerment will mediate the effects of equal treatment on RN turnover intentions. This hypothesis is not supported because psychological empowerment does not retain any significant pathways and is eliminated from the final structural model (Table 16, Figure 7).

H_{2f}: Psychological empowerment will mediate the effects of equal access on RN turnover intentions. This hypothesis is not supported because psychological empowerment does not retain any significant pathways and is eliminated from the final structural model (Table 16, Figure 7).

H_{2g}: Identity freedom will mediate the effects of equal treatment on RN turnover intentions. This hypothesis is not supported because of equal treatment's significant retained direct effect (-0.15). However, equal treatment is partially mediated by identity freedom (Table 16, Figure 7).

H_{2h}: Identity freedom will mediate the effects of equal access on RN turnover intentions. This hypothesis is supported because equal access does not retain a

significant direct pathway to turnover intentions and maintains a mediated pathway through identity freedom in the final structural model (Table 16, Figure 7).

Table 16

Total, Direct, and Indirect Effects of Diversity Climate Perceptions on Variables

Diversity Climate Dimension	Identity Freedom	Climate for Innovation	Organizational Identification	Turnover Intentions
Equal treatment				
Total	0.19	0.11	0.14	-0.23
Direct	0.19	0.00	0.04	-0.15
Total indirect	0.00	0.11	0.10	-0.08
Equal Access				
Total	0.50	0.61	0.40	-0.28
Direct	0.50	0.31	0.00	0.00
Total indirect	0.00	0.30	0.40	-0.28

Note: Total effects are equal to the sum of direct effects plus total indirect effects.

Hypothesis H_3 predicted that the four psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom will mediate the overall effects of an affirming climate of diversity on RN turnover intentions across demographic subgroups. To test this hypothesis, the data for each demographic subgroup (baby boomers, generation x, and millennials) were applied to the hypothetical structural model. The same Kline (2016) trimming process was followed for each subgroup to obtain the best fitting and most parsimonious structural model (Meyers et al., 2013). This hypothesis was tested by measuring the total effects of the climate of diversity as measured by equal access and equal treatment on turnover intentions for each subgroup's best fit structural model (Table 17). This hypothesis was not supported because equal treatment retains a significant direct effect on turnover intentions for each subgroup.

Table 17

Total, Direct, and Indirect Effects of Diversity Climate Perceptions on Variables of Subgroups

Group	Model Fit	Diversity Climate	Identity Freedom	Climate for Innovation	Org. ID	Turnover Intentions
Baby Boomer (1943-1960) (*n*=440)	CFI=.992 RMSEA=.090 SRMR=.038 TLI=.964	Equal treatment				
		Total	0.25	0.16	0.13	-0.24
		Direct	0.25	0.00	0.00	-0.14
		Total indirect	0.00	0.16	0.13	-0.10
		Equal Access				
		Total	0.48	0.60	0.47	-0.30
		Direct	0.48	0.28	0.10	0.00
		Total indirect	0.00	0.32	0.37	-0.30
Generation X (1961-1981) (*n*=1,210)	CFI=.996 RMSEA=.053 SRMR=.018 TLI=.986	Equal treatment				
		Total	0.18	0.10	0.09	-0.25
		Direct	0.18	0.00	0.00	-0.18
		Total indirect	0.00	0.10	0.09	-0.07
		Equal Access				
		Total	0.50	0.63	0.42	-0.28
		Direct	0.50	0.35	0.00	0.00
		Total indirect	0.00	0.28	0.42	-0.28
Millennials (1982-present) (*n*=561)	CFI=.997 RMSEA=.039 SRMR=.022 TLI=.991	Equal treatment				
		Total	0.15	0.09	0.08	-0.17
		Direct	0.15	0.00	0.00	-0.12
		Total indirect	0.00	0.09	0.08	-0.05
		Equal Access				
		Total	0.53	0.58	0.41	-0.29
		Direct	0.53	0.26	0.00	0.00
		Total indirect	0.00	0.32	0.41	-0.29

Note: CFI=comparative fit index; RMSEA=root mean squared error of approximation; SRMR=standardized root mean squared; TLI=Tucker-Lewis index.

Summary of Chapter

This chapter presented the results of the analysis of the collected data in this study. Beginning with a description of the data cleaning, the demographics were then presented. The construct validity was assessed with exploratory factor analysis, identifying correctly loading items and eliminating items that did not load correctly. Through confirmatory

factor analysis, the best measurement model was defined and it was determined that, because of common method bias, the structural equation modeling needed to retain a common latent factor, resulting in imputed latent factors for the SEM.

The initial structural model was first tested without a control variable and was found to not have good fit. As the control variable was added, the fit remained the same. Kline's (2016) trimming process was used to attain the most parsimonious and best fitting structural model. Finally, the analyses of the hypothesized relationships were presented, involving the presentation of structural models for demographic subgroups.

Chapter 5 – Discussion

Introduction

This chapter provides an examination of the research study. Included in the chapter are summaries of the study, identified research questions, key literature supporting study, study methods, and findings. Conclusions from the findings are given and discussed along with implications, practical uses, limitations, and opportunities for future research.

Summary of Study

The Affordable Care Act of 2010 created a scenario in the health care payment methodology that moves reimbursement from a fee-for-service model (payment for every service provided) to one that focuses on payment for illness prevention and management of population health. Registered nurses, in addition to providing acute care services, are vital in providing preventative services, making them essential to population health.

RN turnover has been and continues to be well above the national labor workforce average (P. Cox et al., 2014). This problem in nursing has become more noticeable with the changes occurring with The Affordable Care Act. In addition, nursing turnover literature has called for adopting concepts from general management literature to create solutions.

An area of general management research that is pertinent to health care is the influence of diversity climate on employee turnover. The dynamic demographics of the United States have been recognized by the government and resulted in the requirement of health care organizations to develop a diverse workforce and cultural competency or understanding of different cultures within the workforce (The Joint Commission, 2010). Scholars researching both the general workplace environment as well as the nursing

workplace posit that creating diverse workgroups results in ingenious ideas and solutions, better decision making, and better understanding of coworkers because different opinions and backgrounds will improve effectiveness (Chrobot-Mason & Leslie, 2012; Parker, 2010; Rose, 2011). However, the effective management of a diverse work environment is crucial. When the workplace does not support diverse employees or opinions, results may include harassment and discrimination, turnover, and intergroup conflict (Chrobot-Mason & Aramovich, 2013; Chung et al., 2015; K. Jehn et al., 2008; McKay et al., 2007). Herdman and McMillan-Capehart (2010) and Chung et al. (2015) in their studies of diversity climates called for further research on how diversity climate perceptions influence individual and organizational outcomes. Additionally, in their testing of diversity climate effects on employee outcomes, Buttner, Lowe, and Billings-Harris (2012) called for a broader reach into multiple industries. This identified gap in the understanding of diversity climate's effects on organizational outcomes combined with Gilmartin's (2013) call for nursing research to adopt concepts from general research creates a unique opportunity to combine two issues facing healthcare for research: diversity and RN turnover.

Research questions were put together based on the following issues: government emphasis on population health management; high national turnover rate among RNs; government directive to create a diverse health care workforce; and gaps in the literature surrounding the intersection of RN turnover and diversity in the health care workforce. During the literature search, Chrobot-Mason and Aramovich's (2013) work on an affirming climate of diversity's interactions with turnover intentions came to light. The authors created and validated a tool that measures the effects of an affirming climate of

diversity on turnover intentions while measuring mediating psychological outcomes. The research questions are:

RQ1: Does an affirming climate of diversity, as measured by equal access and equal treatment, have a negative effect on RN turnover intentions?

RQ2: Are the effects of an affirming climate of diversity on RN turnover intentions mediated by the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom?

RQ3: Will the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom mediate the overall effects of an affirming climate of diversity on RN turnover intentions across demographic subgroups?

The study was quantitative and cross-sectional in design. The targeted population was registered nurses in the United States, working fulltime, part-time, or PRN in any health care setting. Survey participants were recruited through email and social media postings to a survey in the Qualtrics survey system. Participants that completed the survey represented every state in the United States of America and crossed multiple generations. The survey included several screening questions to confirm participants' membership in the target population.

Findings

Analysis of the collected data was performed using exploratory factor analysis (EFA), confirmatory factor analysis (CFA), structural equation modeling (SEM), and hypotheses testing. The construct validity was assessed by EFA, using hypothesized

theoretical underlying structure, promax rotation, and principal axis factoring. Using an eigenvalue cutoff of 1, the EFA produced a seven-factor solution that accounted for 75% of the overall variance.

Measurement model fit was assessed with CFA. The results of this analysis indicated the need to add error covariances to achieve the best fitting model. After finding the best fitting model, it was determined that common method variance existed by creating a common latent factor and comparing the $\Delta\chi^2$ between unconstrained and constrained models. As a result, latent factors were imputed, retaining the common latent factor.

SEM was used to assess the structural model of the study. The initial model with and without a control variable did not show good fit. Kline's (2016) model-trimming process was used to eliminate statistically insignificant pathways and to add modification indices' indicated pathways to the model with a control variable. In addition, this process resulted in no significant pathways from psychological empowerment to RN turnover intentions, resulting in the elimination of this variable. The results of the unpublished survey anticipated the elimination of this variable. The result of the process was a parsimonious model with good fit indices. This process was followed again with a model without a control variable, a control variable model limited to the Baby Boomer population of the sample, a control variable model limited to the Generation X population of the sample, and a control model limited to the Millennial population of the sample. Finally, the hypotheses were evaluated in light of the resultant models.

The study's hypotheses anticipated a negative relationship between an affirming climate of diversity and RN turnover intention. In addition, this hypothesized relationship

would be mediated by psychological outcomes and that this mediation would continue across demographic subgroups. The hypotheses along with results are as follows:

H_1: An affirming climate of diversity will have a negative effect on RN turnover intentions. H_1 was supported.

H_{1a}: Equal access will have a negative effect of RN turnover intentions. H_{1a} was supported.

H_{1b}: Equal treatment will have a negative effect on RN turnover intentions. H_{1b} was supported

H_2: The effects of an affirming climate of diversity on RN turnover intentions are mediated by the psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom. H_2 was not supported.

H_{2a}: Organizational identification will mediate the effects of equal treatment on RN turnover intentions. H_{2a} was not supported.

H_{2b}: Organizational identification will mediate the effects of equal access on RN turnover intentions. H_{2b} was supported.

H_{2c}: Climate for innovation will mediate the effects of equal treatment on RN turnover intentions. H_{2c} was not supported.

H_{2d}: Climate for innovation will mediate the effects of equal access on RN turnover intentions. H_{2d} was supported.

H_{2e}: Psychological empowerment will mediate the effects of equal treatment on RN turnover intentions. H_{2e} was not supported.

H_{2f}: Psychological empowerment will mediate the effects of equal access on RN turnover intentions. H_{2f} was supported.

H_{2g}: Identity freedom will mediate the effects of equal treatment on RN turnover intentions. H_{2g} was not supported.

H_{2h}: Identity freedom will mediate the effects of equal access on RN turnover intentions. H_{2h} was supported.

H_3: The four psychological outcomes of organizational identification, climate for innovation, psychological empowerment, and identity freedom will mediate the overall effects of an affirming climate of diversity on RN turnover intentions across demographic subgroups. H_3 was not supported.

Conclusions

The findings of this study support the argument outlined in diversity literature and the premise of this study, that an organization, which manages diversity well and is perceived by their workers as fair to all parts of the workforce, will experience positive business outcomes (T. H. Cox & Blake, 1991; Lau & Murnighan, 1998). The properly managed workplace minimizes the natural faultlines that are existent in a workforce. The results of the study offer evidence that registered nurses who believe that they and all their co-workers have access to opportunities and are treated fairly and equally are less likely to think about leaving their organization. Unlike Chrobot-Mason and Aramovich's (2013) and Kaplan et al. (2011) work, this study of RNs did not see complete mediation of the relationship between an affirming climate of diversity and RN turnover intentions by the psychological outcomes of identity freedom, psychological empowerment, climate for innovation, and organizational identification.

