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

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Western

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
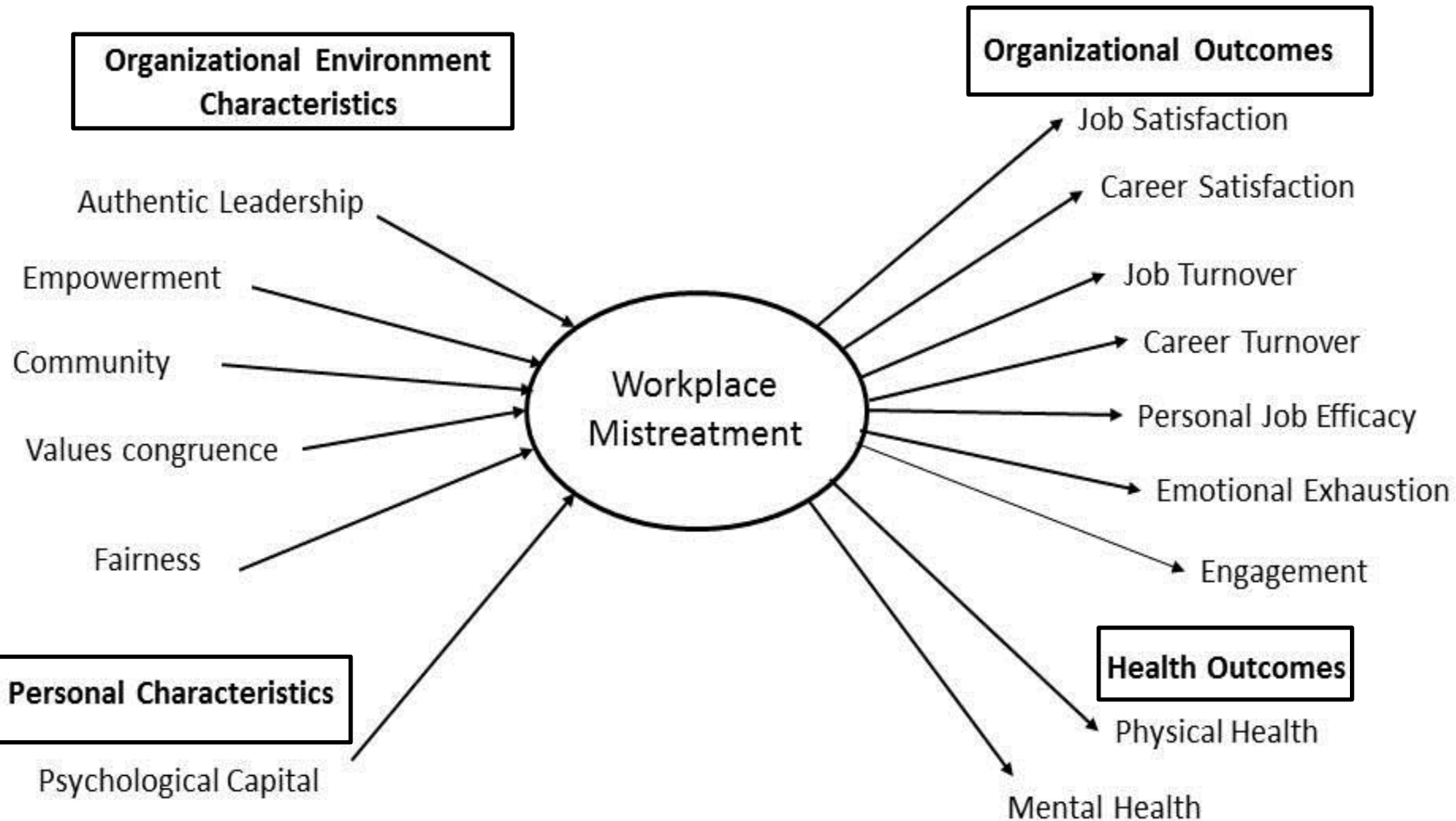- ↓ Physical health

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)

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

Table 1. Means, standard deviations, and Pearson correlations of proposed precursors and outcomes of new graduate nurses workplace mistreatment.

