The Relationship of Work Stressors & Perceived Organizational Support on Front Line Nurse Manager Work Engagement

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Need for Study

- Front line nurse managers (FLNM) are the leadership between the executive leadership and nursing staff on patient care units.
- Work engagement of the FLNM plays an important role in driving the organization’s goals and is instrumental in supporting and promoting a healthy work environment.
- Stress and intention to leave may result if senior executive leadership fails to recognize, support and acknowledge FLNM for their commitment, contribution and performance to the organization. (Parsons & Stonestreet, 2003).
The purpose of this study was to examine the relationship of work stressors and perceived organizational support on front line nurse manager work engagement.
Research Methods

- Institutional Review Board:
  - Approval obtained from Hunter College, City University of New York

- Design: descriptive, cross sectional correlational

- Sample: participants were recruited from AONE membership and nurse managers from NYS tri-state area using a population of nurse managers in a clinical setting with at least 1 year in manager role.

- Power analysis = sample size $N = 97$ for medium effect size
Online data collection method utilized

Data analyzed using IBM SPPS 20

Data Sources: Data for this study were obtained using an electronic questionnaire survey.
Measures

• Education and Work environment
  • Investigator developed demographic questionnaire
• Work Engagement
  • 17-item Utrecht Work Engagement Scale (Schaufeli, Bakker & Salanova, 2004, 2006)
• Work Stressors
  • Challenge-Hindrance Scale (Cavanaugh; Lepine, 2000, 2004)
• Perceived Organizational Support
  • Survey of Perceived Organizational Support -8 scale (Eisenberger, 1986)
Results

- Response Rate
- Demographics
- Instrument Reliability
- Significance
• Perceived organizational support (POS) has a positive significant relationship with work engagement and was a predictor of work engagement. FLNM with increased perceived organizational support had higher work engagement.

\[(B = .419, t = 12.17, p = .000)\] (partial, .343)

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As work stressors increased in FLNM, work engagement is lowered.

In this sample of FLNM, work stressors could increase but POS was not used to buffer the relationship between work stressors and work engagement. FLNM’s work institutions are meeting the needs of their employees at present time.
### TABLE 4.4 Pearson’s Correlation Coefficients for Variables (p value)

<table>
<thead>
<tr>
<th>Variable</th>
<th>WE</th>
<th>WS</th>
<th>POS</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Engagement</td>
<td>1.00</td>
<td>-.325**</td>
<td>.419**</td>
<td>97</td>
</tr>
<tr>
<td>Work Stressors</td>
<td>-.325**</td>
<td>1.00</td>
<td>-.433**</td>
<td>96</td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td>.419**</td>
<td>-.433**</td>
<td>1.00</td>
<td>94</td>
</tr>
</tbody>
</table>

Note. WE=Work Engagement. WS=Work Stressors. POS=Perceived Organizational Support. n=number of participants. **Correlation significant at the 0.01 level (2-tailed).
Implications for Nursing Education & Practice

- Strategies to promote organizational support and manage work stressors are recommended to promote front line nurse managers work engagement.

- FLNM with increased work engagement foster a healthy work environment of safety & quality outcomes.

- Promoting quality nursing care and a healthy work environment requires organizations’ senior leadership to provide the organizational support needed to keep FLNM engaged to retain them.

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Recommendations for Future Research

- Specific types of organizational support that promote engagement in the FLNM needs to be further explored.
- Establish the practical use of the engagement concept in nursing and future research to design and evaluate an intervention program that focuses on fostering engagement in FLNMs.

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