Abstract

Background: Challenges that nurses face in United States hospitals, including burnout, job dissatisfaction, and nursing shortage, have been documented. These burdens have been linked to poor outcomes both in nurses and for patient care. In light of these challenges, recent research has found benefits of both mindfulness and effective leadership for nurse and patient outcomes. However, to date, no studies have examined the relationships between mindfulness of leaders in the hospital setting with outcomes for subordinate healthcare professionals.

Purpose: The present research uses a tiered approach to examine the relationships between nurse leader trait mindfulness and nurse subordinate measures of trait mindfulness, burnout, job satisfaction, psychological need satisfaction, and turnover rate, at multiple levels within the hospital nursing staff hierarchy.

Methods: Participants currently employed as chief nursing officers, directors of nursing, nurse managers, charge nurses, and staff nurses have been recruited from five hospitals in New Orleans and Marrero, Louisiana. Surveys were administered to participants using inventories measuring trait mindfulness, burnout, job satisfaction, and psychological need satisfaction. Relationships between these variables in nursing leaders and subordinates are presently being examined at each level of the nursing staff hierarchy. Descriptive and correlational statistics are being performed for the data collected. Regression analysis will be performed and variance will be assessed using ANOVA.

Results: No statistical significance has been established between variables but positive trends have been identified between MAAS, MBI, MOAQ-JSS, BPNS scores, respectively, across all staff nurses and all nurse leaders (nurse managers, DONs).

Review of Literature – Mindfulness and Leadership

Reb et al. (2014) – Leader trait mindfulness in a corporate setting was associated with:
- Lower employee burnout
- Higher employee psychological need satisfaction, work-life balance, and job satisfaction
- Higher measures of employee job performance and lower measures of employee deviance

Instruments

- **Mindfulness Attention Awareness Scale (MAAS)** (Brown & Ryan, 2003)
- **Maslach Burnout Inventory (MBI)** (Schulz et al., 1996)
- **Michigan Organizational Assessment Questionnaire – Job Satisfaction Subscale (MOAQ-JSS)** (Cammann et al., 1979)
- **Basic Psychological Need Satisfaction at Work Scale (BPNS)** (Deci et al., 2001)

Results and Discussion

- Data collection and statistical analysis is ongoing.
- Trends have emerged (Figure 2) demonstrating similarities between responses for staff nurses and nurse leaders in all four inventories.
- These similarities could suggest relationships between the trait mindfulness, burnout, job satisfaction, and psychological need satisfaction of staff nurses and nurse leaders within the LCMC system of hospitals.
- The first two points of Figure 1 reveal a trend suggesting a possible positive correlation between the trait mindfulness and staff nurse trait mindfulness for individual hospitals.

Future Directions

- As surveys continue to be returned, deeper analysis may be performed to reveal more relationships between variables, and provide statistical significance to trends already emerging in the present data.
- More statistical analyses including regression analysis, and analysis of variance using ANOVA may be performed.

Significance and Implications

- Significant relationships would suggest possible benefits of mindfulness training in nurse leaders for nurse subordinates and for patient care.
- Relationships found between variables could also suggest:
  - Nurse leader traits affect their subordinate’s individual outcomes
  - Nurse leader traits affect their subordinates’ job performance through their effects on subordinate nurse outcomes
  - Nurse leader traits may indirectly affect patient care through their effects on subordinate nurse outcomes and subordinate nurse job performance.

Contact Information

John L. DiLeo, BS
LSUHN School of Nursing
Email: jidelj@lsuhsc.edu