

Relational Aggression, Organizational Cynicism, and Commitment in the Nursing Workplace

Overview

- Health care is about relationships.
- “Relationships are central to our identities: They shape who we are. Relationships are therefore central for creating collective identity in an organization and for enabling work to be coordinated effectively.”

Jody Hoffer Gittel, (2009) High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience.

- A comparison of high performing and low performing ICUs revealed better communication between nurses and doctors in high performing ICUs

Christopher Nemeth, (2012) Improving Healthcare Team Communication

- An analysis of 1,200 responses from nurses, physicians, and hospital executives suggests that **daily** interactions between nurses and physicians strongly influence nurses' morale.

Alan Rosenstein, 2002, American Journal of Nursing

What Makes a Workplace Healthy?

- “Clearly, we have a long way to go in creating healthy work environments in nursing as these results show that basic human factors that foster individual health and well-being are still lacking in current nursing work environments.”

Heather Laschinger, (2007) Building Healthy Workplaces: Time to Act on the Evidence

- Psychological aspects
- Spiritual aspects
- Physical aspects

Our Presentation

- Define organizational cynicism, commitment and relational aggression
- Discuss why these concepts can create a toxic vs. terrific work environment for nurses
- Provide examples of interventions which have been used to address the emotional environment of the nursing workplace.

Organizational Cynicism: A New Concept for Nursing

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Organizational Cynicism & Organizational Commitment

- Definitions
- Relevance to “the healthy workplace”
- Research

Cynicism & Commitment

- Two components of a healthy work environment:
 - Organizational cynicism
 - Institutional commitment

Organizational Cynicism

- OC is the negative evaluation, by employees, of the motives, actions and values of the employing organization



Causes of OC

- Causes—mostly speculation
 - Fewer opportunities for autonomous behavior
 - Workplace hassles
 - Psychological contract violations
 - Procedural injustice perceptions
 - Perception of organization/management incompetence



Effects (Correlates) of OC

- People high in organizational cynicism
 - Have increased negative behavioral work intentions
 - Are less likely to perform extra-role behaviors
 - Have lower work motivation
 - Lower job satisfaction, burnout, emotional exhaustion

Institutional Commitment

- Three types of institutional commitment
 - Affective: employee has an emotional attachment to the organization; they are there because they like it
 - Normative: employee feels obligated to the organization
 - Continuance: employee is there because they feel like they have to be: golden handcuffs

Institutional Commitment

Striking intergenerational differences

Cultural beliefs and values

Factors that influence commitment can be modified

Shadow a Nurse Day

Strong positive relationship with job satisfaction

Related (negatively) to turnover and burnout



Let's hope he has a lot of commitment!

OC and Commitment in Real Time

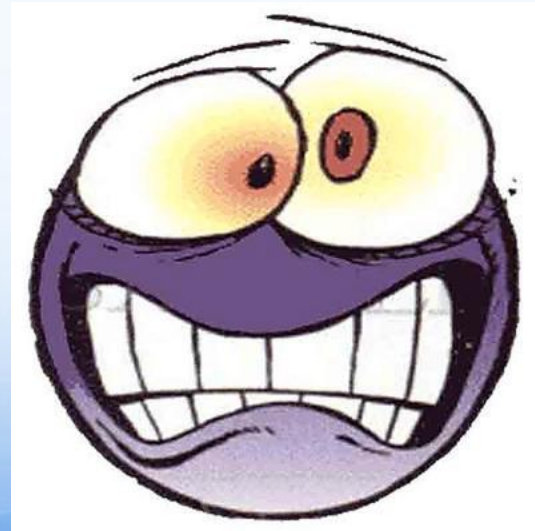
- Study: explored interrelationship among 3 variables in group of 1,104 RNs in Australia:
 - Perceived fairness of change management and personnel practices
 - Employee cynicism
 - Affective commitment
- Findings
 - High cynicism → low commitment
 - Positive perceptions of fairness → high commitment

OC and Commitment in Real Time

- Study: explored how OC affects three employee work outcomes (manufacturing setting)
 - Institutional commitment
 - In-role and extra-role behaviors
 - Employee involvement activities / empowerment
- Findings:
 - High OC → low organizational commitment
 - High OC → fewer in-role behaviors
 - High OC → low involvement/empowerment

Outcomes of OC and Commitment

- So what?
 - Hospital environment (which includes variables like OC and commitment) is a key predictor of
 - Burnout
 - Leaving the institution
 - Job dissatisfaction



Relational Aggression in the Nursing Environment Workplace

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FAQs About RA

- What is it?
 - The use of relationships rather than fists to hurt one another.
- Why does it happen?
 - Great question
- Who is involved?
 - Aggressor, target, bystanders
- What does RA look like in the workplace?
 - Scenario
- What can be done about it?
 - Stay tuned

What Do the Behaviors Look Like?

- Gossip
- Manipulation
- Intimidation
- Exclusion
- Gestures
- Ridicule
- Saying something mean then pretending you were “joking”
- Name calling
- Teasing/harassment
- Cliques
- Campaigns
- Shifting loyalties
- Betraying confidences

Useful Frameworks

- Morality and ethics
- Biobehavioral theories
 - Psychological and physical interventions
- Empowerment theory
 - Recognize and reward nurses to give them a sense of value
- Conflict theory
 - Conflict resolution strategies can offer concrete solutions

Activities

Relationship Bootcamp for Nurses™

Eight hour workshop

ERI

E=Educate in a nonthreatening way

R=Relate new information to your life

I=Integrate healthy relationship skills that are
feasible for you

Improving the Emotional Work Environment for Nurses

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Robert Wood Johnson Foundation Executive Nurse Fellow

Chief Officer, Texas Health System

- Teamsteps CUS
- Nurse Advocates (promise coaches)
- Residency (civility education generational precepting)
- Orientation (civility education)
- Civility Dashboard (turnover rate, call ins, float nurse ratings of float experience, gender mix, diversity mix, SALTS, longevity measures, NDNQI scores)

Organizational

- Leader to Patient Program
- Open Forums (CWC)
- Moral Courage Model
- Manager Civility Education
- Safe work place policy on bullying
added: HR supported

Leadership

- Crucial Conversation / Confrontation
- Cognitive Rehearsal SWAT
- Reflection Practice
- Practice Gratitude and Forgiveness
(unit story book - Inspired Nurse)

Individual

Data

- NDNQI (N = 701)
- 99% participation rate (avg. 72%)
- Job Enjoyment Scale 66% (avg. 56)
- 95% plan on staying on same unit
- Turnover controllable < 1%

Questions

- Does the nursing workplace look different than others?
- Is it a gender issue?
- Impact of a toxic environment on the emotional climate
- Can patients be bullies?

THANK YOU!