

THE RELATIONSHIP BETWEEN PERSONALITY CHARACTERISTICS, TENURE, AND INTENT TO LEAVE AMONG EMERGENCY NURSES



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CE Earn Up to 7.5 Hours. See page 341.

Contribution to Emergency Nursing Practice

- The current state of scientific knowledge on ED nursing turnover indicates that 19.1% of emergency nurses left their positions in 2016 and 20.2% left their positions in 2017.
- The main findings of this research are that there are statistically significant differences in the personality characteristics of nurses with tenure of more than 10 years compared with those who have tenure of less than 5 years for the broad factors of honesty/humility, emotionality, agreeableness, and openness.
- Key implications for emergency nursing practice from this research are the opportunity to give nurse managers the ability to recognize personality characteristics that could be fostered in nurses new to the role to aid in their acculturation process.

Abstract

Introduction: Emergency nursing turnover rates are high in the United States. Little is known about the role of personality characteristics in the turnover decisions of emergency nurses. Intent to leave is often measured to determine the likelihood of turnover versus retention of employees. The aim of this study is to examine the relationship among personality characteristics, employment tenure, and intent to leave among emergency nurses.

Methods: Using a descriptive, correlational design, data were collected using the HEXACO-PI-R personality inventory and demographic data. Participants included 406 current and former emergency nurses with employment tenure ranging from < 1 year to > 10 years.

Results: Analysis indicated a significant relationship between years of tenure and the traits of Honesty/Humility ($P = 0.003$), Emotionality ($P = 0.001$), Agreeableness ($P = 0.02$), and Openness ($P = 0.05$). When factoring in intent to leave, nurses with tenure longer than 10 years have significantly higher levels of Honesty/Humility ($P = 0.001$) and a significantly lower level of Emotionality ($P = 0.011$) than nurses with tenure of less than 2 years and intent to leave within 1 year. Finally, all 406 emergency nurses in this dataset had similarity among the 6 measured personality dimensions.

Discussion: This study found similarities in personality characteristics for all 406 study participants, with significant differences related to career tenure for some dimensions. This type of knowledge might provide administrators with details of important characteristics to foster which may have a positive impact on retention.

Key words: Emergency nursing; Personality; Intent to leave; Retention; Turnover

Choosing the best nurses to work in an emergency department could be challenging. The work environment is stressful, and the pace is extraordinarily fast. This crowded, fast-paced, and stressful, constantly

revolving environment causes stress, burnout, emotional exhaustion, and job dissatisfaction among nursing staff.¹⁻⁴ As the use of emergency departments across the United States continues to escalate, the potential exists for emergency nurses to experience increased stress, which may lead to additional turnover.^{5,6}

Turnover is related to both work environment characteristics and personal characteristics; however, many studies focus only on workplace factors in turnover research.⁷ One personal characteristic that has been found to predict turnover is personality.⁸ Personality influences behavior, with turnover decisions being such a behavior.⁹⁻¹¹ Turnover decisions in the literature are typically measured by

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TABLE 1
Internal consistency reliabilities of the
HEXACO-PI-R-100

Dimension/Facet	α	Dimension/Facet	α
Honesty-Humility	0.82	Agreeableness	0.84
Sincerity	0.73	Forgiveness	0.79
Fairness	0.68	Gentleness	0.63
Greed-Avoidance	0.76	Flexibility	0.54
Modesty	0.65	Patience	0.77
Emotionality	0.80	Conscientiousness	0.74
Fearfulness	0.63	Organization	0.69
Anxiety	0.73	Diligence	0.56
Dependence	0.74	Perfectionism	0.58
Sentimentality	0.69	Prudence	0.55
Extraversion	0.84	Openness to Experience	.81
Social Self-Esteem	0.65	Aesthetic Appreciation	.65
Social Boldness	0.71	Inquisitiveness	0.69
Sociability	0.76	Creativity	0.65
Liveliness	0.77	Unconventionality	0.51

