

Incivility and the Impact of Nurse Leader Styles and Characteristics

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Learning Outcomes

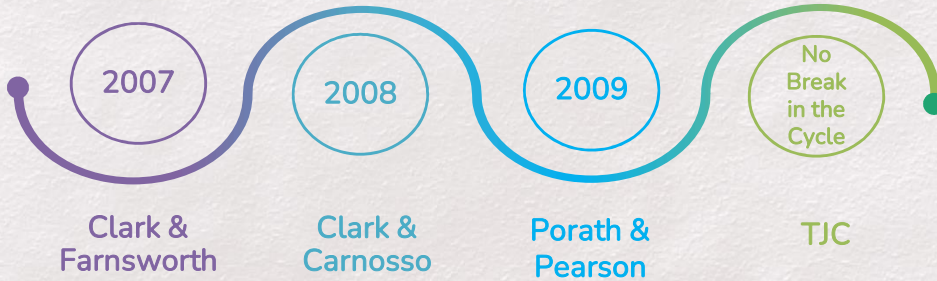
1. Describe the incidence of incivility in the workplace.
2. Describe significant findings from an exploratory study on incivility and the impact of nurse leader characteristics.
3. List implications for Nurse Leaders dealing with incivility in the workplace based on the study findings.

Our Story



September 29, 2000

Historical Perspective



The Impact of Incivility

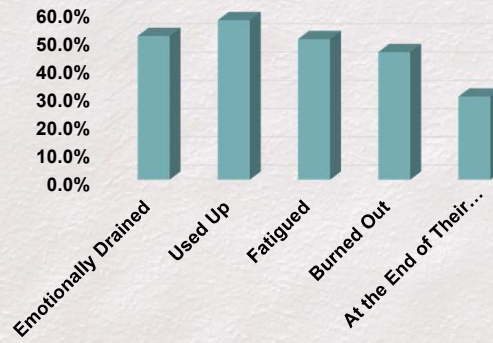
- Expected growth rate from 2020 – 2030 for the RN workforce is 9% with a projected 194,500 openings per year
 - Related to retiring workforce
 - Intent to leave the profession
- The ANA COVID-19 Impact Assessment Survey – The Second Year (2022), respondents who reported experiencing incivility indicated:
 - 26% from managers and supervisors
 - 28 % from staff nurses
- Incivility accounts for 16% of the respondents reason for leaving the position

The Impact of Incivility

- The biennial nursing workforce study conducted by the National Council of State Boards of Nursing and the National Forum of State Nursing Workforce Centers identified similar results
- The research identified 100K nurses left the profession during the pandemic with estimates of 900K to leave by 2027
- The pandemic exacerbated workplace burnout and stress

The Impact of Incivility

A “a few times a week” or “every day” a quarter to half of nurses reported:



Most pronounced with nurses with 10 or fewer years of experience, driving an overall 3.3% decline in the U.S. nursing workforce in the past two years.

Leadership Characteristics

Passive-Avoidant

Least Desirable
Avoidance Characteristics



Transactional

Focuses on Tasks



Transformational

Multidimensional
Focus on Goal Achievement



Passive Avoidant

- Comprised of **Two** Distinct Traits
 - Laissez-faire
 - Management by Exception-Passive

Transactional

- Comprised of **Two** Distinct Traits
 - Contingent Rewards
 - Management by Exception-Active

Transformational

- Comprised of **Four** Distinct Traits
 - Idealized Influence – both Attributes and Behavioral
 - Inspirational Motivation
 - Intellectual Stimulation
 - Individualize Consideration

Outcomes of Leadership

- Extra Effort
 - Employee willingness to contribute extra effort based on leadership
- Effectiveness
 - Perceptions of staff on effectiveness of leadership
- Satisfaction
 - Rated by staff based on how satisfied they are with leadership

Purpose & Aim

- To explore the relationship between incivility and perceptions of leadership by direct care nurses, and the impact of civility training on civility and perceptions of leadership characteristics.
- Aims
 - To examine the relationship between leadership and incivility.
 - To investigate the impact (or lack thereof) of leadership styles and civility training on the frequency of incivility.
- Positioned to capture the Hispanic nursing population as this group has limited to no representation in studies related to incivility.

Methodology

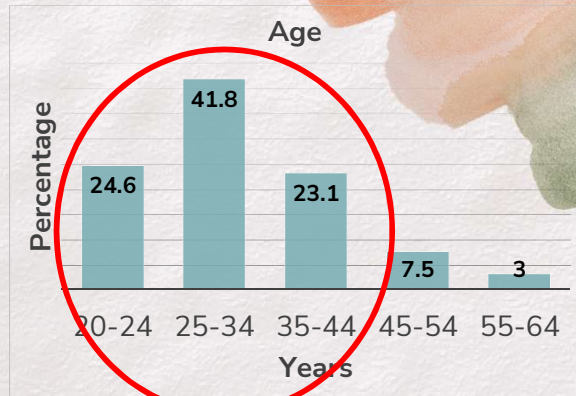
- Recruited direct care nurses working in local acute care organizations via information sessions, email communication, and informational flyers.
- The study was open to all direct care nurses regardless of full-time equivalent status or tenure with the facility.
- The calculated G*Power Analysis resulted with a the target sample size of 111 participants.