This lack of complete mediation was seen in the unpublished survey that served to inform this study. In addition, the unpublished survey identified a survey item (OI2) which didn't load strongly on any variable and indicated that one of the psychological outcome dependent variables (psychological empowerment) did not have any significant pathways to RN turnover intentions. The unpublished survey, unlike the present study, which utilized a voluntary, non-reimbursed system to reach participants, utilized MTurk to reach RNs working in the United States, paying each participant. Because there was an incentive to the participants in the unpublished survey to complete the survey, leaving the question as to whether the participants were truly the desired sampling, it was determined that the study would utilize all items of the survey. In the study, three items did not load strongly with any variable (ET1, ET7, and EA5) and the item eliminated from the unpublished survey (OI2) loaded strongly in the study.

The psychological outcome variables did not completely mediate the effects of an affirming climate of diversity in this study. Of the two variables that measured the climate of diversity, equal access was fully mediated by the remaining psychological outcomes and equal treatment was partially mediated, retaining a significant direct effect on RN turnover intentions. Of the remaining psychological outcomes, organizational identification had the strongest effect on RN turnover intentions with a direct prediction from equal treatment and a mediated prediction from both equal treatment and equal access. Both identity freedom and climate for innovation predict organizational identification. The only mediating variable that predicts all other mediators and the dependent variable (RN turnover intention) is identity freedom. The influence of identity freedom is consistent with the findings of Chrobot-Mason and Aramovich (2013) and the

importance of organizational identification is consistent with the unpublished survey and organizational identification literature, which links organizational identification with negatively effecting turnover (Hongwei & Brown, 2013).

This study implied that registered nurses may respond to an affirming climate of diversity with reduced turnover intentions. In particular, RN diversity climate perceptions significantly affect how they identify as themselves at work, how they perceive their freedom to innovate, and how they identify with their organization.

This study found that the significant effect of an affirming climate of diversity on RN turnover intentions remained consistent among the different generations of baby boomer, generation X, and millennial. Across all three, equal treatment retained a direct pathway to RN turnover intention and organizational identification remained the strongest predictor of RN turnover intention. Amongst millennials, identity freedom no longer retained a direct predictor to RN turnover intention and equal treatment's total effects on turnover intentions were less and equal access total effects were stronger than other groups, providing evidence of millennial's focus on access and growth (Kowske, Rasch, & Wiley, 2010)

During the SEM model trimming process, it was identified that an affirming climate of diversity predicted psychological empowerment both directly and indirectly but psychological empowerment failed to predict RN turnover intentions. Because the study's intention was to measure effects on RN turnover intention, psychological empowerment was eliminated to create a parsimonious model. This does not mean that an affirming climate of diversity does not predict psychological empowerment only that, in the case of the RNs surveyed, psychological empowerment did not mediate the relationship with

turnover intention. This may be unique to RNs and the health care industry. Thomas and Velthouse (1991) identified empowerment as having the characteristics of a sense of impact, competence, meaningfulness, and choice or self-determination. Three of these factors, sense of impact, competence, and meaningfulness are characteristics of health care workers, in particular, registered nurses. Their jobs almost by definition create a sense of impact and meaningfulness with a sense of competence coming from providing the care to the patients.

Implications

Despite decades of focus in nursing research, RN turnover continues to be above the national labor workforce average (Brewer et al., 2012; P. Cox et al., 2014; Gilmartin, 2013; Li & Jones, 2013). This study, in an effort to broaden research of RN turnover by utilizing insights from general management research, advises that health care organizations must acknowledge the importance of diversity climate on the retention of RNs. Simply recruiting and hiring for diversity will not be enough. Because an affirming climate of diversity has an impact on all employees, health care organizations must apportion the resources and will to create an affirming climate of diversity. This study may also serve as a useful tool in identifying and constructing diversity training in the health care setting as well as identifying areas to query on employee engagement surveys.

In addition, this study expands upon the limited research of the relationship between a climate of diversity and employee turnover intentions. The developers of the research tool used in this study, Chrobot-Mason and Aramovich (2013), called for an expansion of this research. This study has both moved this research into the health care arena and identified differences in workforces that may signal the need to modify the

research tool. In the development of the tool, the authors identified that the effects of an affirming climate of diversity on turnover intentions would be fully mediated by the psychological outcomes. This was not true for this study and one of the psychological outcome variables has no significant effect on turnover intentions. Whether this occurred because of the industry or because of the broad national reach of the survey as compared to a single municipality needs to be determined.

Finally, the sample of this study was large and geographically broad. In addition, it had respondents from every type of organization in which a registered nurse works. The population spanned three generations (boomer, generation X, and millennial) with enough respondents to perform SEM on each group. All of these factors contribute to making the study generalizable to the larger RN population.

Limitations

There are a few limitations to this study, which can be accounted for and present as catalysts for future research. Because of the research tool, the study is correlational in nature, limiting conclusions about causal relationships. However, like the developers of the tool, the relationships were designed in light of theories in diversity climate literature and have been presented in the structural model as causal in nature. In addition, the use of self-reported data possibly lead to the common method variance identified in the study (Podsakoff et al., 2003). The common method variance was considered when creating the latent factors for the SEM structural model. Furthermore, there is also implicit risk with cross-sectional studies that the observed relationships may have possible explanations other than those scrutinized in the study (Bryman & Bell, 2011).

Another limitation involved having the sample largely skewed to one demographic, white females. This most likely occurred because of one of the snowballing methods used to recruit respondents, Facebook. Because the registered nurse population is difficult to reach without significant efforts in coordinating with their employers, a link to the survey was spread through social media (Dusek et al., 2015). This effort was successful in recruiting respondents but created less of an ability to scrutinize the qualifications of participants.

Future Research

This study has attempted to add to both general management and nursing management literature and to better understand the relationship between a climate of diversity and employee turnover. The following are recommendations for future research.

Use of Additional Data Collected

This study focused on the RN population as a whole and as generational groups. However, the survey collected more information on each participant to include: race, organizational tenure, workforce status, health care employment setting, community size, and geographic location. Although there were not enough respondents from each racial subgroup to examine them individually, collapsing these together as a single category may prove helpful in determining whether these groups perceive diversity climate differently or different outcomes are possible. Tenure was used as a control for the study but, examining the subgroup of tenure less than five years, may yield beneficial new information. The Affordable Care Act places emphasis on preventive care, which usually occurs outside of a hospital setting in community clinics and physician offices. Grouping the respondents into the categories of acute care and primary care may be beneficial in identifying

approaches to managing a diversity climate in different clinical settings. Finally, recent literature has identified that cultural and socio-economic interactions can be influenced by the social places, be it regional or community, in which they occur (Bertsch, 2013; Huggins & Thompson, 2014). The participants can be studied in light of their geographical setting, either regional or community size.

Extend General Management Research

This study confirmed the claims of previous diversity literature by demonstrating that a well-managed climate of diversity can create positive outcomes for an organization (Chrobot-Mason & Aramovich, 2013; T. H. Cox & Blake, 1991; Roberge & van Dick, 2010). In particular, this study extends the limited research on the relationship between diversity climate and employee turnover. The tool used in this study was previously used to measure this relationship in a single municipal employer, examining the responses of 1,731 employees (Chrobot-Mason & Aramovich, 2013). This study analyzed the responses of 2,219 registered nurses from across the U.S. The two studies together confirm that an affirming climate of diversity is likely to have a negative effect on employee turnover intention. This relationship needs to be explored in other industries to further validate this relationship.

The mediating variables in this study need further exploration. In Chrobot-Mason and Aramovich's (2013) use of this tool, full mediation was achieved but was not achieved in this study. The equal treatment measurement portion of an affirming climate of diversity retained a strong direct predictive value for turnover intention. Exploration of why full mediation did not occur in an RN population is needed. During the SEM trimming process, predictive relationships from an affirming climate of diversity, climate

for innovation, identity freedom, and organizational identification to psychological empowerment were observed. However, no significant, predictive relationships existed from psychological empowerment to any other variable. Further analysis needs to be done on what may be different about the health care setting or the RN population as compared to other industries. Moreover, further psychological outcomes of an affirming climate of diversity should be measured to strengthen the argument for the resource-based view of diversity (T. H. Cox & Blake, 1991)

Extend Nursing Management Research

This study has expanded the nursing management research in relation to registered nurse' turnover. Gilmartin (2013) called for the introduction of new ideas from general management literature and this study is a beginning step. Nursing management research needs to build on the findings that an affirming climate of diversity negatively effects RN turnover intentions. Nursing research, similar to what was outlined for HRD research above, should explore the reasons why the study's findings about mediation variables were different from previous studies and why equal treatment retained a significant, direct relationship with turnover intentions. Further research of these outcomes may best be accomplished through qualitative studies that explore the reasons behind the relationships in more detail.

Summary of Chapter

This chapter presented a short summary of the study. It then reviewed the findings of the study utilizing the analysis of the data outlined in the previous chapter. Particularly, the chapter reviewed how the data either supported or didn't support each hypothesis. Of the three major hypotheses of the study, only the one pertaining to the effects of a

diversity climate on RN turnover intentions was supported: an affirming climate of diversity does have a negative effect on RN turnover intentions. Study conclusions and limitations were reported along with implications for nursing management and human resource development. Lastly, recommendations for future research were presented.

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Appendices

Appendix A: Survey Items

Organizational Identification (Chrobot-Mason and Aramovich, via correspondence September, 2015)

This scale consists of three items that describe your feelings of organizational identification with your organization. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the 7-point scale from strongly disagree (1) to strongly agree (7).

1. I do not feel "emotionally attached" to this organization. (R) (OI1)
2. This organization has a great deal of meaning for me. (OI2)
3. I do not feel a strong sense of belonging to my organization. (R) (OI3)

Identify Freedom (Chrobot-Mason and Aramovich, via correspondence September, 2015)

This scale consists of three items that describe your feelings about identity freedom at work. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the 7-point scale from strongly disagree (1) to strongly agree (7).

1. I feel that I can fit in at work without having to change who I am. (IF1)
2. I feel like I can be myself at work. (IF2)
3. When at work, I feel free to express my ideas even if they differ from others within the company. (IF3)

Climate for Innovation (Chrobot-Mason and Aramovich, via correspondence September, 2015)

This scale consists of four items that describe perception of the climate for innovation in your workplace. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the 7-point scale from strongly disagree (1) to strongly agree (7).

1. In my work unit, we are encouraged to come up with new and creative ideas. (CI1)
2. New ideas or suggestions are seriously considered in my work unit. (CI2)
3. When faced with a challenge, members of my work unit spend time discussing different strategies to overcome the challenge. (CI3)
4. My work unit is effective in generating new ideas about how to get work done or resolve a problem. (CI4)

Psychological Empowerment (Spreitzer, 1995, page 1465)

This scale consists of three items that describe your feelings of psychological empowerment in your workplace. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the 7-point scale from strongly disagree (1) to strongly agree (7).

1. I have significant autonomy in determining how I do my job. (PE1)
2. I can decide on my own how to go about doing my work. (PE2)
3. I have considerable opportunity for independence and freedom in how I do my job. (PE3)

Turnover Intentions (MOAP, 1975, page 35)

This scale consists of three items that describe your feelings about leaving your job. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the 7-point scale from strongly disagree (1) to strongly agree (7).

1. It is likely that you will actively look for a new job in the next year. (TI1)
2. I often think about quitting. (TI2)
3. I will probably look for a new job in the next year. (TI3)

Equal Treatment (Chrobot-Mason and Aramovich, via correspondence September, 2015)

This scale consists of nine items that describe your perception of equal treatment in your workplace. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the 7-point scale from strongly disagree (1) to strongly agree (7).

1. There are tensions between members of different groups in this organization. (R) (ET1)
2. Where I work members of some demographic groups are treated better than members of other groups. (R) (ET2)
3. Prejudice exists where I work. (R) (ET3)
4. At work people are intolerant of others from different backgrounds. (R) (ET4)
5. There are informal functions where some demographic groups are made to feel unwelcome. (R) (ET5)
6. When there is a conflict between workers of different groups, other workers tend to take the side of the member of their own group. (R) (ET6)

7. At work minority group members receive fewer opportunities. (R) (ET7)
8. I feel excluded from casual conversations with members of other demographic groups. (R) (ET8)
9. I have sometimes been unfairly singled out because of the demographic group I belong to. (R)

Equal Access (Chrobot-Mason and Aramovich, via correspondence September, 2015)

This scale consists of five items that describe your perception of equal access in your workplace. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the 7-point scale from strongly disagree (1) to strongly agree (7).