investigating individuals' "intent to leave" or "intent to stay,"^{12,13} with these intentions strongly predicting actual turnover.¹² In his meta-analytic research, Zimmerman¹⁴ reported that all 5 personality traits of the Five-Factor Model (FFM) (Agreeableness, Openness to Experience, Conscientiousness, Extraversion, and Emotional Stability) were related to intent to leave and turnover. More specifically, Emotional Stability and Conscientiousness were moderately related to intent to leave; Agreeableness, Conscientiousness, and Emotional Stability were moderately related to turnover.¹⁴ Emotional stability had the strongest relationship (negative) with intent to leave, meaning that highly emotional stable persons were less likely to intend to leave.¹⁴ Conscientiousness and Agreeableness had the strongest relationship (negative) with actual turnover,¹⁴ meaning that less conscientious and less agreeable persons were more likely to actually leave. Although no consensus exists to predict the perfect emergency nurse, it is known that personality traits in this specialty differ from nurses in other specialties¹⁵ and that there is a relationship between personality and nurses' choices of specialties.¹⁶ However, the personality characteristics most prevalent in emergency nurses are not known. According to Schneider's Attraction-Selection-Attrition (ASA) framework, people prefer to work with those with similar personalities to their own to feel that they fit within

an organization. The lack of fit will lead to turnover.¹⁷ The outcome of the ASA process is an organization of people with distinct personality characteristics that influence behaviors associated with creating an organization's culture.¹⁷ With this in mind, one might conclude that emergency nurses who have remained in their positions for several years should have similarity in their personality characteristics, and that their characteristics may be different from nurses who are new to emergency nursing and already have intentions to leave. It is possible that these new nurses will turnover through the ASA process.

To date, there is a lack of understanding about the specific personality characteristics of emergency nurses and the relationship among these characteristics, employment tenure, and turnover intentions. Developing a better understanding of these relationships may provide hiring managers with insights regarding the types of characteristics to foster to reduce turnover and promote retention. Therefore, the purpose of this study was to examine the relationship among personality characteristics, employment tenure, and intent to leave departments among emergency nurses.

Methods

A descriptive correlational design was used to examine relationships among personality characteristics, employment tenure, and turnover intent among emergency nurses. Data were collected after obtaining authorization from the researcher's Institutional Review Board.

SAMPLE

Nurses were recruited via e-mail to the researcher's personal contacts. Flyers were also distributed to several local emergency departments, including 1 community hospital, 4 teaching hospitals, and 2 trauma centers. Finally, the researcher solicited additional participants via emergency nurse groups on both Facebook and Twitter. All nurses with emergency nursing experience were encouraged to participate. The only participants excluded were those working in roles other than as RNs such as practical nurses, laboratory technicians, and aides.

DATA COLLECTION

The recruitment e-mail, flyers, and social media posts sent to potential participants provided details of the study, contact information for the researcher, and a link to the informed consent. After obtaining informed consent,

participants completed demographic questions and the personality inventory via SurveyMonkey (SurveyMonkey, San Mateo, California). Data collection took place over 4 months. After 4 months, the survey was closed, and data were downloaded from SurveyMonkey for analysis.

RESEARCH QUESTIONS

The following research questions were considered:

- Q1. Is there a relationship between emergency nurse personality characteristics and employment tenure?
- Q2. Are there similar personality characteristics for emergency nurses with greater than 10 years of emergency nursing experience?
- Q3. Are there any differences in personality characteristics among emergency nurses with tenure longer than 10 years and emergency nurses with low tenure (less than 2 years) and intent to leave within 1 year?

MEASUREMENT TOOLS

Measurement tools included demographic information, questions regarding retention, and an inventory of questions to assess 6 personality dimensions. Demographic variables included age, gender, educational level, hospital type, years as an RN, tenure as an emergency nurse, employment status, and shift worked. Assessing retention involved a question regarding the nurse's intent to leave. If the nurse answered "yes," additional questions were explored regarding length of time associated with the respondent's potential turnover.

To measure personality dimensions, the HEXACO-PI-R was used.¹⁸ The HEXACO-PI-R is an open-access, self-reported, 100-item personality inventory containing 6 broad personality dimensions: Honesty/Humility (H), Emotionality (E), Extraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O).¹⁸ Each broad dimension has 4 respective facet scales (Table 1). Dimension scores (Honesty/Humility) are computed as the mean across all items within their respective facet scales (Sincerity, Fairness, Greed-Avoidance, Modesty). To measure these broad personality dimensions, participants used a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to answer each question. Low levels on the Honesty/Humility scale depict characteristics such as manipulation, rule breaking, materialistic behaviors, and strong sense of self-importance. Persons with high levels avoid manipulating others and lack a desire for social status. Low Emotionality scores depict characteristics

