



# The Relationship Among Change Fatigue, Resilience, and Job Satisfaction of Hospital Staff Nurses

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# Disclosure

- ▶ Robin Brown
- ▶ No Conflict of Interest
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# Learner Outcomes

- ▶ The learner will develop an understanding of the relationship among change fatigue, resilience, and job satisfaction of novice and experienced hospital staff nurses.
- ▶ The learner will identify the differences between change fatigue and change resistance.

# Purpose of the Study

- ▶ Determine if there is a relationship among change fatigue, resilience, and job satisfaction of hospital staff nurses and if differences exist between novice and experienced staff nurses.
- ▶ Novice: employed 2 years or less
- ▶ Experienced: employed more than 2 years.

# Background/Significance

- ▶ Healthcare is typified by change.
- ▶ Health care changes are at an all-time high.
- ▶ Hospitals are constantly engaging in change to become more competitive and cost effective. (Yu, 2009)
- ▶ These changes are having a tremendous negative impact on nurses, both physically and psychologically. (Yu, 2009)
- ▶ Negative outcomes are heightened when the rate of organizational change is perceived as too frequent. (Bernerth, Walker, & Harris, 2011)

# Background/Significance

- ▶ Organizational Change: increased sick time, stress, work disability, loss of productivity, decrease in organizational commitment, decrease in job satisfaction, increased turnover rates, stress, emotional exhaustion, and change fatigue. (Bernerth et al., 2011; Manzano Garcia & Ayala Calvo, 2012; McMillian & Perron, 2013; Rafferty & Griffin, 2006; Teo et al., 2013)
- ▶ Effects of organizational change and how nurses cope with these changes are being overlooked and under researched. (Delmatoff & Lazarus, 2014; McMillian & Perron, 2013).

# Background/Significance

- ▶ Nursing turnover is both costly for healthcare organizations and effects quality and safety of patients. (Li & Jones, 2013)
- ▶ WHO recognized nurse retention as a worldwide priority.
- ▶ National average turnover rate for hospital nurses is at an all-time high. (Nursing Solutions Inc., 2015)

# Change Fatigue

- ▶ Not been researched with nurses, prior to this study.
- ▶ Feeling of stress, exhaustion, and burnout associated with rapid and continuous change in the workplace.  
(McMillian & Perron, 2013)
- ▶ Staff become disengaged, apathetic and do not openly express their dissent about the organizational change, so it goes unnoticed and under researched.  
(McMillian & Perron, 2013)



# Change Fatigue/Resistance

- ▶ Most organizational change research focuses on change resistance.
- ▶ Differences:
  - ▶ Resistance: intentional, negative and disruptive behaviors.
  - ▶ Change fatigue: staff are disengaged, apathetic, passive and don't express dissent to changes. (McMillan & Perron, 2013)
- ▶ Studying change fatigue could offer a different discourse for explaining change failure.

# Lazarus & Folkman's Transactional Model of Stress and Coping

- ▶ Stressors and ways individuals cope with stress need to be considered jointly, they are interdependent.
- ▶ Organizational change is a frequent stressor experienced by nurses that causes stress (Kuokkanen et al., 2006; Rafferty & Griffin, 2006; Smollan & Sayers, 2009; Verhaeghe et al., 2006, Yu, 2009), change fatigue (Bernerth et al.; McMillian & Perron, 2013), and decrease in job satisfaction (Teo et al., 2013).
- ▶ According to Yu (2009), organizational changes can be viewed as the greatest source of stress with a job.
- ▶ Resilience—personal quality used to adapt to stress in organizational change (Gillespie et al., 2007).

# Background/Resilience

- ▶ Enables one to withstand disruption and change in the workplace. (Jackson, 2007)
- ▶ Been found to be positively related to nurses job satisfaction. (Matos, Neushotz, Quin Griffin, & Fitzpatrick, 2010)
- ▶ Negative relationship to turnover. (Shin et al, 2012)

# Research Questions

- ▶ What is the difference in level of change fatigue experienced by novice and experienced hospital staff nurses?
- ▶ What is the difference in level of resilience experienced by novice and experienced hospital staff nurses?
- ▶ What is the difference in level of job satisfaction experienced by novice and experienced hospital staff nurses?
- ▶ What is the relationship among change fatigue, resilience and job satisfaction of hospital staff nurses?

# Methodology

- ▶ QuestionPro to develop the online survey.
- ▶ 3 Tools:
  - ▶ Change Fatigue Scale (Cronbach's .85)
  - ▶ Connor-Davidson Resilience Scale (CD-RISC) (Cronbach's .85)
  - ▶ McCloskey/Mueller Satisfaction Scale (MMSS) (Cronbach's .89)
- ▶ Demographic data: age, gender, ethnicity, marital status, children, educational level, years employed, FT/PT, size of hospital, unit, & magnet status.