1. Members of all demographic groups have the same opportunity to receive informal mentoring. (EA1)
2. Minority input is effectively considered at all levels in the organization. (EA2)
3. This organization provides educational and developmental opportunities for all employees, regardless of demographic group membership. (EA3)
4. Most levels of this organization are diverse in terms of group membership. (EA4)
5. All employees are included in social functions regardless of their demographic group membership. (EA5)

Appendix B: Research Survey Instrument

RN Diversity Climate - Mass Comm Social Media

Start of Block: Default Question Block

Q18 Do you work in the United States of America?

- Yes (1)
- No (2)

Q19 Are you working as a Registered Nurse?

- Yes (1)
- No (2)

Q11 This survey is intended to assess and study different perceptions of workplace climate. This study is being conducted by J. Mark Clardy as partial fulfillment of requirements for dissertation work at The University of Texas at Tyler.

The survey requires no more than 15 minutes to complete.

Participation is voluntary. You may choose not to participate now or during the survey by closing your browser. After reading each statement select the button that most closely matches your response. Some pages will require you to scroll in order to enter your responses for all the statements. Select the next button to continue the survey.

Anonymity and confidentiality will be maintained on all responses. The results of the study will be shared with faculty involved in the study and an analysis with summary will be presented in the dissertation.

Electronic Consent

Choosing the "Agree" response below indicates that:

- You've read the preceding information.
- You're voluntarily participating.
- You're 18 years old or older.

Q12 If you do not wish to participate in this survey, select the "Disagree" button.

○ Agree (1)

○ Disagree (2)

Page Break

Q6 The scale below consists of 3 items that describe your feelings of identification with your organization. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the scale below.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
I do **not** feel "emotionally attached" to this organization. (1)	○	○	○	○	○	○	○
This organization has a great deal of meaning for me. (2)	○	○	○	○	○	○	○
I do **not** feel a strong sense of belonging to my organization. (3)	○	○	○	○	○	○	○

Page Break

Q13 The scale below consists of 3 items that describe your feelings about identity freedom at work. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the scale below.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
I feel that I can fit in at work without having to change who I am. (1)	○	○	○	○	○	○	○
I feel like I can be myself at work. (2)	○	○	○	○	○	○	○
When at work, I feel free to express my ideas even if they differ from others within the company. (3)	○	○	○	○	○	○	○

Page Break

Q14 The scale below consists of 4 items that describe perception of the climate for innovation in your workplace. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the scale below.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
In my work unit, we are encouraged to come up with new and creative ideas. (1)	○	○	○	○	○	○	○
New Ideas or suggestions are seriously considered in my work unit. (2)	○	○	○	○	○	○	○
When faced with a challenge, members of my work unit spend time discussing different strategies to overcome the challenge. (3)	○	○	○	○	○	○	○
My work unit is effective in generating new ideas about how to get work done or resolve problems. (4)	○	○	○	○	○	○	○

Page Break

Q15 The scale below consists of 3 items that describe your feelings of psychological empowerment in your workplace. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the scale below.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
I have significant autonomy in determining how I do my job. (1)	○	○	○	○	○	○	○
I can decide on my own how to go about doing my work. (2)	○	○	○	○	○	○	○
I have considerable opportunity for independence and freedom in how I do my job. (3)	○	○	○	○	○	○	○

Page Break

Q3 The scale below consists of 9 statements that describe your perception of equal treatment in your workplace. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the scale below.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
There are tensions between members of different groups in this organization. (1)	○	○	○	○	○	○	○
Where I work, members of some demographic groups are treated better than members of other groups. (2)	○	○	○	○	○	○	○
Prejudice exists where I work. (3)	○	○	○	○	○	○	○
At work, people are intolerant of others from different backgrounds. (4)	○	○	○	○	○	○	○
There are informal functions where some demographic groups are made to feel unwelcome. (5)	○	○	○	○	○	○	○
When there is a conflict between workers of different groups, other workers tend to take the side of the member of their own group. (6)	○	○	○	○	○	○	○

At work minority group members receive fewer opportunities. (7)	○	○	○	○	○	○	○
I feel excluded from casual conversations with members of other demographic groups. (8)	○	○	○	○	○	○	○
I have sometimes been unfairly singled out because of the demographic group I belong to. (9)	○	○	○	○	○	○	○

Page Break

Q16 The scale below consists of 5 statements that describe your perception of equal access in your workplace.There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the scale below.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
Members of all demographic groups have the same opportunity to receive informal mentoring. (1)	○	○	○	○	○	○	○
Minority input is effectively considered at all levels in the organization. (2)	○	○	○	○	○	○	○
This organization provides educational and developmental opportunities for all employees, regardless of demographic group membership. (3)	○	○	○	○	○	○	○
Most levels of this organization are diverse in terms of group membership. (4)	○	○	○	○	○	○	○
All employees are included in social functions regardless of the demographic group membership. (5)	○	○	○	○	○	○	○

Q8 The scale below consists of 3 items that describe your feeling about leaving your job. There are no right or wrong answers to these statements. We need your genuine reactions and opinions. Please respond to each statement by indicating your agreement using the scale below.

	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Neither Agree nor Disagree (4)	Somewhat Agree (5)	Agree (6)	Strongly Agree (7)
It is likely that you will actively look for a new job in the next year. (1)	○	○	○	○	○	○	○
I often think about quitting. (2)	○	○	○	○	○	○	○
I will probably look for a new job in the next year. (3)	○	○	○	○	○	○	○

Page Break

Q8 What is your gender?

- Male (1)
- Female (2)

Q9 When were you born?

- 1926-1942 (1)
- 1943-1960 (2)
- 1961-1981 (3)
- 1982- present (4)

Q10 What is your race?

- White/Caucasian (1)
- African American (2)
- Hispanic (3)
- Asian (4)
- Native American (5)
- Pacific Islander (6)
- Other (7)

Q13 How long have you worked at current employer?

- 0 to 5 years (1)
- 6 to 10 years (2)
- 11 to 15 years (3)
- 16 + years (4)

Q27 What is your employment status as a registered nurse?

- Full-time (1)
- Part-time (2)
- Per diem (3)

Q21 What is your work setting?

- Hospitals; state, local, and private (1)
- Nursing and residential care facilities (2)
- Offices of physicians (3)
- Home healthcare services (4)
- Government (5)

Q26 What is the size of community in which you work?

- (1)
- 5,000-9,999 (2)
- 10,000-24,999 (3)
- 25,000-49,999 (4)
- 50,000-99,999 (5)
- 100,000-249,999 (6)
- 250,000-499,999 (7)
- 500,000-999,999 (8)
- >999,999 (9)

Q25 In which state do you currently reside?

▼ Alabama (1) ... I do not reside in the United States (53)

End of Block: Default Question Block

Appendix C: Permission for Use of Measurement Instrument

From:"Chrobot-mason, Donna (chrobod)"<chrobod@ucmail.uc.edu
Subject: RE: Request for assistance and permission
Date: February 21, 2017 at 11:16:20 AM CST
To:'James Clardy'<jclardy2@patriots.uttyler.edu

HI James,
Yes of course, please continue to use the instrument. I am pleased to hear it has been helpful. My only request is that you send me the results of your work so that I can learn more about our instrument and how it is working in the field.
Thanks so much.
Donna

Donna Chrobot-Mason, Ph.D.
Associate Professor and
Director, Center for Organizational Leadership
Psychology Department
University of Cincinnati
513-556-2659
Donna.Chrobot-Mason@UC.edu

From:James Clardy [mailto:jclardy2@patriots.uttyler.edu]
Sent: Tuesday, February 21, 2017 11:11 AM
To: Chrobot-mason, Donna (chrobod) chrobod@ucmail.uc.edu
Subject: Re: Request for assistance and permission

Dr. Chrobot-Mason,

As a refresher, I am J. Mark Clardy, a PhD candidate at The University of Texas at Tyler studying Human Resource Development and Organizational Change. During the 15-16 academic year, you shared with me the measurement instrument utilized in the article "The Psychological Benefits of Creating an Affirming Climate for Workplace Diversity" so that I could use it in my statistics classes. Again, thank you for the permission. Your instrument made learning Multivariate Analysis, CFA, EFA, and SEM much easier.

I promised that if I wanted to use it again I would seek your permission first. I seek your permission to use it again - this time in my dissertation. As in the statistics class, I am exploring the relationship between registered nurse turnover intentions and the workplace diversity climate, an area in nursing research that is in need of further exploration.

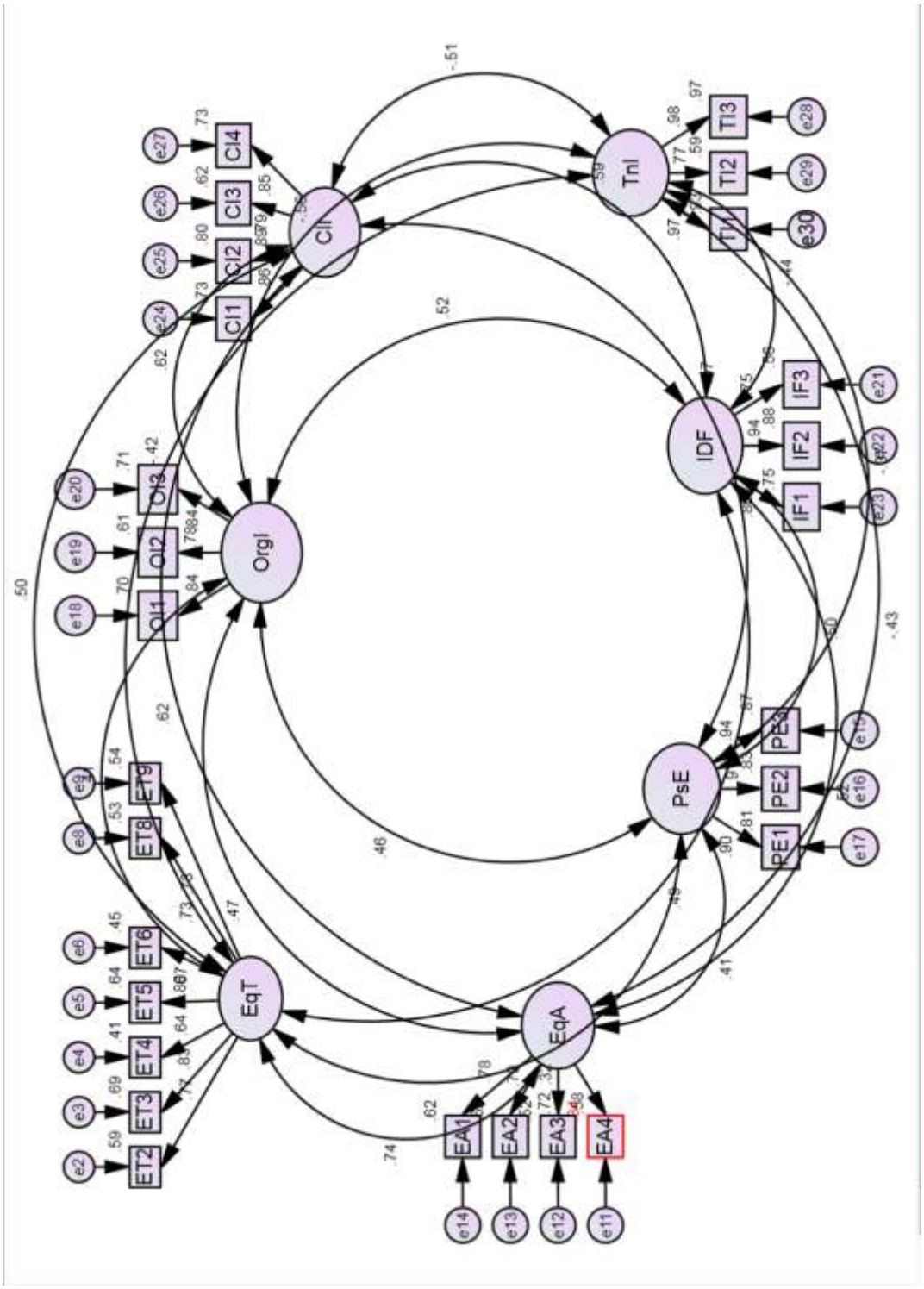
I hope that you agree and I am always available for any questions that you may have. I am including all of my contact information below.