such as lack of worry and lack of empathy, whereas high scores describe persons who feel empathy and require emotional support from others. More Extraverted persons are confident, enthusiastic, and energetic, whereas less extraverted persons feel awkward and unpopular. Highly Agreeable persons judge others leniently, cooperate, and control their tempers, whereas those with low levels of agreeableness are more angry, critical, and stubborn. Conscientious persons are organized, disciplined, and strive for accuracy, whereas less conscientious persons lack order, avoid certain tasks, and are impulsive. Finally, high levels of Openness depict imaginative persons who are inquisitive, whereas low levels depict persons who lack curiosity or creativity.¹⁸

Although the HEXACO-PI-R has not yet been used in nursing research, it has been successfully used in the health care setting^{19,20} and was chosen for its ability to measure an additional dimension beyond the FFM: specifically, the dimension of Honesty/Humility.¹⁸ The instrument developers report alpha reliabilities ranging from 0.82 to 0.89 across the 6 broad dimensions.²¹

DATA ANALYSIS

Data were analyzed in SPSS Version 23.0 for Windows (SPSS Software, Analytics, Armonk, New York). The original sample included 616 participants. Checks of data integrity included checking test assumptions and cleaning for missing data. Data cleaning identified that 210 persons did not complete the entire HEXAPRO inventory. Those with missing data were deleted from the analysis, leaving data for 406 participants. After data cleaning, several statistical methods were used including multivariate analysis of variance (MANOVA), multiple 1-way analysis of variance (ANOVA), frequency distributions, and *t*-tests.

Results

The internal consistency coefficient Cronbach alpha was calculated to measure the reliability across all dimensions and facets of the HEXACO-PI-R. For this study, alpha reliabilities of the 6 broad dimensions ranged from 0.74 to 0.84 (Table 1). Participants included 406 current and former emergency nurses with employment tenure ranging from shorter than 1 year to longer than 10 years. Ages ranged from 23 to 68, with half of the participants holding baccalaureate degrees; 90.1% of the nurses were female. Geographical location of participants included all states in the US, with the exception of North Dakota and included countries such as Canada (8), France (1), and Australia (3).

TABLE 2

One-way ANOVA: personality and employment tenure

ANOVA Personality	Sum of squares	Df	Mean square	F	P value
Honesty/Humility					
Among Groups	5.691	7	0.813	3.119	<i>P</i> = 0.003
Within Groups	94.09	361	0.261		
Emotionality					
Among Groups	6.897	7	0.985	3.569	<i>P</i> = 0.001
Within Groups	99.658	361	0.276		
Extraversion					
Among Groups	2.073	7	0.296	0.989	<i>P</i> = 0.439
Within Groups	108.025	361	0.299		
Agreeableness					
Among Groups	4.881	7	0.697	2.423	<i>P</i> = 0.020
Within Groups	103.880	361	0.288		
Openness					
Among Groups	4.747	7	0.678	2.076	<i>P</i> = 0.045
Within Groups	117.923	361	0.327		
Conscientiousness					
Among Groups	1.818	7	0.260	1.367	<i>P</i> = 0.218
Within Groups	68.602	361	0.190		

ANOVA, analysis of variance.

Of the 406 participants, 369 nurses were still working in emergency departments, with 327 at bedsides and 42 in roles other than bedside nurse. The remaining 37 nurses were no longer employed in emergency departments. Of the 369 nurses still working in emergency departments, 107 (29%) had more than 10 years of emergency nursing experience, and 69 (18.7%) had less than 2 years of emergency nursing experience. Of note, when looking at tenure in their most current emergency departments, only 29% (112) had more than 5 years' tenure, and 37% (137) had less than 2 years' tenure. Of the 37 nurses who already left, 5 (13.5%) left for retirement, 21 (56.8%) left for RN positions in different specialties, 7 (18.9%) left for positions of greater status elsewhere, and 4 (10.8%) left the field of nursing. Two of the nurses who already left had less than 2 years of experience working in emergency departments; 79 (21.4%) current emergency nurses plan to leave in less than 1 year. When those who are still working in emergency departments (369) were asked how many more years they planned to work in their current emergency departments, 50% (184) reported only planning to work up to 4 more years, and 44 (13.5%) said they planned to work less than 1 more year. Of those 44, 8 (18.2%) had less than 2 years of emergency nursing experience to begin with.

