



## EFFECT OF CLINICAL MENTORSHIP PROGRAM ON WORK ENVIRONMENT SATISFACTION OF NOVICE NURSES WORKING IN SELECTED HOSPITAL, BANGALORE

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### ABSTRACT

**Background:** Mentoring promotes best clinical practices and professional growth for the novice nurses. **Aim:** The study aimed to identify the effectiveness of structured clinical mentorship program on work environment satisfaction among novice nurses. **Method:** An Evaluative Research approach with repeated measures design was used. Eighty-Eight Nurses with less than one year of experience (Mentees) were selected for study using simple random sampling. After matching with a Mentor, a Work Environment Scale was used to assess the work environment satisfaction before intervention and at 6 months and 12 months of intervention. The mentees undergone a Structured Clinical Mentorship Program. This comprised of individual mentoring for the nurses by trained mentors. **Results:** The Work Environment Satisfaction Mean before the intervention was 139.78 (SD +/- 17.21). The Mean at 6 months was 158.62 (SD +/- 13.25) and at 12 months was 151.61(SD +/- 13.70) after intervention. Repeated measures ANOVA F- test revealed that there was very high level of statistical significance between pre and post-test assessment at 6 months and 12 months at P=0.001 level indicating that the Clinical Mentorship Program had significant impact on the work environment satisfaction for the Mentees. **Conclusion:** Clinical Mentorship Program made significant improvement in work environment satisfaction among mentees.

**KEYWORDS:** Clinical mentorship program, Mentees, Mentors, Work environment satisfaction.

### INTRODUCTION

Workplace communication is a key to promote success and professionalism.<sup>[1]</sup> When nurses communicate with each other, productivity will increase.<sup>[2]</sup>

According to Vickie L. Nadolski, 'mentoring is linking an experienced person (mentor) with a less experience person (mentee) to help their personal and professional growth'.<sup>[3]</sup>

Mentoring is an unavoidable factor in educating nurses and sustaining leadership. Nurses teach and help other nurses by mentoring, which is crucial to maintain competency, encourage professional expertise, and promote leadership. The mentoring relationship may occur as a result of a structured orientation program and provide a smooth transition into the workplace. This arrangement encourages a balance of working independently, promotes critical reasoning, and assures provision of safe-effective care while following policies and procedures.<sup>[4]</sup>

Mentoring in nursing has become known as an effective tool for supporting the professional growth, development, and satisfaction for the new registered nurses. It is vital that the mentor and mentee work together to meet their goals. Thereby mentees can soothe in to the work environment and be more productive. This study focused to identify the influence of mentoring on the work environment satisfaction of staff nurses.<sup>[5]</sup>

**Aim:** The study aimed to assess the effectiveness of a Clinical Mentoring Program on work environment satisfaction of Novice Nurses in a Selected Hospital, Bangalore.

**Ethical Considerations:** Administrative permission was obtained from Apollo Hospital, Bangalore to conduct the study. After the orientation session given to all nurses with less than one year of experience, a written informed consent form was filled out by those nurses who agreed to take part in the research. This paper was derived from

a research project and was approved by the Research Ethics Committee of Universal College of Nursing.

**Materials and Methods:** A Quasi Experimental Research design with a One Group Pretest and Post-test design was used for the study. A demographic questionnaire and a newly developed, pilot-tested research instrument, was used for data collection. The entire survey took approximately 20 minutes for the subjects to complete. The demographic questionnaire consists of the nurse's age, gender, highest educational level, years in practice, areas of posting. A review of the literature revealed no valid and reliable instrument to specifically measure the work environment satisfaction. Therefore, a new instrument which consisted of 33 items with 5 point Scale was developed by the investigators. The scale demonstrated validity and reliability (0.93). The study selected 88 nurses with less than a year experience (Mentees) at Apollo Hospital, Bangalore through Simple Random Sampling.