Respectfully,

J. Mark Clardy
jclardy2@patriots.uttyler.edu, mark.clardy@bswhealth.org, markclardy@sbcglobal.net
254-724-9169 (wk), 254-534-0045 (m), 254-534-0044 (h)

Appendix D: CFA Images

Original CFA



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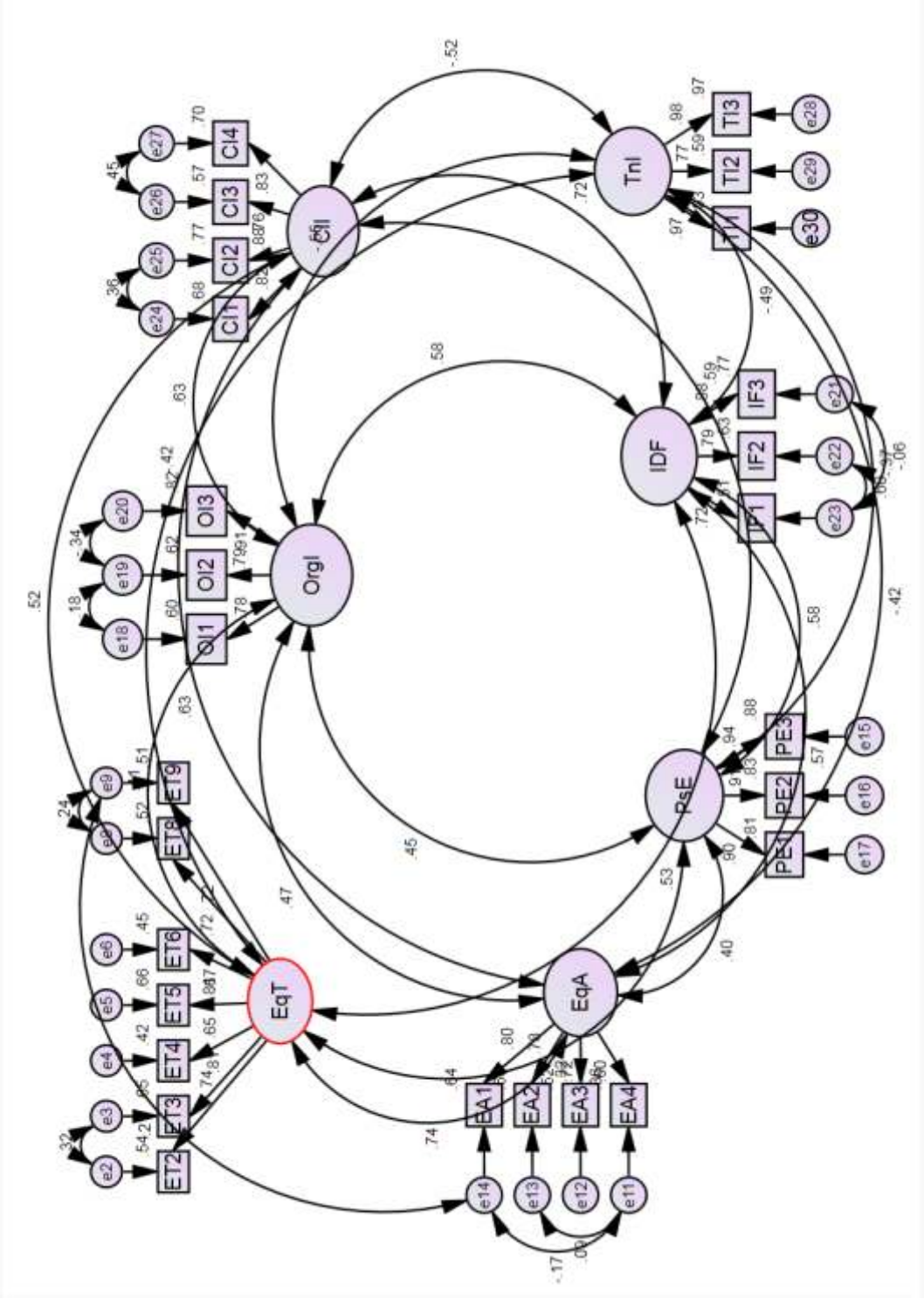
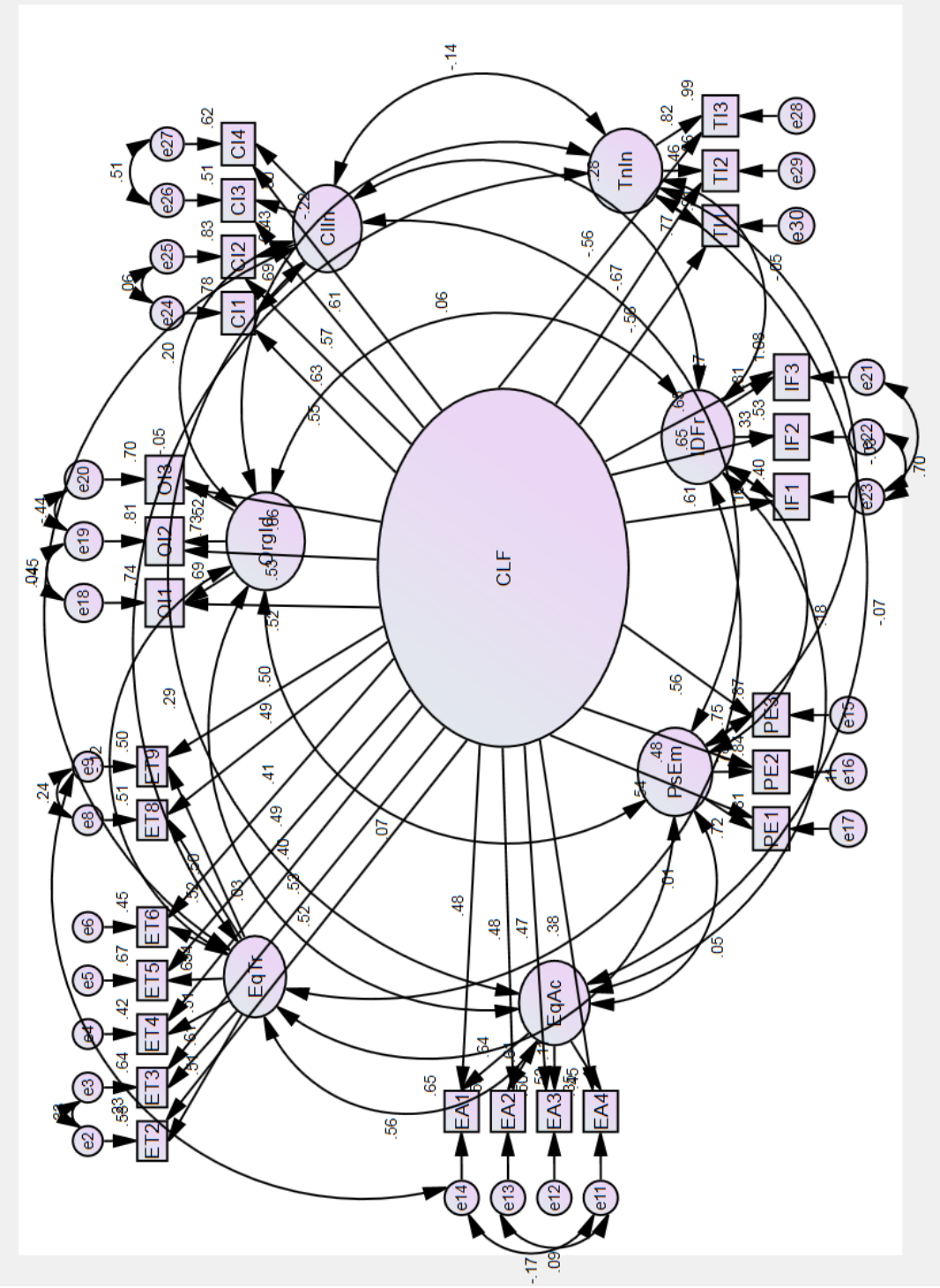
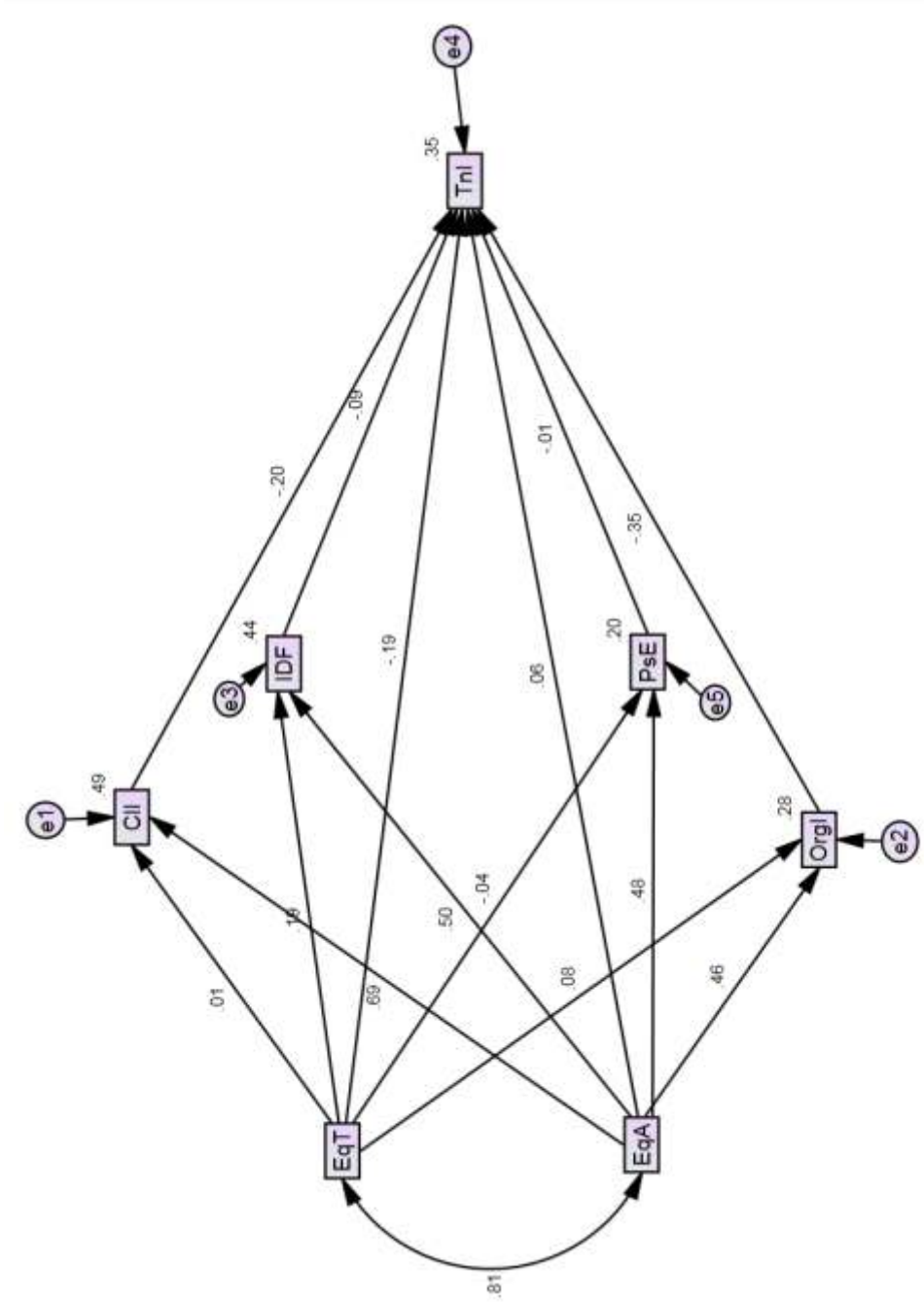