RESEARCH QUESTION 1

Is there a relationship between emergency nurse personality characteristics and employment tenure?

Initially, homogeneity of variance was tested for the intercept of all 6 broad factors of the HEXACO-PI and the categorical variable of years of experience (0–11 months, 1–2 years, 2–3 years, 3–4 years, 4–5 years, 5–7 years, 7–9 years, and more than 10 years). Box's test of equality of covariance matrices revealed that the variables were not equal ($P = 0.081$). The MANOVA was then performed revealing a significant difference in the 6 broad personality characteristics when considered jointly with years of experience (Wilk's $\Lambda = 0.782$, $F(42, 1,673) = 2.147$, $P = 0.000$). For univariate analysis, Levene's test revealed that the equal variance assumption was satisfied ($P = 0.092$ – $P = 0.882$). These findings allow for confidence in moving forward with individual ANOVA to determine if there was a relationship between personality characteristics and employment tenure (Table 2). For this analysis, "years of experience" was defined as total years of emergency nursing experience and included only nurses who were still working in emergency departments ($n = 369$). As mentioned previously, tenure data were categorical. One-way ANOVA

TABLE 3
Mean absolute deviation

	Senior nurses (> 10 years)		Low tenure (< 2 years) and ITL < 1 year	
	Mean Absolute Deviation	Minimum-Maximum	Mean Absolute Deviation	Minimum-Maximum
Honesty-Humility	0.37	0.02–1.34	0.41	0.04–1.11
Emotionality	0.42	0.01–1.51	0.44	0.02–1.14
Extraversion	0.43	0.01–1.62	0.43	0.00–1.25
Agreeableness	0.46	0.02–1.42	0.46	0.01–1.24
Openness	0.44	0.03–1.53	0.53	0.06–1.44
Conscientiousness	0.32	0.01–1.19	0.37	0.02–1.11

ITL, intent to leave.

indicated a significant relationship between years of experience and the characteristics of Honesty/Humility ($P = 0.003$), Emotionality ($P = 0.001$), Agreeableness ($P = 0.02$), and Openness ($P = 0.045$). The mean scores and Bonferroni *post hoc* test indicated that longer tenure (>10 years: mean (M) = 3.90, standard deviation (SD) = 0.46), was associated with higher levels of humility, relative to shorter tenure (0–11 months: M = 3.63, SD = 0.52; 1–2 years: M = 3.63, SD = 0.56; 2–3 years: M = 3.77, SD = 0.49; 3–4 years: M = 3.53, SD = 0.53, 4–5 years: M = 3.64, SD = 0.48). The partial eta-squared effect size (0.06) demonstrated that Humility had a medium effect on tenure, indicating that a moderate relationship appears to exist between these 2 variables. For Emotionality, the mean scores indicated that longer tenure (>10 years: M=2.82, SD = 0.54), was associated with lower levels of Emotionality, compared with those with tenure of 0–11 months, 1–2 years, and 3–4 years, respectively (M = 3.36, SD = 0.50; M = 3.01, SD = 0.55; M = 2.94, SD = 0.51), with a medium effect size (0.07). Finally, longer tenure (7–9 years: M = 2.64, SD = 0.52) was associated with lower levels of Agreeableness, relative to shorter tenure (2–3 years: M = 3.04, SD = 0.54), with a small to medium effect size (0.05). The test was repeated factoring in the nurses that have already left ($n = 37$). One-way ANOVA continued to indicate a significant relationship between years of emergency nursing experience and the characteristics of Honesty/Humility ($P = 0.001$), Emotionality ($P < 0.001$), and Agreeableness ($P = 0.024$).

RESEARCH QUESTION 2

Are there similar personality characteristics for emergency nurses with greater than 10 years of emergency nursing experience?

To determine if emergency nurses with tenure longer than 10 years (senior nurses) had similarity in their personality characteristics, the mean absolute deviation (MAD) of each of the 6 broad dimensions were evaluated. Determining the MAD allows one to understand the variability of data. Smaller differences between the means indicate less variability, therefore, more similarity in the sample. To give meaning to the MAD values, senior nurse data were compared with that of the nurses who had low tenure (less than 2 years) and intent to leave within 1 year. The senior nurses had lower MADs than the nurses with shorter tenure for the personality dimensions of Honesty/Humility (0.37/0.41), Emotionality (0.42/0.44), Openness (0.44/0.53), and Conscientiousness (0.32/0.37, respectively) (Table 3). Overall, the MAD is small (<0.50) for all 406 emergency nurses in this dataset, indicating similarity among the 6 measured personality dimensions.