**Pre-Intervention:** Consent of mentees were taken to participate in the study after giving orientation to mentorship, following which they were matched with senior nurses with of 5 and above years of experience (Mentors), working in their areas as Team Leader or Supervisors. **Intervention:** The Mentors were trained on Clinical Mentorship during a 2-day workshop in the areas of Mentoring, Interpersonal Skills, Communication, Goal Setting, Diversity and Inclusion, team Management skills and time Management skills. After the workshop, Mentors assessed the mentoring needs, mentored individually in the units and met with the mentee fortnightly for a period of 12 months. Both mentors and mentees maintained a mentoring log and had debriefing and reflection during their meetings. **Post-Intervention:** The Mentees' work environment satisfaction were assessed at 6 months and 12 months. Of the 88 participants, only 84 mentees completed the post test at 12 months.

## RESULTS

### Section I: Baseline proforma

**Table I: Frequency & percentage distribution of Background Characteristics of Mentees.**

		(N=88)	
BACKGROUND CHARACTERISTICS		Frequency	Percentage
Age in years	20-29	82	93.2
	30-39	6	6.8
	Above 40	0	0
	Total	88	100
Gender	Male	9	10.2
	Female	79	89.8
	Total	88	100
Marital status	Single	71	80.7
	Married	17	19.3
	Total	88	100
Educational qualification	GNM	12	13.6
	P.C.BSc	1	1.1
	B.Sc	74	84.1
	M.Sc	1	1.1
	Total	88	100
Designation	Staff Nurse	88	100
	Total	88	100
Work Experience in years	< 6 months	84	95.5
	> 6 months	4	4.5
	Total	88	100
Area of work	Wards	52	59.1
	ICU	19	21.6
	Others	17	19.3
	Total	88	100
Experience of mentor program	Participated	0	0
	Not Participated	88	100
	Total	88	100

Table I shows that the majority of the participants i.e., 82(93.2 percent) were between the age group of 20-29 years of age, 79(89.2 percent) were females and 9(10.2 percent) were males. Majority of the mentees 71 (80.7 percent) were not married, 74 (84.1 percent) had completed BSc Nursing. All the mentees were designated as Staff Nurses and 84 (95.5 percent) had less than 6 months experience in Apollo Hospital. Of the 88

participants, 52 (59.5 percent) worked in the wards. None of the participants had the experience of participating in the mentorship program.

**Section II: Pretest and Posttest Satisfaction with Work Environment of Mentees****Table II: Frequency and Percentage Distribution of Satisfaction with Work Environment of Mentees before Clinical Mentorship Program (N=88)**

Pretest Satisfaction with Work environment	Mentees	
	Frequency	Percent
Low Satisfaction	0	0
Moderate Satisfaction	17	19.32
High Satisfaction	71	80.68
<b>Total</b>	<b>88</b>	<b>100</b>

Table II shows the frequency and percentage distribution of Work Environment satisfaction of Mentees before Clinical Mentorship Program. Majority of the mentees,

71(80.68 percent) had high satisfaction and 17 (19.32 percent) had Moderate satisfaction before intervention.

**Table III: Frequency and Percentage Distribution of Satisfaction with Work Environment of Mentees after Clinical Mentorship Program.**

Satisfaction with Work Environment after Clinical Mentorship Program	6 months (N=88)		12 months (N=84)	
	Frequency	Percent	Frequency	Percent
Low Satisfaction	0	0	0	0
Moderate Satisfaction	3	3.40	4	4.77
High Satisfaction	85	96.60	80	95.23
<b>Total</b>	<b>88</b>	<b>100</b>	<b>84</b>	<b>100</b>

Table III shows the frequency and percentage distribution of Work Environment satisfaction of Mentees after Clinical Mentorship Program. Majority of the mentees, 85(96.60 percent) had high satisfaction and

3(3.40 percent) had moderate satisfaction at 6 months after intervention. At 12 months, 80(95.23 percent) had high satisfaction and 4 (4.77 percent) had Moderate satisfaction after intervention.