CFA Modified CLF

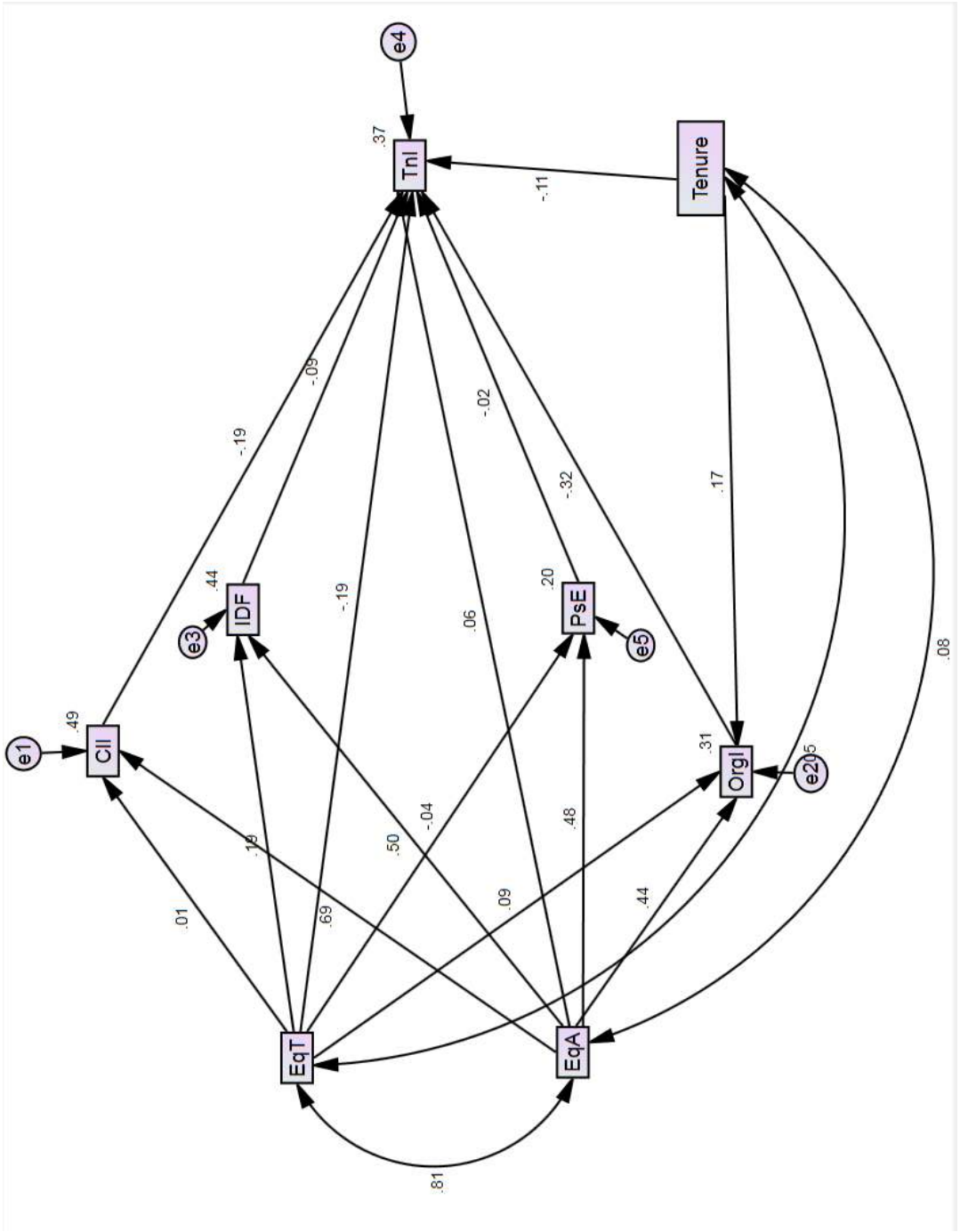


Appendix E: SEM Images

Initial



With Control



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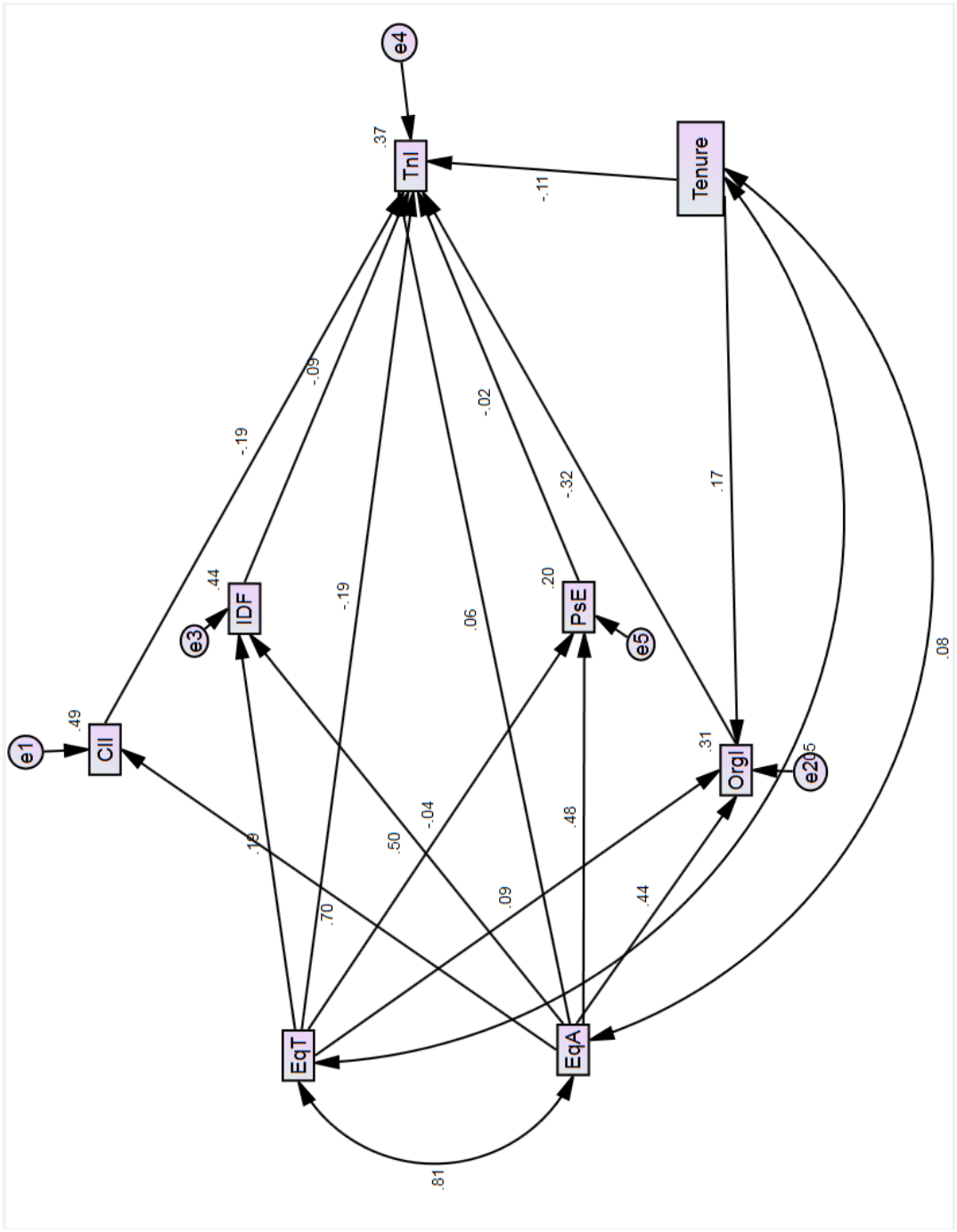
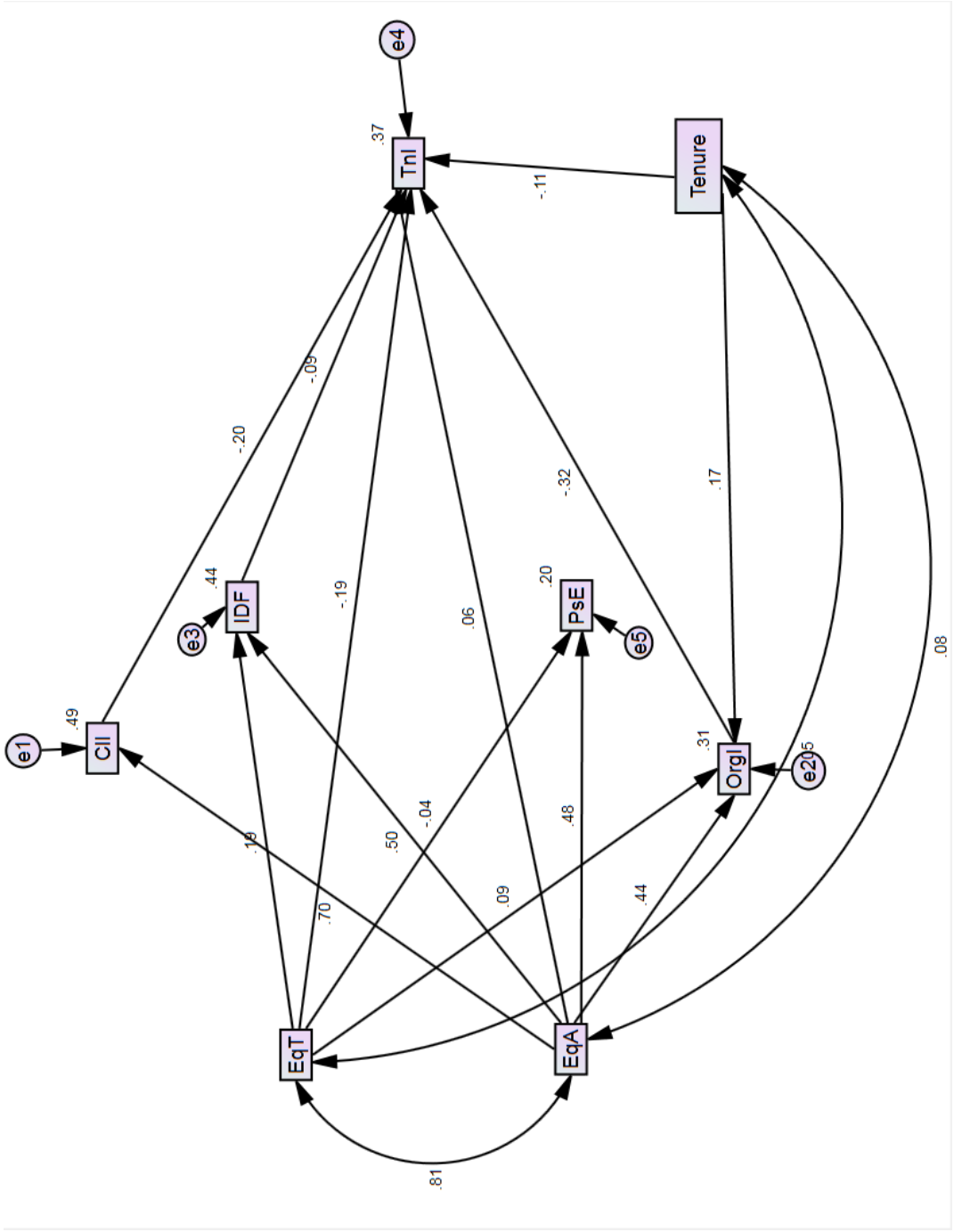