RESEARCH QUESTION 3

Are there any differences in personality characteristics among emergency nurses with tenure longer than 10 years and emergency nurses with low tenure (less than 2 years) and intent to leave within 1 year?

Independent samples Students' *t*-tests were used to explore personality dimension differences among emergency nurses with varying levels of tenure. Nurses with tenure longer than 10 years have significantly higher levels of Honesty/Humility (M = 3.9048, SD = 0.46, $P = 0.001$) and significantly lower levels of Emotionality (M = 2.8242, SD = 0.54, $P = 0.011$) compared with those emergency nurses who have less than 2 years of tenure and intent to leave within 1 year (M = 3.5786, SD = 0.51/M = 3.1109, SD = 0.55) (Table 4). In terms of magnitude, the Cohen's *d* reflected a medium effect size upon Honesty/

TABLE 4
Senior nurses versus new nurses with intent to leave

Personality	Years of experience	N	Mean	Standard deviation	t/F (df)	P value
Honesty/Humility	Low tenure (<2 years) and ITL <1 year	31	3.5786	0.51	-3.407 (136)	<i>P</i> = 0.001
	High tenure	107	3.9048	0.46		
Emotionality	Low tenure (< 2 years) and ITL <1 year	31	3.1109	0.55	2.593 (136)	<i>P</i> = 0.011
	High tenure	107	2.8242	0.54		
Extraversion	Low tenure (< 2 years) and ITL <1 year	31	3.5585	0.54	1.098 (136)	<i>P</i> = 0.274
	High tenure	107	3.4305	0.58		
Agreeableness	Low tenure (< 2 years) and ITL <1 year	31	2.9456	0.56	0.223 (136)	<i>P</i> = 0.824
	High tenure	107	2.9200	0.56		
Openness	Low tenure (< 2 years) and ITL <1 year	31	3.5000	0.66	1.337 (136)	<i>P</i> = 0.183
	High tenure	107	3.3411	0.56		
Conscientiousness	Low tenure (<2 years) and ITL <1 year	31	3.6351	0.48	-0.537 (136)	<i>P</i> = 0.592
	High tenure	107	3.6828	0.42		

ITL, intent to leave.

Humility ($d = 0.67$) and Emotionality ($d = 0.53$), indicating a robust relationship among the variables.

Discussion

The purpose of this study was to examine the relationship between emergency nurse employment tenure, personality characteristics, and intent to leave. When analyzing data for all emergency nurses in the study ($n = 406$), some statistically significant differences in the personality dimensions measured were found based on years of employment. For the dimension of Honesty/Humility, emergency nurses with tenure longer than 10 years have significantly higher levels of humility than those with 5 years or less of tenure. These findings were similar when investigating only the group of nurses that were still employed in emergency departments. For currently working nurses, those with tenure of 0 to 11 months had the lowest levels of Humility (3.61), whereas those with greater than 10 years of experience had the highest levels (3.91). The data revealed an upward trend in the level of Humility as years of experience increased (3.61 \rightarrow 3.91). The findings from this study are similar to those reported by Ceschi et al,²² who found that Honesty/Humility were positively correlated with employment tenure ($P < 0.01$). Although it is controversial to suggest that these characteristics might change over time, there is research to support this, but it should be investigated further in a longitudinal study.²³

When considering intent to leave, nurses with tenure shorter than 2 years and intent to leave within 1 year have

an even lower significant level of Humility (3.58) and high level of Emotionality (3.11) compared with those who have tenures longer than 10 years. Low levels of Humility are associated with a strong sense of self-importance and being egoistic, cunning, and hypocritical.²⁴ Higher levels of Humility are associated with a lack of interest in social status, and high levels are also associated with honesty and sincerity in interpersonal relations.²⁵ Previous research described status seeking as the process by which new nurses become and remain as emergency nurses.²⁶ It is possible that status seeking is limited to a certain period during the acculturation process. Perhaps after the nurses have gained competence and confidence, they become humbler and therefore place less importance on social status.²⁶

