Antecedents and outcomes of new graduate nurses’ experiences of workplace mistreatment

April 13th, 2012
Emily Read, MSc, RN
Background

• Nursing faces a worker shortage
  ➢ Average age of Canadian nurse ~46
  ➢ Shortage of ~60,000 nurses by 2022 (CNA, 2009)

• High turnover amongst new grad nurses
  ➢ 34% (Beecroft, 2008)
  ➢ 30% in year 1, 57% by end of year 2 (Bowles & Candela, 2005)

Contributing Factors:
  ➢ Feel underprepared for practice
  ➢ Transition period stressful
  ➢ Expectations vs reality
  ➢ Experiences of incivility & bullying
New Grads & Workplace Mistreatment

- Undervalued by colleagues
- Learning opportunities blocked
- Emotional neglect
- Given too much responsibility without support
- Rude or humiliating comments
- Verbal threats (CNA, 2002; 2009)
Incivility

- Incivility describes **low-intensity** rude or disrespectful behaviours with an **ambiguous** intent to harm others (Andersson & Pearson, 1999).

- Exposure to workplace incivility linked to...
  - poor mental health (Hansen et al., 2006)
  - emotional exhaustion and burnout (Cortina et al., 2001)
  - job dissatisfaction and turnover intentions (Smith, Andrusyszyn, & Laschinger, 2010).

- May escalate into bullying if unchecked
Bullying

• Leymann (1996) describes bullying as interpersonal conflict in which the target is subjected to systematic stigmatization, harassment, and social isolation over an extended period of time.

• Effects of bullying severe, long-lasting, and multidimensional -> poor health outcomes, increased absenteeism and high job turnover (Mikkelsen & Einarson, 2002)
Proposed Antecedents

Organizational

- Authentic leadership
- Structural empowerment
- Areas of Worklife (Maslach & Leiter)
  1. Community
  2. Values Congruence
  3. Fairness

Personal

- Psychological Capital
Proposed Outcomes

Organizational Outcomes
• ↓ Job satisfaction
• ↓ Career satisfaction
• ↓ Work engagement
• ↓ Personal job efficacy
• ↑ Job turnover intentions
• ↑ Career turnover intentions
• ↑ Emotional Exhaustion

Health Outcomes
• ↓ Mental health
• ↓ Physical health
Purpose

• This study explores potential antecedents and consequences (correlates) of new graduate nurses’ experiences of workplace mistreatment.
Proposed Conceptual Framework (general)
Proposed Conceptual Framework (detailed)

Organizational Environment Characteristics
- Authentic Leadership
- Empowerment
- Community
- Values congruence
- Fairness

Personal Characteristics
- Psychological Capital

Workplace Mistreatment

Organizational Outcomes
- Job Satisfaction
- Career Satisfaction
- Job Turnover
- Career Turnover
- Personal Job Efficacy
- Emotional Exhaustion
- Engagement

Health Outcomes
- Physical Health
- Mental Health
Methods

• Secondary data analysis
• Random sample of 907 new graduate nurses with <2 years’ experience
• 342 responded giving 37.7% response rate

• Statistical analysis (SPSS, v.19)
  • Pearson’s r correlations
  • Descriptives
Results
Participant Characteristics

- 91.5% female
- 98.2% had a 4-year bachelor’s degree (or equivalent)
- 56.9% medical-surgical; 23.5% critical care
- 62.5% full-time; 27.7% part-time
- 66.0% worked 20-39 hours/week; 30.1% >40 hours/week
- Mean age = 28.1 (± 6.6) years
- Mean experience = 1.0 (± 0.2) years

Table 1. Participant characteristics (n = 342)
Table 1. Means, standard deviations, and Pearson correlations of proposed precursors and outcomes of new graduate nurses workplace mistreatment.