Minus PsE>TnI



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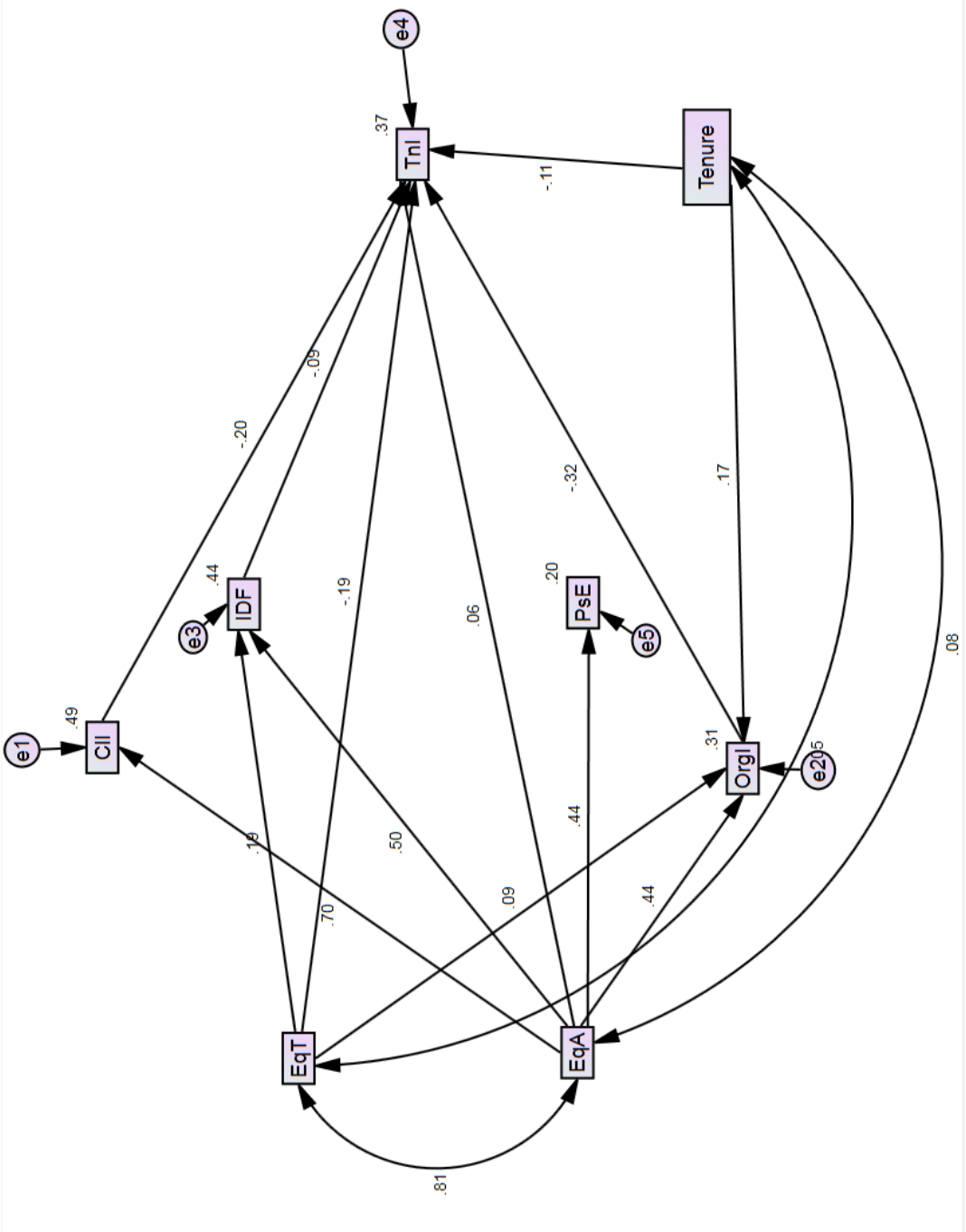

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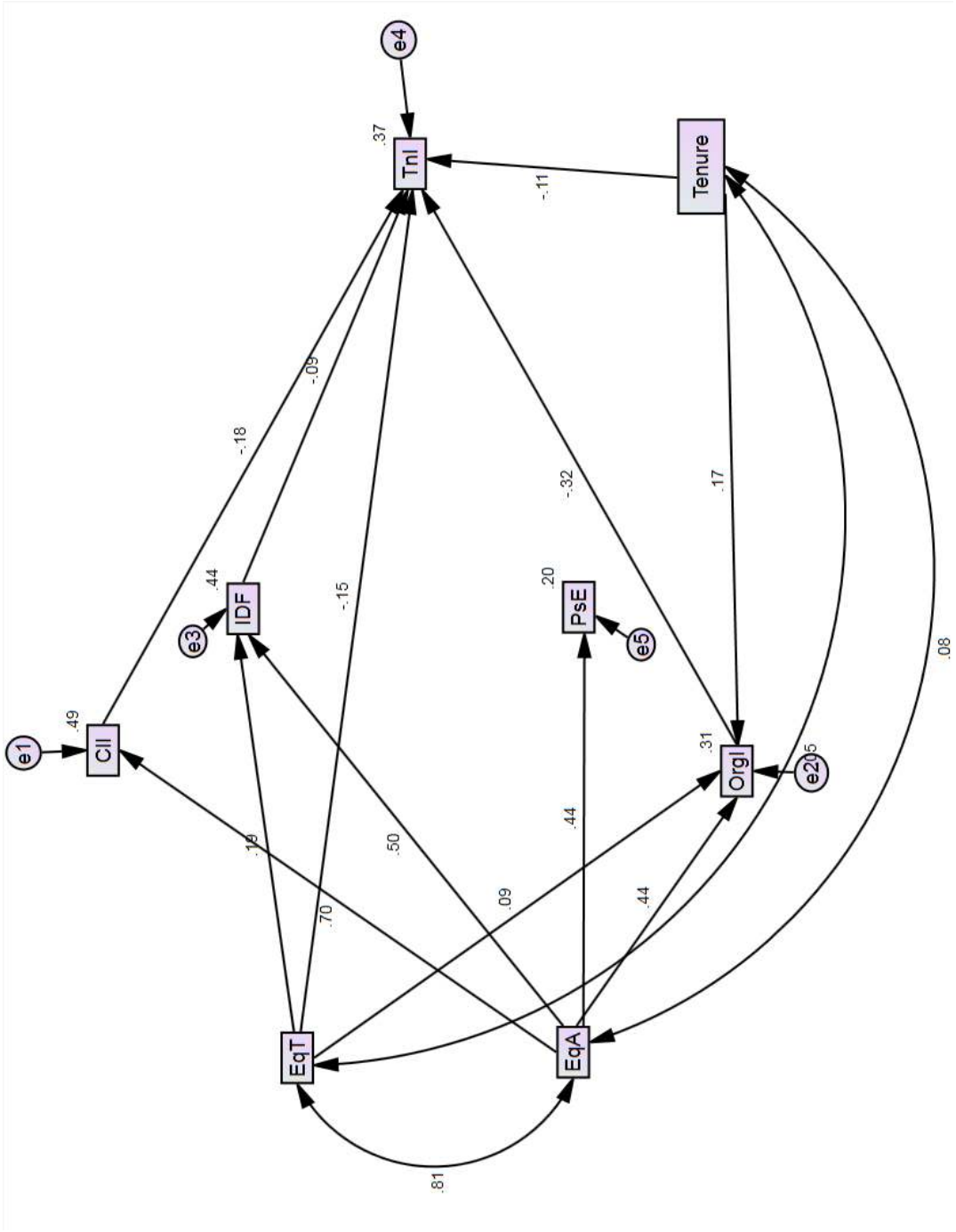

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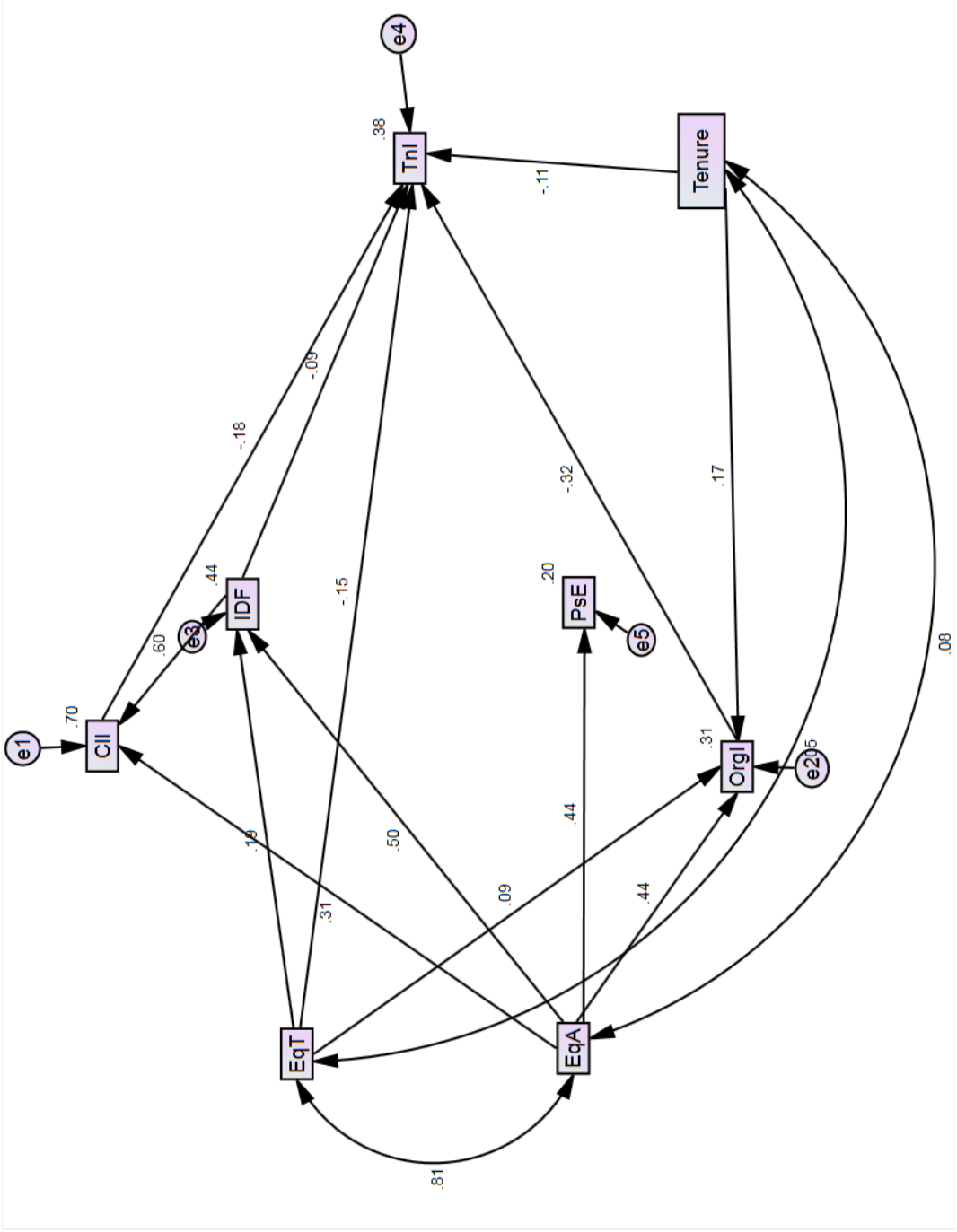
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-.11
Tenure
-.09
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.20
PsE
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e5
.60
.70
e1
ClI
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OrgI
e2
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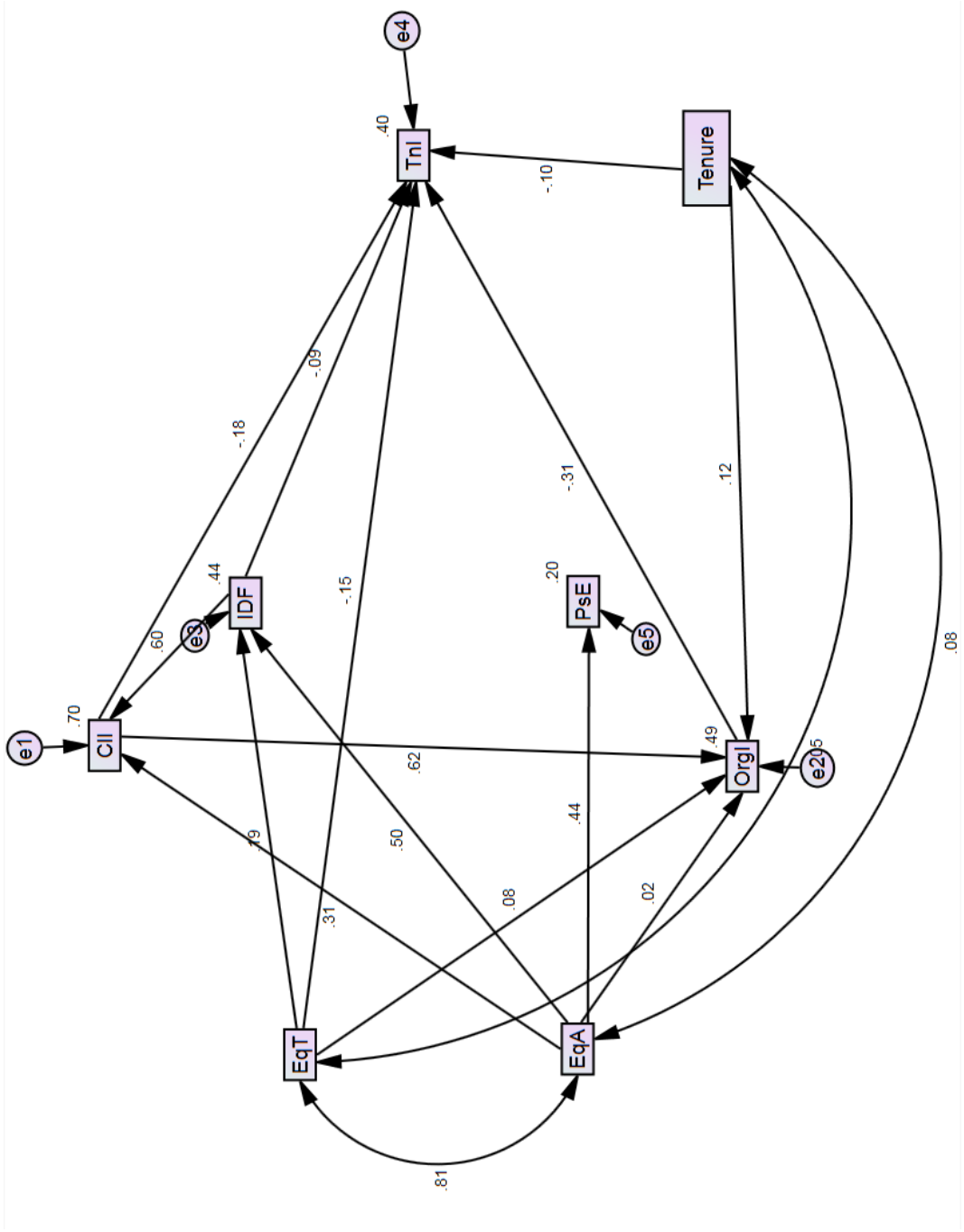
EqT
EqA
.81

