

## Leadership Connection 2018 (15-18 September)

### Impact of Nurses' Sanctification of Work on Work-Related Outcomes and Patient Satisfaction

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#### **ABSTRACT:**

#### **Introduction**

Nurses face numerous challenges at work; in fact, working in a hospital is more stressful than any other work environment, according to a study of 95,499 nurses (McHugh, Kutney-Lee, Cimiotti, Sloane, and Aiken, 2011). Challenges nurses face contribute to job dissatisfaction, burnout, and turnover, which, in turn, effect patient care. For example, McHugh et al. observed patient satisfaction was lower in hospitals where nurses were dissatisfied or burned out. Some healthcare organizations are focusing on spirituality at work and how spirituality of staff affect patient and work-related outcomes (e.g., Beehner, 2016). This study examines sanctification, a facet of spirituality that refers to the sacred meaningfulness ascribed to something (Pargament & Mahoney, 2005), in the context of work to measure how the sanctification of work among nurses impacts nurse and patient outcomes. Specifically, the aim of this study is to determine the relationship between sanctification of work and work-related outcomes (job satisfaction, employee engagement, organizational commitment, job burnout, and turnover intention) among licensed and unlicensed nursing personnel. Evidence about how nurses' sanctification of work impacts such important outcomes can potentially inform and improve nursing care and retention.

#### **Background**

Healthcare organizations continually face the challenges of having engaged, committed, and satisfied staff. Job dissatisfaction, burnout, and employee turnover often threaten nursing staff. These nurse outcomes, in turn, effect patient outcomes. Yet if healthcare organizations can employ satisfied and engaged nurses, it can support them to have a competitive advantage and financial gain (Rich, LePine, & Crawford, 2010). Thus, the construct of sanctification of work--recognized in psychology, but not yet in nursing, provides promise. In the findings from the few studies examining sanctification of work, positive associations were observed between it and work outcomes. For instance, Walker, et al. (2008), Hall, et al. (2012), and Carroll, et al (2014) found associations in different work groups between sanctification of work and organizational commitment, job satisfaction, and turnover intention. This study will not only measure a previously unstudied phenomenon in nursing (i.e., sanctification of work) to determine its prevalence in a sample of hospital nursing staff, but also examine how it explains nurse and patient outcomes.

#### **Methods**

A quantitative, descriptive, cross-sectional, correlational research design allowed the researchers to address the research aim. Sample was recruited at a 353-bed, not-for-profit, faith-based, teaching hospital in urban Southern California. Participants were recruited during regular staff meetings or daily huddles. They were incentivized with a \$10 gift card. After consenting, participants completed an 82-item "paper and pencil" type questionnaire comprised of eight previously psychometrically supported measures and demographic items. These instruments included the Duke University Religion Index (DUREL), Sanctification of Work Scale, Overall Job Satisfaction Scale, Employee Engagement Scale,

Affective Commitment Scale, abbreviated Maslach Burnout Index, and Turnover Intention Scale. Patient satisfaction was assessed through Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) data obtained from the hospital's Organizational Performance Department.

### **Results/Findings:**

The participants included 463 licensed and unlicensed nursing personnel (435 was determined to achieve a power of 80%; response rate was 58%). Of these, 60% were Roman Catholic, 81% were female, and nearly 45% had worked at least five years in the organization. The mean age of the participants was 42. Participants' rated sanctification of work, on average, as 5.7 on a 7-point scale, suggesting a fairly strong sense of sanctification of work. The linear regression results indicated that sanctification of work significantly and independently explained job satisfaction, employee engagement, organizational commitment. In addition, female respondents tended to perceive work as more sanctified than male respondents.

### **Implications:**

Given findings substantiated that the sanctification a nurse ascribes to work does impact both nurse work and patient outcomes, these results suggest salient implications for nurse clinicians, administrators, and educators. Clearly, how to promote nurses' sanctification of work must be considered. What interventions, work climates, and educational methods best create within a nurse a sense of sanctification for work? How does a clinician daily or hourly maintain this perception of nursing care as sanctified work? Might nurse recruiters screen potential employees for this quality? Whereas future research and evidence-based practice projects can address such questions, these study findings provide isolated, yet strong evidence that the sanctification of work among nurses does contribute to the critical and continually pursued outcomes of job satisfaction, employee engagement, organizational commitment.