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

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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

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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
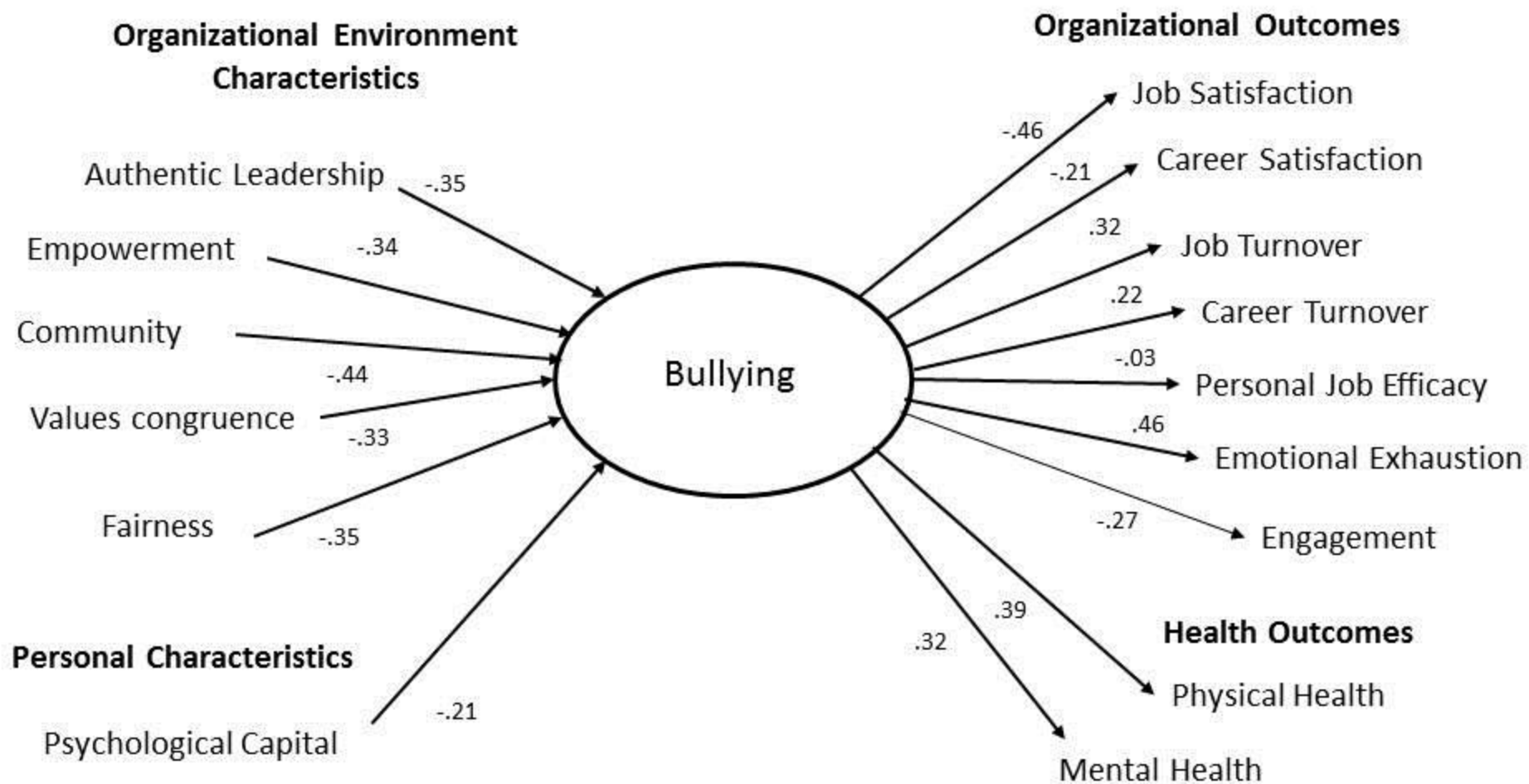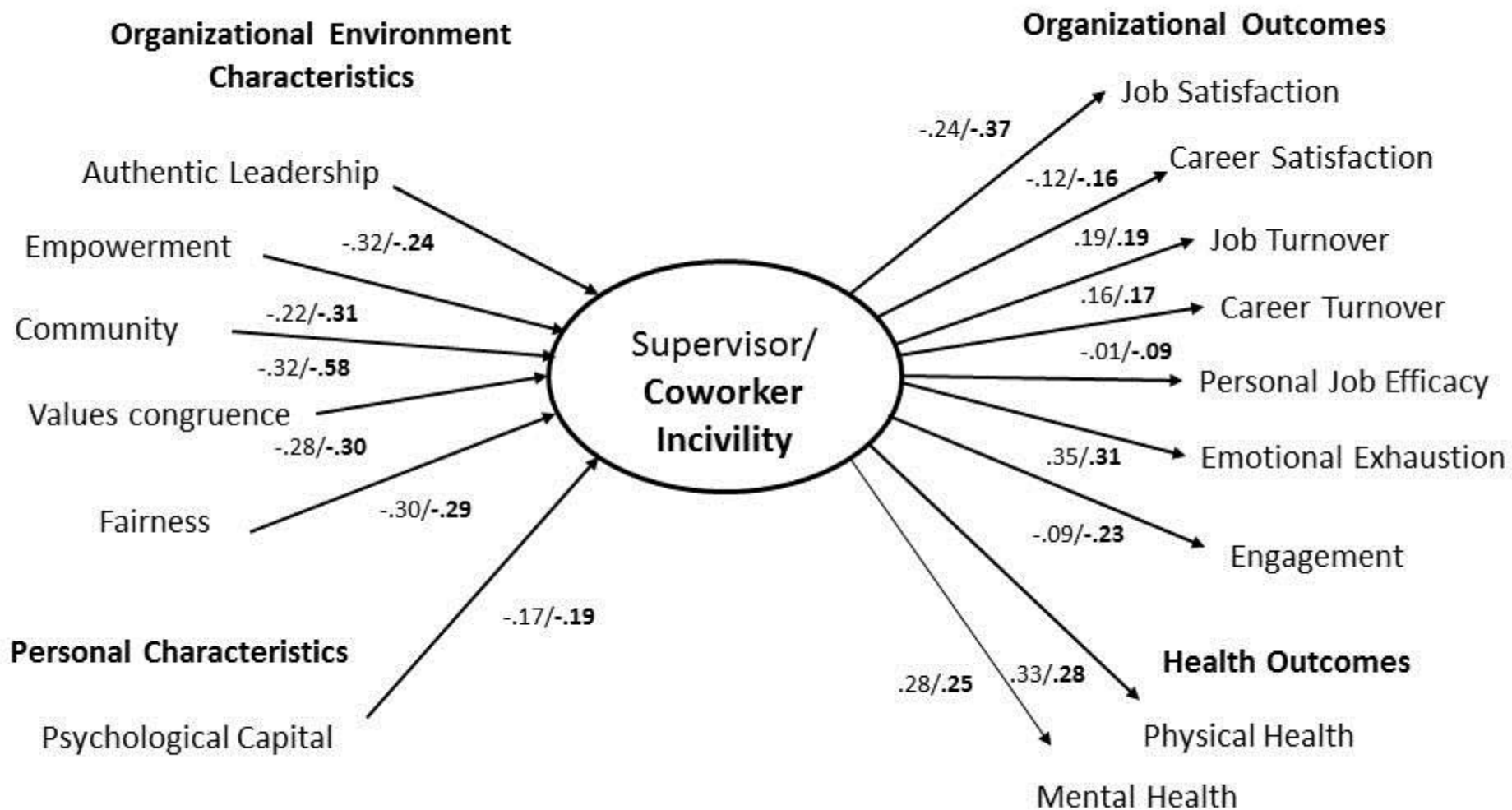
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Thank you