<table>
<thead>
<tr>
<th></th>
<th>M</th>
<th>SD</th>
<th>Bullying</th>
<th>Supervisor Incivility</th>
<th>Coworker Incivility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workplace Mistreatment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bullying</td>
<td>1.57</td>
<td>0.55</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Supervisor Incivility</td>
<td>1.33</td>
<td>0.56</td>
<td>.49</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Coworker Incivility</td>
<td>1.64</td>
<td>0.75</td>
<td>.73</td>
<td>.49</td>
<td>-</td>
</tr>
<tr>
<td><strong>Proposed Precursors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Characteristics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authentic Leadership</td>
<td>2.47</td>
<td>0.86</td>
<td>-.35</td>
<td>-.32</td>
<td>-.24</td>
</tr>
<tr>
<td>Structural Empowerment</td>
<td>13.63</td>
<td>2.32</td>
<td>-.34</td>
<td>-.22</td>
<td>-.31</td>
</tr>
<tr>
<td>Community</td>
<td>3.71</td>
<td>0.90</td>
<td>-.44</td>
<td>-.32</td>
<td>-.58</td>
</tr>
<tr>
<td>Values Congruence</td>
<td>3.36</td>
<td>0.71</td>
<td>-.14</td>
<td>-.13</td>
<td>-.17</td>
</tr>
<tr>
<td>Fairness</td>
<td>2.87</td>
<td>0.63</td>
<td>-.35</td>
<td>-.30</td>
<td>-.29</td>
</tr>
<tr>
<td><strong>Personal Characteristics</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Psychological Capital</td>
<td>5.06</td>
<td>0.73</td>
<td>-.21</td>
<td>-.17</td>
<td>-.19</td>
</tr>
<tr>
<td><strong>Proposed Outcomes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Outcomes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>3.07</td>
<td>0.89</td>
<td>-.46</td>
<td>-.24</td>
<td>-.37</td>
</tr>
<tr>
<td>Career Satisfaction</td>
<td>4.26</td>
<td>0.81</td>
<td>-.21</td>
<td>-.12</td>
<td>-.16</td>
</tr>
<tr>
<td>Job Turnover</td>
<td>2.66</td>
<td>1.27</td>
<td>.32</td>
<td>.19</td>
<td>.19</td>
</tr>
<tr>
<td>Career Turnover</td>
<td>1.44</td>
<td>0.71</td>
<td>.23</td>
<td>.19</td>
<td>.18</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>2.90</td>
<td>1.51</td>
<td>.46</td>
<td>.35</td>
<td>-.31</td>
</tr>
<tr>
<td>Engagement</td>
<td>3.28</td>
<td>0.73</td>
<td>-.27</td>
<td>-.09*</td>
<td>-.28</td>
</tr>
<tr>
<td><strong>Personal Outcomes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Health</td>
<td>2.73</td>
<td>1.00</td>
<td>.39</td>
<td>.33</td>
<td>.28</td>
</tr>
<tr>
<td>Mental Health</td>
<td>2.45</td>
<td>0.91</td>
<td>.32</td>
<td>.28</td>
<td>.25</td>
</tr>
</tbody>
</table>
OVERALL FINDINGS - ANTECEDENTS

• **Bullying** had stronger associations than incivility with all antecedents

• Empowerment, authentic leadership, community, values congruence, fairness, & psychological capital all significant antecedents of incivility and bullying
**OVERALL FINDINGS - OUTCOMES**

- **Bullying** had stronger associations than incivility with all significant outcomes

**Organizational Outcomes**
- ↓ work engagement
- ↓ job and career satisfaction
- ↑ burnout
- ↑ job and career turnover intentions

**Health Outcomes**
- ↓ Mental and physical health
IMPLICATIONS

• Bullying similar to incivility but more severe

• Potential prevention of bullying by addressing incivility early on before it escalates

• Empowering work environments, authentic leadership, & strong sense of community may help mitigate workplace mistreatment targeting new grads
REFERENCES


ACKNOWLEDGEMENTS

• Dr. Heather Laschinger, PhD, RN, FAAN
• Christine Cullion-Hicks
• Ashley Grau
• Survey participants
Thank you
Note:
Bold font = co-worker incivility
Non bolded font = supervisor incivility