

INCREASING HARDINESS AMONG NURSE MANAGERS: A LONGITUDINAL APPROACH

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Stress

- ▣ Costs the health care industry millions \$\$ due to health-associated problems.
- ▣ Leads to:
 - Unscheduled absences
 - Job dissatisfaction
 - Burnout
 - Reduced productivity

Hardiness

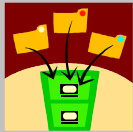
- ▣ Motivating factor in resolving stressful situations & adapting to health problems.





Stress

- Among managers, intense job-related demands:
- Result in significant negative effects on
 - * job performance
 - * personal well-being
 - * potentially affecting productivity & time lost from work.



Hardiness

- Comprised of 3 elements: (Kobasa, 1979).
- Commitment: Desire to actively engage in life's events, work or personal.
- Control: Strong belief person has some level of control over stress-producing events.
- Challenge: Belief that change is an opportunity for growth rather than a threat (Turnipseed, 1999).

Hardiness

- Hardy individuals:
 - * Recognize have options to exercise judgment (control)
 - * Opportunities to become actively involved in various life activities (commitment)
 - * Ability to perceive change as beneficial (challenge) (Pollock, 1990).



Hardiness

- Links of hardiness to decreased stress may be helpful to nurse managers (Judkins, 2004).
- Hardiness can be learned w/ sustained increase in hardiness levels after attending longitudinal training programs (Judkins, Reid, & Furlow, 2006; Maddi, 1987; Rowe, 1999).



Study Aims

- To determine effects of longitudinal hardiness training among nurse managers in an acute-care hospital
- To compare nurse manager hardiness and turnover rates among nursing staff.



Methods

- Longitudinal descriptive study examined hardiness among a convenience sample of 12 managers attending a hardiness training program (HTP) in 2006.
- Hardiness Scale used to measure hardiness (Bartone, et al., 1987).



Methods

- Using pre/posttest format:
- Pre-tested beginning 2.5 days initial training.
- Post-tested after:
 - * Initial training (post 1),
 - * 6 weekly 2-hour sessions (post 2)
 - * 2-hr session at 5 months (post 3)
 - * 2-hr session at 8 months (post 4)
- In addition, turnover rates were compared to 5 months prior to & following hardiness training.



Topics Covered

- Hardiness
- Stress Mgmt
- Power
- Negotiation
- Communication
- Problem Mgmt
- Conflict Mgmt



Results

- Age: 30-61 [m=45.6(9.6)]
- Gender: 1 male, 11 female
 - Marital: 92% married
 - Ethnic: 10 Caucasian;
 - 1 Black; 1 Amer. Indian
- Highest Degree: 3 AD; 8 BSN; 1 MSW
 - Yrs in Nsg: 6-34 [m=15.8(11.5)]
 - Yrs Mgr: 1-14 [m=6.2(4.3)]



Results (cont.)



Paired samples t-test:

- ▣ Pre to post 1: Sig. ($p < .05$) increase hardiness levels (Control highest contribution).
- ▣ Post 1 to 2; Post 2 to 3: No sig. changes (good news!!).
- ▣ Post 3 to 4: Sig. ($p < .05$) increase (Control highest contribution).
- ▣ Pre to post 4 (N=10): Sig. ($p < .01$) increase (Commitment & Control highest contribution)

	Poss Total	Pre Test (avg)	Post 1 (avg)	Post 2 (avg)	Post 3 (avg)	Post 4 (avg)
N =	12	12	12	12	12	10
Total	135	94	98 ¹	99	101	103 ^{1,2}
Commit	45	37	38	39	40	40 ²
Control	45	30	32 ¹	33	34	35 ^{1,2}
Chall	45	27	28	27	28	28

¹ Significant at $p < .05$ level
² Significant at $p < .01$ level (Post 4 scores analyzed against Pretest scores to evaluate changes across the entire 8 months).

Results (cont.)



- ▣ No sig. correlation between hardiness levels & turnover rates.



Anecdotal Results

- T. Kendricks, CNO, offers insightful observations re: increased hardiness on organizational culture :
 - Positive change in attitude of mgrs toward each other...silos less obvious,
 - No longer known as “pit vipers” among peer groups,
 - Mgrs now come to CNO w/solutions to problems; demonstrate confidence not evident before training.

Discussion



- Hardiness scores increased & sustained over 8 mo. period after attending hardiness training. Similar findings w/ beta group (Judkins, et al., 2006).
- Although not significant, turnover rates decreased 6.8% by end of 8 mo. training. Similar findings w/ beta group (Judkins, et al., 2006).

Discussion (cont.)



↑ Commitment scores positive finding:
Mgrs. less likely to give up under pressure: hi-hardy mgrs. tend to move toward resolution rather than avoid stressful events (Judkins, 2004).

Committed mgrs tend to engage staff & set direction towards meeting organizational goals (Judkins & Ingram, 2002).



Discussion (cont.)

↑ Control scores also positive:

Hi-Control persons believe have ability to influence life's events; workplace stressors are viewed as common place & meaningful (Judkins & Ingram, 2002).

Increasing high scores may indicate feelings of empowerment; may reflect intensified confidence & internalization of control.



Discussion (cont.)

Hi-Challenge persons not satisfied w/status quo; cont. seek challenging situations; actively engaged in change.

These unchanging challenge scores may indicate not coping well w/changes esp. if too much at once. Change may be greatest stressor.

Encourage & reward risk-taking behavior may assist mgrs to move toward change rather than avoid it (Judkins & Furlow, 2004).

Conclusion

- Attending longitudinal HTP may increase & sustain hardiness among nurse mgrs, thus proving invaluable to hc organizations as resiliency against workplace stressors is increased.





Conclusion (cont.)

- ▣ Increasing hardiness has potential to positively influence workplace culture when addressing job satisfaction & organizational commitment (Larrabee et al., 2003; McNeese-Smith, 1995), burnout (McGoldrick, Meschner, & Pollock, 2001) , and productivity & absenteeism (Martin 1995; Noble 1993).

Conclusion (cont.)



With links to job satisfaction and patient satisfaction (Kalish et al., 2007), there exists potential link between hardy employees & patient satisfaction. Although beyond the scope of this study, one would hope next links to be hardy employees & quality patient care.



Program Evaluation

- ▣ Most helpful?
 - ...hardiness training helped w/how to solve conflict & ways to deal w/difficult employees
 - ...have learned that working as a grp. is very important & powerful.
- ▣ Least helpful?
 - ...a little difficult to do all the follow-ups
- ▣ Personal growth experienced from HTP?
 - ...can communicate much better, be assertive.
 - ...setting goals & following through.
 - ...approach situations differently.

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