Organizational Environment Characteristics

Authentic Leadership -.35

Empowerment -.34

Community

Values congruence -.44

  -.33

Fairness -.35

Personal Characteristics

Psychological Capital -.21

Bullying

Organizational Outcomes

Job Satisfaction -.46

Career Satisfaction -.21

Job Turnover .32

Career Turnover .22

Personal Job Efficacy -.03

Emotional Exhaustion .46

Engagement -.27

Health Outcomes

Physical Health .39

Mental Health .32

Organizational Environment Characteristics

Authentic Leadership

Empowerment   -.32/**.24**

Community   -.22/**.31**

-.32/**.58**

Values congruence   -.28/**.30**

Fairness   -.30/**.29**

Personal Characteristics   -.17/**.19**

Psychological Capital

Supervisor/ Coworker Incivility

Organizational Outcomes

Job Satisfaction   -.24/**.37**

Career Satisfaction   -.12/**.16**

Job Turnover   .19/**.19**

Career Turnover   .16/**.17**

Personal Job Efficacy   -.01/**.09**

Emotional Exhaustion   .35/**.31**

Engagement   -.09/**.23**

Health Outcomes   .33/**.28**

.28/**.25**

Physical Health

Mental Health

Note:
Bold font = co-worker incivility
Non bolded font = supervisor incivility