Add ClI>OrgI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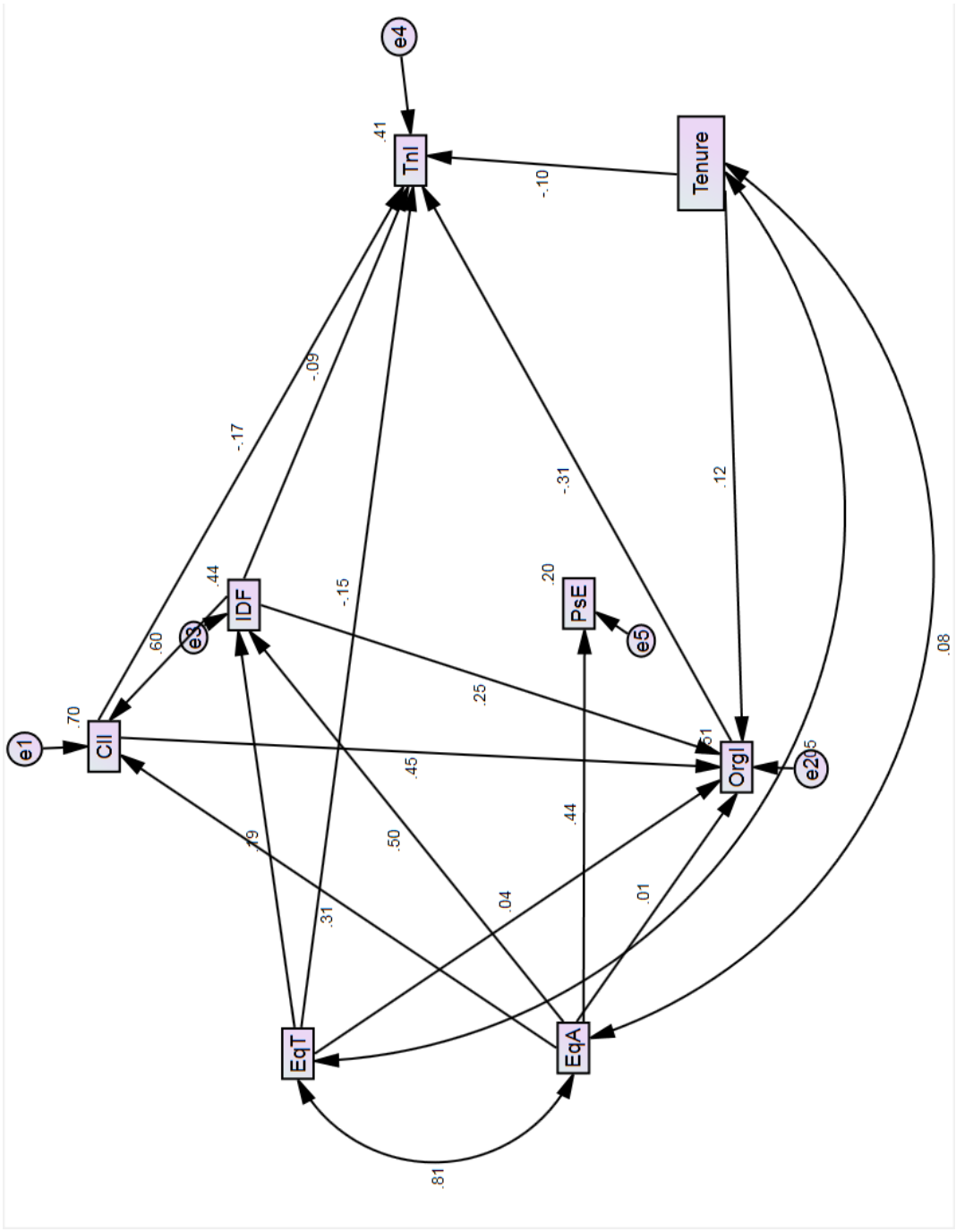
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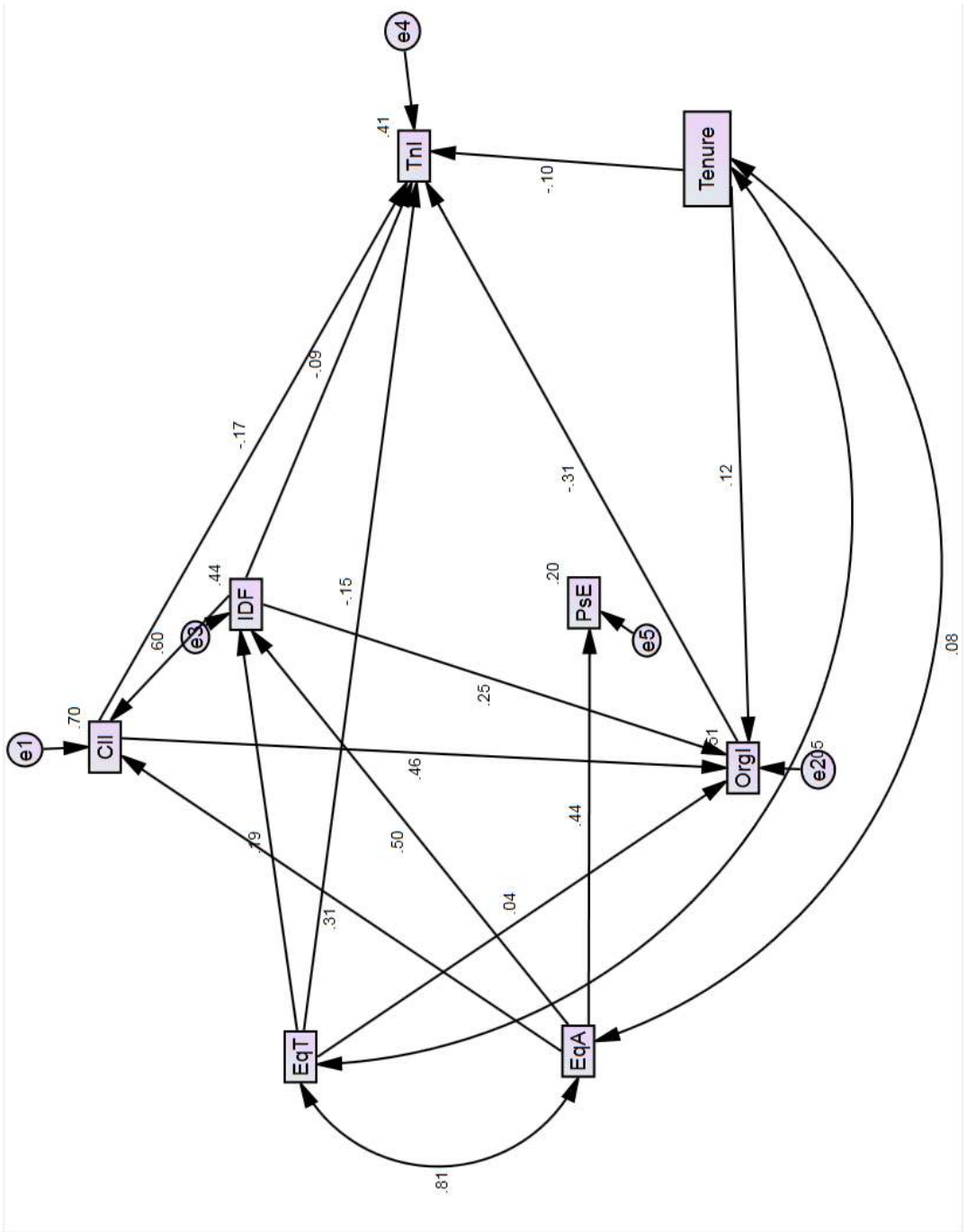
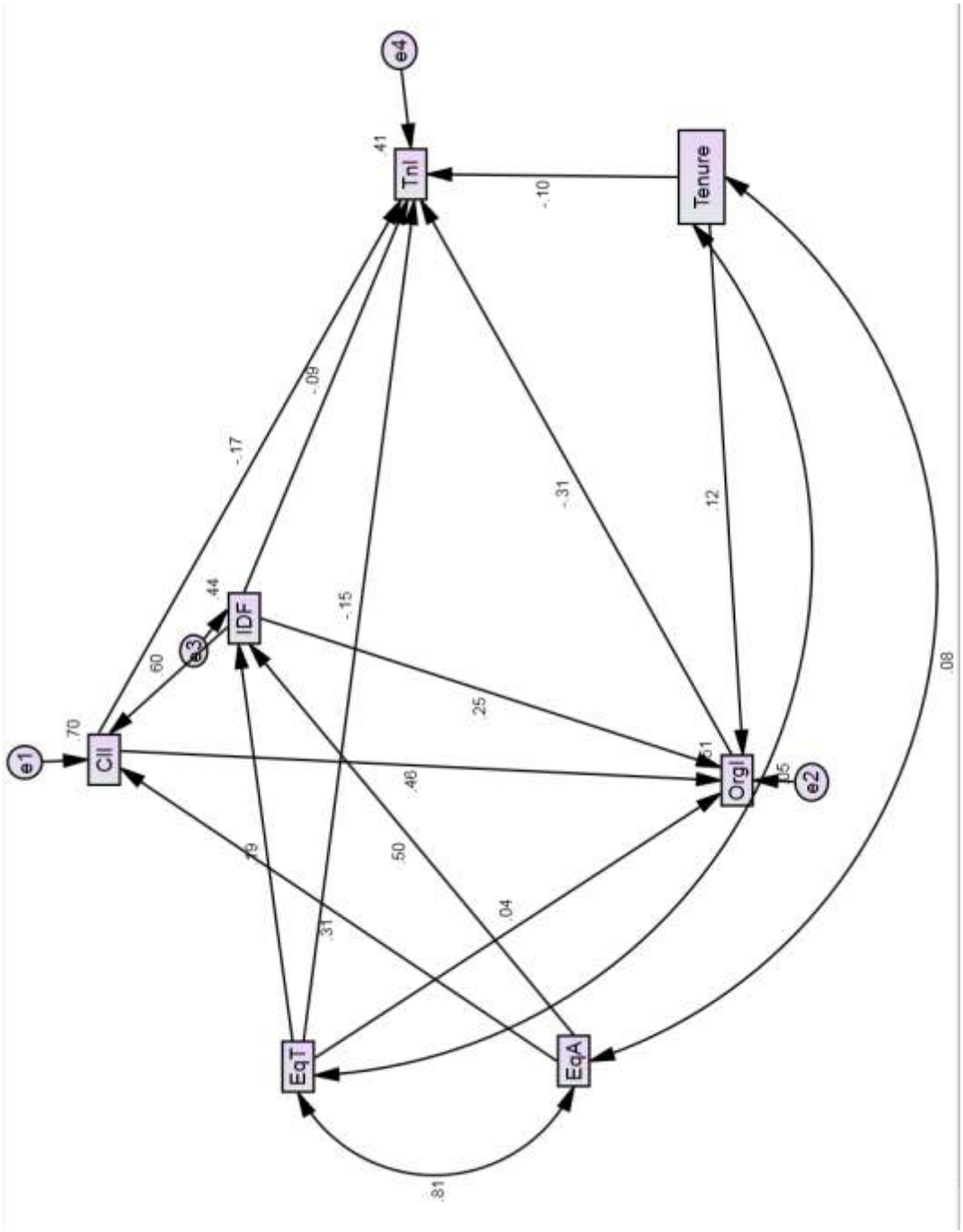
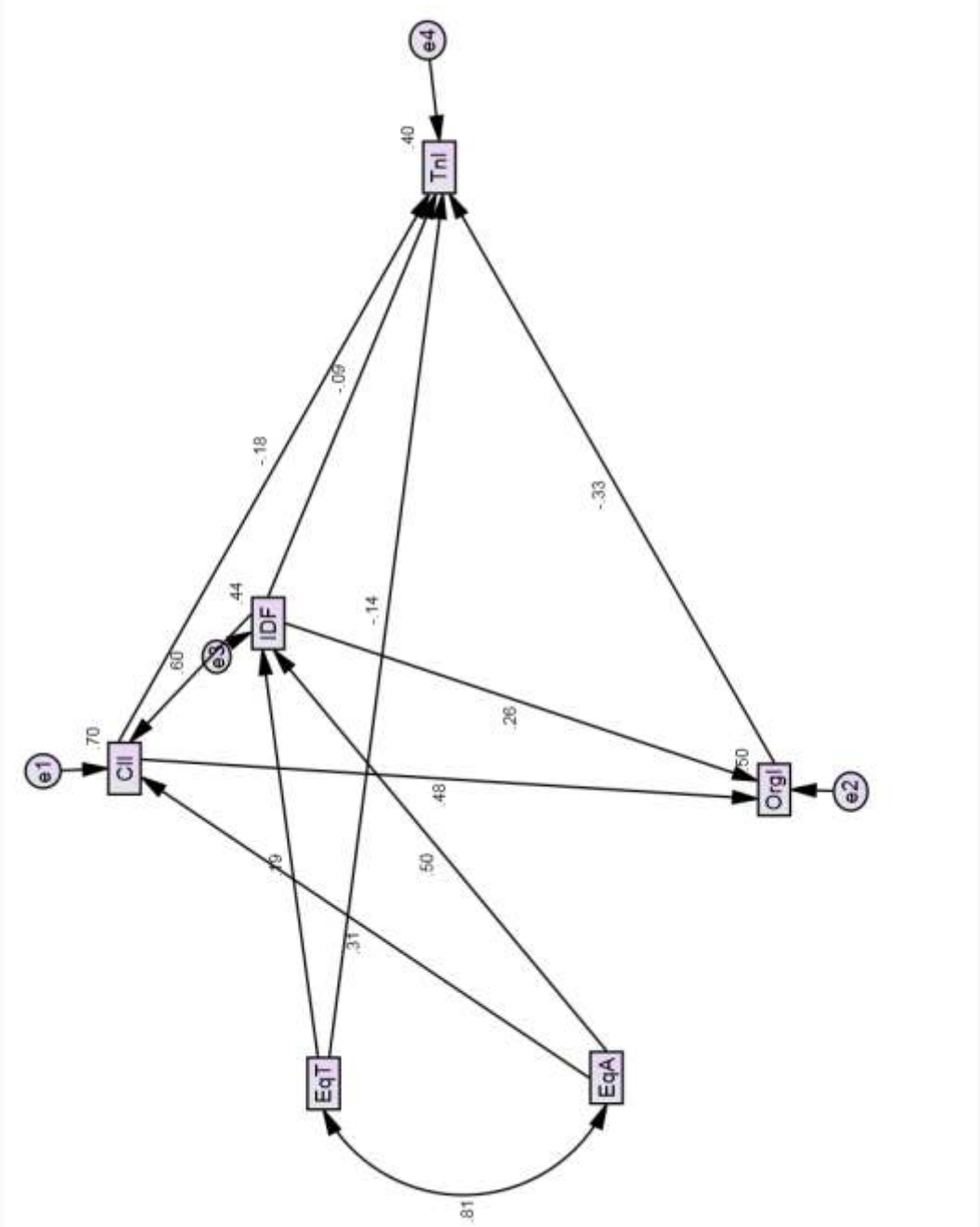
Minus EqA>OrgI



