Title:
The Effect of Leadership and Staffing Adequacy on Nurse Coworker Incivility in Hospitals

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Session Title:
Nursing Incivility Interventions
Slot:
G 02: Saturday, 18 March 2017: 2:00 PM-2:45 PM
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2:20 PM

Keywords:
nurse leadership, nurse staffing and nurse work environment

References:


Abstract Summary:
Coworker incivility in hospitals contributes to nurse dissatisfaction and is potentially a patient safety hazard. Our findings show that incivility is associated with inadequate nurse staffing and ineffective nurse manager leadership. Promising approaches to reduce coworker incivility include reductions in nurses' workloads as well as improving nurse managers’ abilities.

Learning Activity:

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<th>LEARNING OBJECTIVES</th>
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<td>Understand and describe the associations among nurse manager leadership, nurse staffing adequacy, and coworker incivility.</td>
<td>Nurse staffing and resource adequacy and nurse manager leadership were considered jointly in a model as predictors. Perceptions of nurse manager leadership were inversely correlated (b = -.47) with coworker incivility, while nurse staffing adequacy exhibited a weaker but significant effect (b = -.19). Both nurse manager leadership and nurse staffing adequacy are potentially modifiable features of</td>
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Consider the importance of developing interventions to improve nurse manager abilities and improve nurse staffing adequacy.

Nurse staffing and the work environment have been linked to better nurse and patient outcomes in multiple large studies (Aiken et al., 2011; McHugh, 2016). Our results show that nurse coworker incivility is associated with inadequate nurse staffing and ineffective unit level nurse manager ability. Results of this study add to the growing body of literature to substantiate that modifiable features of nurse work environments, in this case nurse leadership and staffing, are associated with outcomes for nurses and patients. Thus interventions to improve staffing and nurse manager abilities hold promise for reducing incivility in the hospital nurse work environment. Specific measures should be taken to monitor, evaluate, and address nurse manager leadership as part of an effort to mitigate coworker incivility among registered nurses. Improving the adequacy of nurse staffing is also necessary.

Identify opportunities for further research on the nurse work environment

Further research should examine coworker incivility in a larger number of hospitals globally to validate the findings from this study. Incivility is a rarely studied measure that should be added to large scale panel studies of hospitals to determine whether incivility influences nurse and patient outcomes and whether incivility is reduced when nurse staffing adequacy and nurse manager ability improve.

Abstract Text:

Objective: To determine whether nurse co-worker incivility is associated with modifiable features of the hospital nurse work environment, namely nurse staffing adequacy and nurse manager effectiveness.

Background: Favorable nurse staffing and nurse work environments have been linked to better patient and nurse outcomes in multiple large studies using sophisticated quantitative methods (Aiken et al, 2011; Aiken et al, 2014; McHugh et al, 2016; McHugh & Ma, 2014). However, nurse coworker incivility has not previously been studied as an outcome of modifiable features of nurse work environments.

Methods: Donabedian's (1980) structure-process-outcomes conceptual framework was the theoretical basis for this study. Hospital staff registered nurses at 5 hospitals, 3 of which were Magnet recognized, were surveyed. A cross-sectional, correlational design was employed. Linear regression models were
estimated to explain the variance in coworker incivility explained by manager effectiveness and staffing adequacy.

**Results:** The final analytic sample was $N = 212$ after data cleaning and multiple imputation. Half of the sample were 35 years of age and under. Most participants (76%) held a bachelor degree in nursing. More positive reports of nurse manager leadership were inversely correlated with lesser scores for coworker incivility ($b = -.55$). More positive reports of nurse staffing and resource adequacy were correlated with lower scores for coworker incivility ($b = -.45$). In separate linear regression models, reports of nurse manager leadership predicted 15% of the explained variance in coworker incivility ($R^2 = .15$, $p < .01$) and reports of nurse staffing adequacy predicted 7.7% of coworker incivility. In a joint regression model, perceptions of nurse manager leadership were inversely correlated ($b = -.47$) with coworker incivility, while nurse staffing exhibited a weaker but significant effect ($b = -.19$). All regression results remained stable even while controlling for the nurse’s age, years of experience, and educational level.

**Conclusions:** Inadequate nurse staffing and ineffective nurse manager leadership undermine civility among nurse coworkers. Measures should be taken to monitor, evaluate, and address nurse manager leadership deficits and nurse staffing and resources as part of an effort to reduce coworker incivility among registered nurses. Evidence-based strategies to improve nurse manager leadership skills are needed and research efforts should address this topic.