**Table IV: Mean Work Environment Satisfaction Scores of Mentees before and after Clinical Mentorship Program.**

Work Environment Satisfaction of Mentees	Pretest (N=88)	Posttest 6 months (N=88)	Posttest 12 months (N=84)
Maximum Score	165	165	165
Mean	139.78	158.62	151.61
S.D.	17.21	13.25	13.70

Table IV shows the Mean and Standard Deviation of the Work Environment Satisfaction of mentees before and after mentorship program. The Work Environment Satisfaction Mean before the intervention was 139.78

(SD +/-17.21). After the intervention, the Mean at 6 months 158.62 (SD +/- 13.25) and at 12 months, it was 151.61(SD+/- 13.70).

**Table V: Repeated Measures ANOVA to test changes in Satisfaction with the Work Environment in the Mentees before and after Clinical Mentorship Program.**

Assessment	Mentee		F value	P value
	Mean	SD		
Pretest	131.78	17.21	37.278	.001*
Posttest 6 months	158.62	13.25		
Posttest 12 months	151.61	13.70		

\*Significant at 0.05 levels

The above table compares the pre-test and post-test level of change in Work Environment satisfaction of mentees before and after clinical mentorship program. Repeated measures ANOVA F- test revealed that there was very high level of statistical significance between pre and

post-test assessment at 6 months and 12 months at P=0.001 level indicating that the Clinical Mentorship Program had significant impact on the work environment satisfaction of the Mentees.

**Table VI: Chi-square values showing association between Work environment pre-test scores and demographic data among Mentees. N=88**

SL NO.	DEMOGRAPHIC VARIABLE	Above Mean	Below Mean	Chi-square	df	Level of Significance
1	<b>Age</b>					
	20-29 years	45	37	1.845	1	0.174 NS
	30-39 years	5	1			
2	<b>Gender</b>					
	Male	42	37	4.203	1	0.040 S
Female	8	1				
3	<b>Marital status</b>					
	Single	38	33	1.628	1	0.202 NS
	Married	12	5			
4	<b>Education qualification</b>					
	GNM	6	6	2.353	3	0.502 NS
	P.C.BSc	1	0			
	B.Sc	43	31			
	M.Sc	0	1			
5	<b>Year of Experience</b>					
	Less than 6 months	49	35	1.729	1	0.189 NS
	More than 6 months	1	3			
6	<b>Area of work</b>					
	Wards	32	20	1.268	2	0.530 NS
	ICU	9	10			
	Others	9	8			

\*Significant at 0.05 level

Table VI shows the association between the pre-test Work environment satisfaction of Mentees and selected demographic variables. There was significant association between the gender of the mentees and their pre-test Work environment satisfaction scores ( $p=0.04$ ) at 0.05 level.

## DISCUSSION

Mentoring relationships have been identified as important mechanisms for personal and professional development of individuals within the hospital. The study findings show that there was a very high level of statistical significance between pre and post-test assessment at 6 months and 12 months indicating that the Clinical Mentorship Program had significant impact on the work environment satisfaction of the Mentees. This finding is supported with the study by S. Gayle Baugh, University of West Florida, Terri A. Scandura on The Effect of Multiple Mentors on Protégé Attitudes Toward the Work Setting. It indicates that greater organizational commitment, greater job satisfaction and enhanced career expectations may be fulfilled by promoting one or more mentoring relationships in the workplace.<sup>[6]</sup>

There was significant association between the gender of the mentees and their pre-test Work environment satisfaction scores ( $p=0.04$ ) at 0.05 level. Whereas there was no association between age, marital status, educational qualification, years of experience, area of work and their pre-test work environment satisfaction. This supports the literature given for the benefits of mentoring process among staff nurses.

Limitations of the study were that the investigators had no control over the clinical unit placement of the mentees and mentors. Although our study design suited the purpose of our study, sampling a large number of nurses and controlling extraneous variables such as Mentors and mentees duty shift, deployment into different units could have improved the results of our study.

## CONCLUSION

The present study proves that the increase in demand for mentoring the novice nurses' as it is very crucial and beneficial for the nurses and hospital. With the help of this study, can identify the need for mentoring and how this process can bring out both professional and personal growth.

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