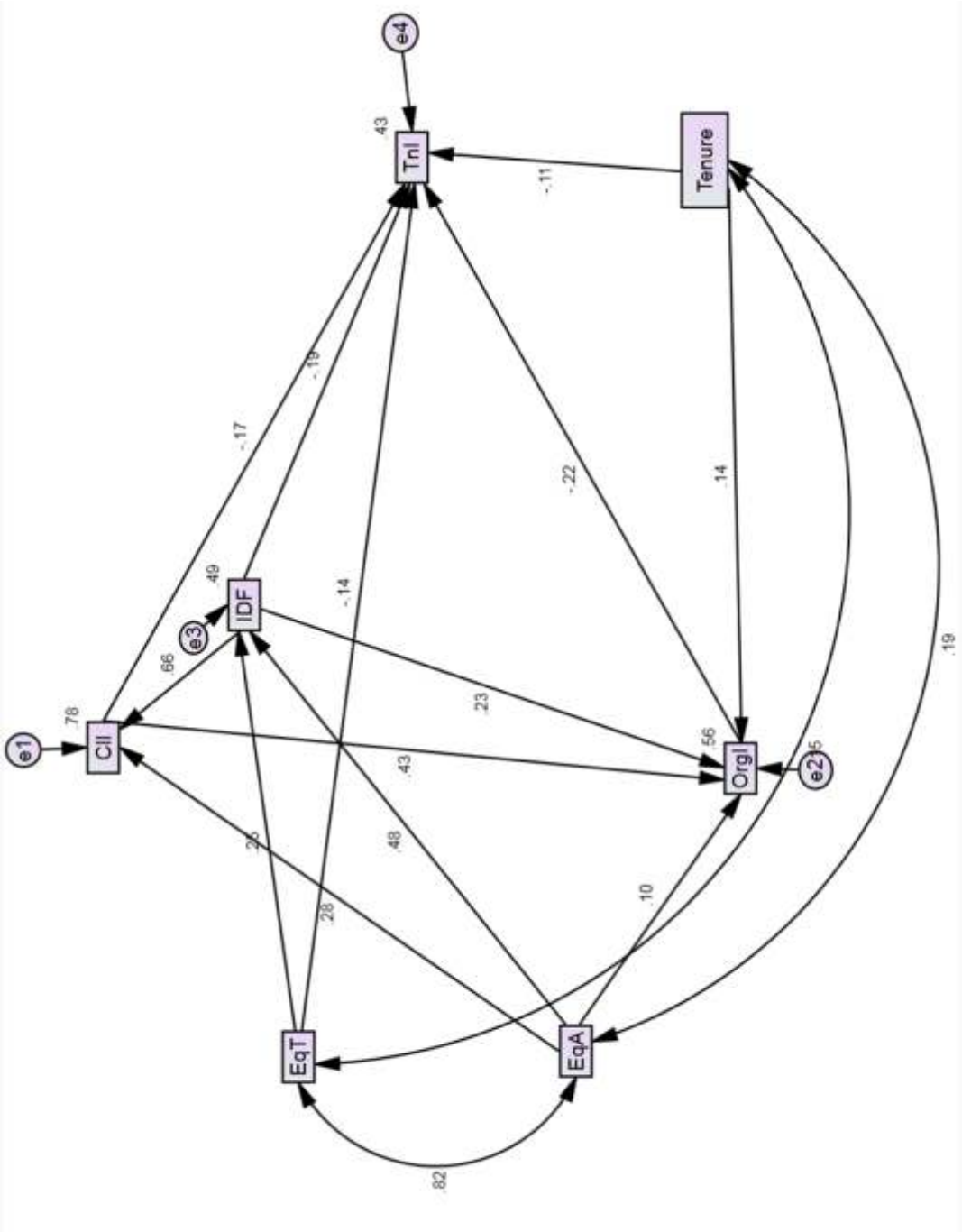
Drop PsE – Final



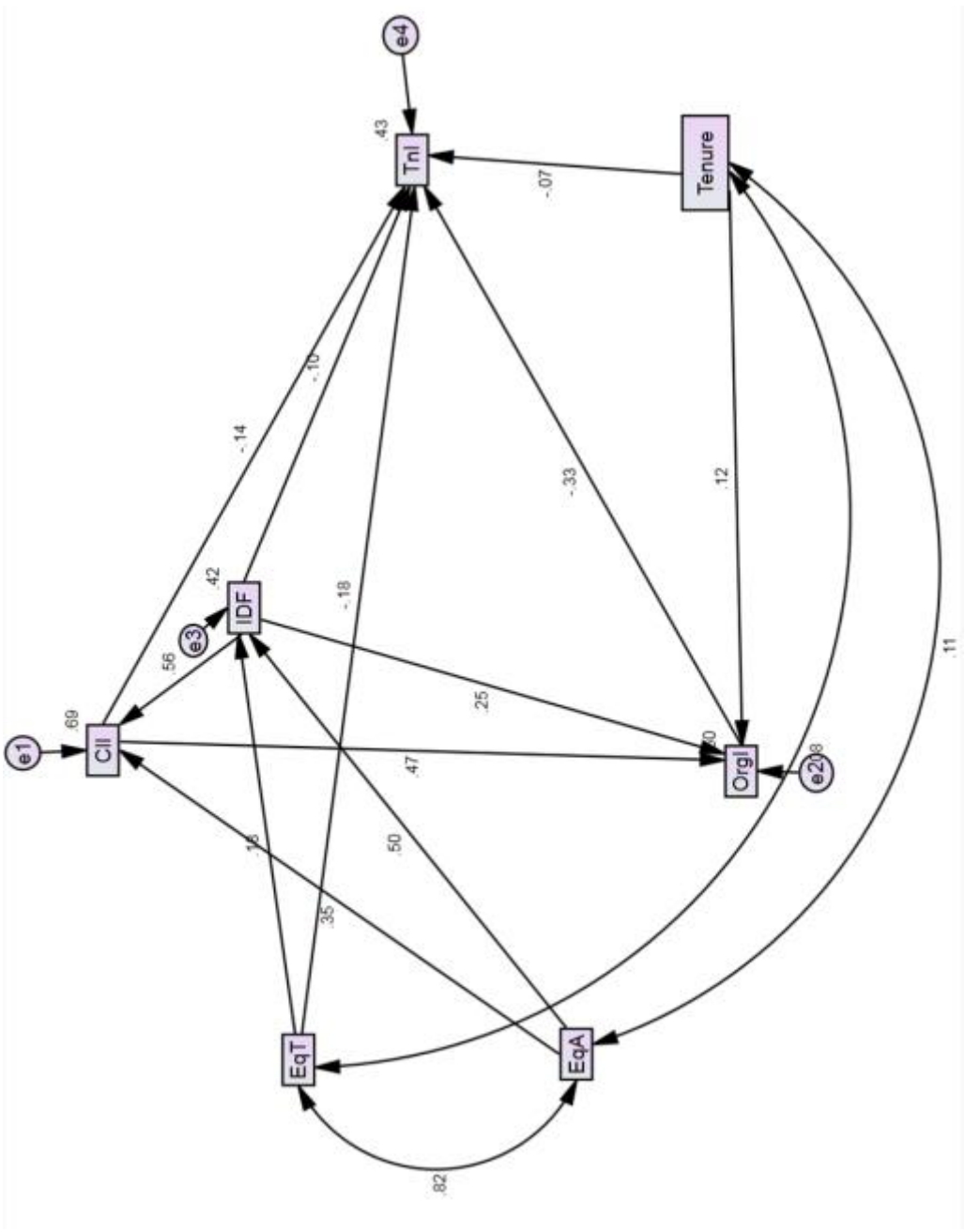
Final without control



Baby Boomer Final



Generation X – Final



Millennials – Final