For Emotionality, data revealed that emergency nurses with 0 to 11 months of tenure had the highest levels of Emotionality (3.39), whereas those emergency nurses with longer than 10 years of tenure had the lowest levels (2.85). There was also a slight downward trend in Emotionality based on years of experience, meaning that as years of experience went up, nurses were less emotional. However, the differences were no longer significant after 4 years of experience. When considering intent to leave, nurses with tenure of less than 2 years and intent to leave within 1 year were also found to have high levels of Emotionality (3.11) compared with those with tenure longer than 10 years (2.82; those who were still at the bedside: 2.85).

Persons with high levels of Emotionality tend to seek emotional support from others and experience anxiety due to stress,¹⁴ whereas persons low in Emotionality experience little stress, feel emotionally detached, and lack desire to

share concerns with others.¹⁴ Previous research indicated that nurses new to the emergency nursing role experienced a hierarchy accompanied by perceptions that they were not receiving the same “privileges” as the more senior nurses, which influenced their feelings of nonacceptance.²⁶ In the same study, the more senior nurses described feeling frustrated with the lack of proficiency and competence of the new nurses and how this added to their own workload. In the current study, new nurses (those with low tenure) had significantly higher levels of Emotionality than the senior nurses. It is possible that this dissonance could have an impact on group cohesion and turnover intent. These findings are important because emotionally stable employees are more likely to be retained.^{11,27}

Theoretically, the findings from this study align with the ASA framework. All the emergency nurses surveyed in this study (n = 406) had similarity in personality characteristics across the 6 broad dimensions of the HEXACO-PI-R, with significant differences related to career tenure noted on the dimensions of Honesty/Humility, Emotionality, Agreeableness, and Openness. This study is in agreement with another study, which found homogeneity in personality characteristics at the job level.²⁸ This information is important for emergency nurse hiring managers who may be able to serve as a bridge between the senior emergency nurses with the tendency to exhibit the dominant personality characteristics and the new emergency nurses who might not be in the friendship cluster corresponding with the dominant personality characteristics.¹⁷ It is possible that serving as this bridge will decrease turnover.

Limitations

Although this study adds to the body of research on emergency nursing, its correlational design does not identify, predict, or imply causal effect. It is also important to mention that the HEXACO-PI-R is a self-report instrument. One might think that a self-report of Humility is contradictory because to be humble, one would not rate oneself high on questions related to Humility. However, there is research finding that self-report and observer reports on the HEXAPRO inventory are highly correlated.²⁹

Another limitation was that the participants in this study were not all from the same organization and country. It is possible that organizational factors might have impact on the self-reported personality characteristics. In the survey, employment tenure was collected as categorical data. Had this been collected as a continuous variable, it might be possible to make additional inferences. Finally, as is common with many research studies, one third of the original

sample was lost owing to missing data. No analysis was done to compare data between the sample with missing data and the nonmissing data sample and to explore the homogeneity of the sample.

Implications for Emergency Nurses

Findings from this study identified specific personality characteristics among emergency nurses. This knowledge opens the door for additional research with regard to the role Honesty/Humility and Emotionality characteristics could play in the turnover decisions of emergency nurses. Several studies have found that Honesty and Humility are positively related to workplace factors such as job performance,³⁰ cooperative behavior in groups³¹⁻³³ and job satisfaction³⁴ and negatively related to job stress.³⁴ Being able to hear feedback and make necessary changes comes with Humility. Because of the effects of Honesty/Humility found in this study, the question arises as to whether Humility is malleable in emergency nursing.

Recommendations and Conclusions

Future research should be conducted to investigate whether certain personality characteristics (such as Honesty/Humility) predict behavior such as turnover or turnover intent. A longitudinal study investigating whether Honesty/Humility and Emotionality change over time would be beneficial and whether it may be important to investigate if Honesty/Humility is malleable in emergency nursing.

In conclusion, primary research across job types is imperative regarding better understanding of turnover. Findings from this study provide direction for future research with regard to personality characteristics and the relationship with other organizational factors and outcomes. Also, the personality characteristic data collected from emergency nurses throughout the US could enhance prediction of the emergency nurse and might provide administrators with details of important characteristics to foster that may have a positive effect on retention.

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