# Methodology

- ▶ Sent 4,000 online surveys to RNs in the Midwest
- ▶ Reminder email, 2 weeks after first email
- ▶ Letter sent if email bounced back twice
- ▶ 1<sup>st</sup> question of survey asked if a current staff nurse
- ▶ 535 staff nurses participated
  - ▶ 725 started survey
  - ▶ 190 excluded

# Demographics

- ▶ Gender: Female (90.5%), Male (9.5 %)
- ▶ Ethnicity: White/Caucasion (97.3%), American Indian (0.9%), Black (0.2%), Hispanic (0.4), Other (1.2%)
- ▶ Age: <25-- >60
- ▶ Educational Level: Associate (23.2%), Diploma (10%), Bachelors (62.2%), Maters (4.6%)
- ▶ Employment: FT (86.9%), PT (13.1%)
- ▶ Magnet status: Yes (64.4%), No (35.6%)
- ▶ Size of facility: < 50 beds (27.2%), 51-100 beds (12.3%), 101-250 (11.9%), >250 beds (48.6%)

# Data Analysis

- ▶ SPSS, data directly exported from QuestionPro.
- ▶ Person's  $r$ —test relationships of variables: change fatigue, resilience, and job satisfaction.
- ▶ T-test for independent groups—differences between novice and experienced staff nurses.
- ▶ Multiple linear regression--predict outcomes and explain interrelationships.
- ▶ Linear trend



# Results

- ▶ Statistically significant difference between novice and experienced staff nurses, using *t*-test for independent groups.
  - ▶ Change fatigue ( $t = -2.9, p = .003$ )
  - ▶ Resilience ( $t = -2.3, p = .01$ )
  - ▶ Job satisfaction ( $t = -2.0, p = .04$ )
    - ▶ Scheduling satisfaction ( $p=.00$ )
    - ▶ Family & work balance ( $p=.00$ )
- ▶ Experienced nurses had higher change fatigue, resilience, and job satisfaction.

# Results

- ▶ Statistically significant association between variables using Pearson's  $r$ :
  - ▶ Significant negative association between change fatigue and job satisfaction ( $r = -.295, p = .000$ )
  - ▶ Significant negative association between change fatigue and resilience ( $r = -.145, p = .002$ )
  - ▶ Significant positive association between resilience and job satisfaction ( $r = .251, p = .000$ )

# Results—Multiple Linear Regression

- ▶ Predictor variables:
  - ▶ Change fatigue: education, hospital size/beds, and gender
  - ▶ Resilience: education and unit
  - ▶ Job satisfaction: unit, magnet status, and marital status
- ▶ Linear trend:
  - ▶ Change fatigue and size of hospital/beds ( $p=.001$ )
  - ▶ Change fatigue and education ( $p= .009$ )

# Nursing Implications

- ▶ Organizational changes have a negative impact on nurses
  - ▶ decrease in job satisfaction and increase in turnover
- ▶ Turnover rates of nurses and health care changes are at all-time high.
- ▶ Change fatigue has not been researched with nurses.
- ▶ Promote awareness of the behaviors of change fatigue and that differences exist between novice and experienced nurses.

# Nursing Implications

- ▶ New knowledge will assist nursing leaders to become more aware of the effects of change fatigue and may encourage them to develop interventions to prevent change fatigue of hospital staff nurses, which in turn may increase job satisfaction and retention rates and create a better working environment.
- ▶ Studying change fatigue could offer a different discourse for explaining change failure.
- ▶ Supports the current research on the positive effects of resilience training.

# Recommendations for Future Research

- ▶ Change fatigue and other potential confounding variables.
- ▶ Change fatigue with different ethnic groups.
- ▶ Qualitative study—understand meaning of change and coping strategies used with organizational change.
- ▶ Additional research with larger hospitals and change fatigue.
- ▶ Longitudinal study—assess change fatigue with an organizational change over time.
- ▶ Interventional study with resilience training and change fatigue.

# Conclusion

- ▶ Purpose of study—determine the relationship among change fatigue, resilience, and job satisfaction of hospital staff nurses and if differences exist between novice and experienced nurses.
- ▶ Study advances the nursing knowledge on change fatigue.
- ▶ New knowledge will assist nursing leaders to become more aware of change fatigue and encourage them to develop interventions to prevent change fatigue, which in turn may increase job satisfaction and retention rates of hospital staff nurses.

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# Questions