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### **Title:**

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### **Keywords:**

Job Satisfaction, Nurses and Sanctification of Work

### **References:**

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### **Abstract Summary:**

How sacred is your work? This study of hospital nursing personnel answered this question. In addition, results showed that the sacredness ascribed to one's work of nursing explained not only patient satisfaction, but also job satisfaction, employee engagement, and organizational commitment. [41 words]

### **Content Outline:**

**Literature pertinent to concept of sacredness of work will be reviewed, as well as key points about current issues in healthcare that lend reason to introducing sanctification of work into nursing.**

### **Introduction**

- A. Spirituality in Nursing
- B. Sanctification of Work, a new spirituality concept to be explored in nursing
- C. Sanctification of Work and work-related outcomes and patient outcomes

### **Body**

A. Sanctification of work is one of many possible facets of human spirituality. Other related terms used for sanctification of work in the context of spirituality are "calling", "meaningful work", "ministry" (Riasudeen & Prabavathy, 2011; Pfeiffer, Gober, & Taylor, 2014; Pirkola, Rantakokko, & Suhonen, 2016). Pargament and Mahoney (2005) asserted that individuals who achieve sanctification in their lives experience feelings of satisfaction, accomplishment, and positive attitudes; sanctified events serve as resources for individuals to draw for strength and support in their lives.

B. Spirituality in Nursing. Nurses need to be present with the patient rather than just doing for the patient (Martsof & Mickley, 1998). Spirituality in nursing has been explored in various empirical studies and its' influence in patient care delivery; however, the concept of sanctification of work has not been studied.

C. Sanctification of work and work-related outcomes and patient satisfaction will be explored.

D. Methods. A quantitative, descriptive, cross-sectional, correlational research design allowed the researchers to address the research aim. A detailed description of methods will be discussed.

E. Findings. The participants included 463 licensed and unlicensed nursing personnel. Participants' characteristics include: 60% were Roman Catholic, 81% were female, and nearly 45% had worked at least five years in the organization, with mean age of 42. There is significant association between sanctification of work and work outcomes.

### **Implications :**

Significance to Nursing Practice, Education, and Research. Results suggest implications for nurse clinicians, administrators, and educators. How does a clinician daily or hourly maintain this perception of nursing care as sanctified work? A detailed presentation will be discussed.

First Primary Presenting Author

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**Professional Experience:** Hazel Ada started her nursing career in 1993 as a medical surgical nurse. She then expanded her clinical nursing in telemetry services and was given an opportunity to grow as a nurse manager in the telemetry/stroke unit which she served for 5 years. In her term, she led the team achieve Stroke Program Certification. After 5 years of managerial experience, she was chosen by the health system to be a Patient Care Executive resident, under the tutelage of the Chief Nurse Executive. She then accepted the role of administrative director of Education and Training department and Simulation Center from 2014 up to present. As a role model, she pursued higher education - doctoral degree and currently a candidate for PhD in Nursing.

**Author Summary:** Hazel Ada, a PhD-candidate from Loma Linda University, School of Nursing is currently the director of Education and Training and Simulation Center at Adventist Health White Memorial in Los Angeles, CA. Her current role shaped her research interest in nursing and spirituality, work-related outcomes, and patient outcomes. This passion was ignited as she deals with staff growth and development - strategies to recruit and retain nurses, and ongoing education and training to promote patient safety.

Second Author

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**Professional Experience:** Elizabeth Johnston Taylor, PhD, RN, Professor, Loma Linda University School of Nursing, Loma Linda, California, USA, has pursued a program of research exploring the intersection of spirituality, religiosity, health, and nursing for 25 years. Her clinical experiences as an oncology nurse created for her a deep interest in these topics, and led her to pursue a PhD (University of Pennsylvania 1992), a post doctoral fellowship (UCLA, 1993-95), Clinical Pastoral Education, and training in spiritual direction. Her life experiences include a 4-year stint as Research Director, Mary Potter Hospice, Wellington, New Zealand. Her books include *Spiritual Care: Nursing Theory, Research, and Practice*, *What Do I Say? Talking with Patients about Spirituality*, and *Religion: A Clinical Guide for Nurses*. Her forthcoming book from Springer, *Fast facts about religion for nurses: Implications for patient care*, will provides clinicians with quick and easy access to healthcare-related information about religions.

**Author Summary:** Dr. Beth Johnston Taylor has pursued a program of research exploring the intersection of spirituality, religiosity, health, and nursing for 25 years. Her clinical experiences as an oncology nurse led her to pursue a PhD and a post doctoral fellowship. Beth is an author to numerous articles and book chapters. Her forthcoming book, *Fast facts about religion for nurses: Implications for patient care*, will provide clinicians with quick and easy access to healthcare-related information about religions.

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**Professional Experience:** 1972-1986 Clinical nurse in acute care settings, home health and hospice. 1986-1998 Clinical supervisor, director of clinical operations for home health & hospice agencies. 1998-present Faculty member at Loma Linda University

**Author Summary:** Dr. Ellen D'Errico is associate professor of nursing at Loma Linda University. Previous experience includes 25 years in the clinical arena in medical-surgical units and home Health care and hospices. Currently she is the director of PhD-Nursing Program at LLU. Her research interests include cancer survivorship and nursing care delivery methods. Other roles include STTI-Gamma past president/board member, member of ACNL's research committee and California Action Coalition, and executive board-San Bernardino County Gangs and Drugs Taskforce.