Tools

- Workplace Incivility/Civility Survey (WICS)
 - Two 4-point Likert scales measuring 24 behaviors
- Multifactor Leadership Questionnaire (MLQ 5x)
 - 45- item tool using a five-point Likert scale

Biographical

- 180 initial surveys
- After removal of incomplete surveys and duplicates- 135 complete w/biographical data



	Male	Female	Prefer not to answer
Gender	23% (n-31)	76.3% (n-103)	.7% (n-1)
	APRN	LVN	RN
License	.7% (n-1)	2.75 (n-5)	95.6% (n-129)

Department	Percent	Frequency
Adult (non-critical)	28.1	38
Adult Critical	23.7	32
Pedi (non-critical)	3	4
Pedi Critical	.7	1
ED	26.7	36
Procedural	25.2	7
Other	12.6	17

WICS: Top 10 Behaviors Considered Uncivil

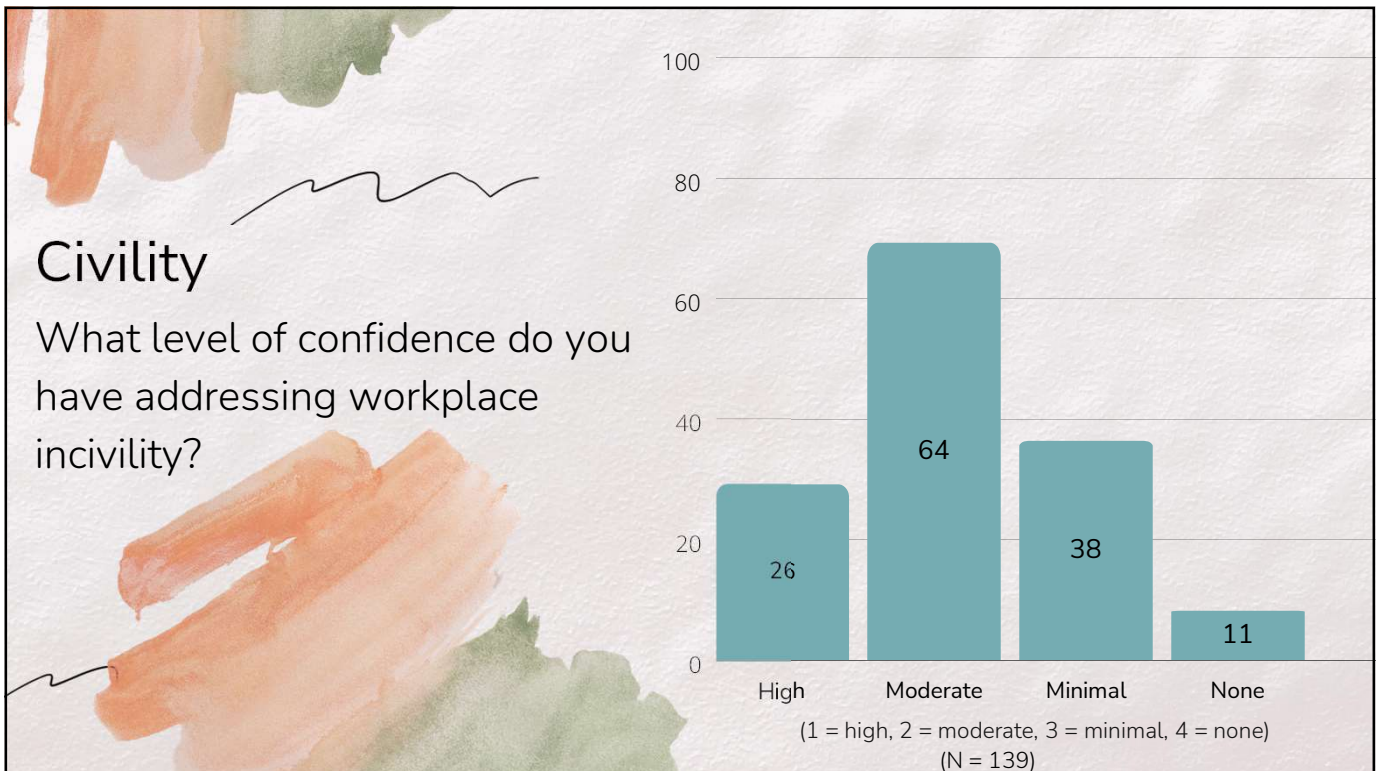
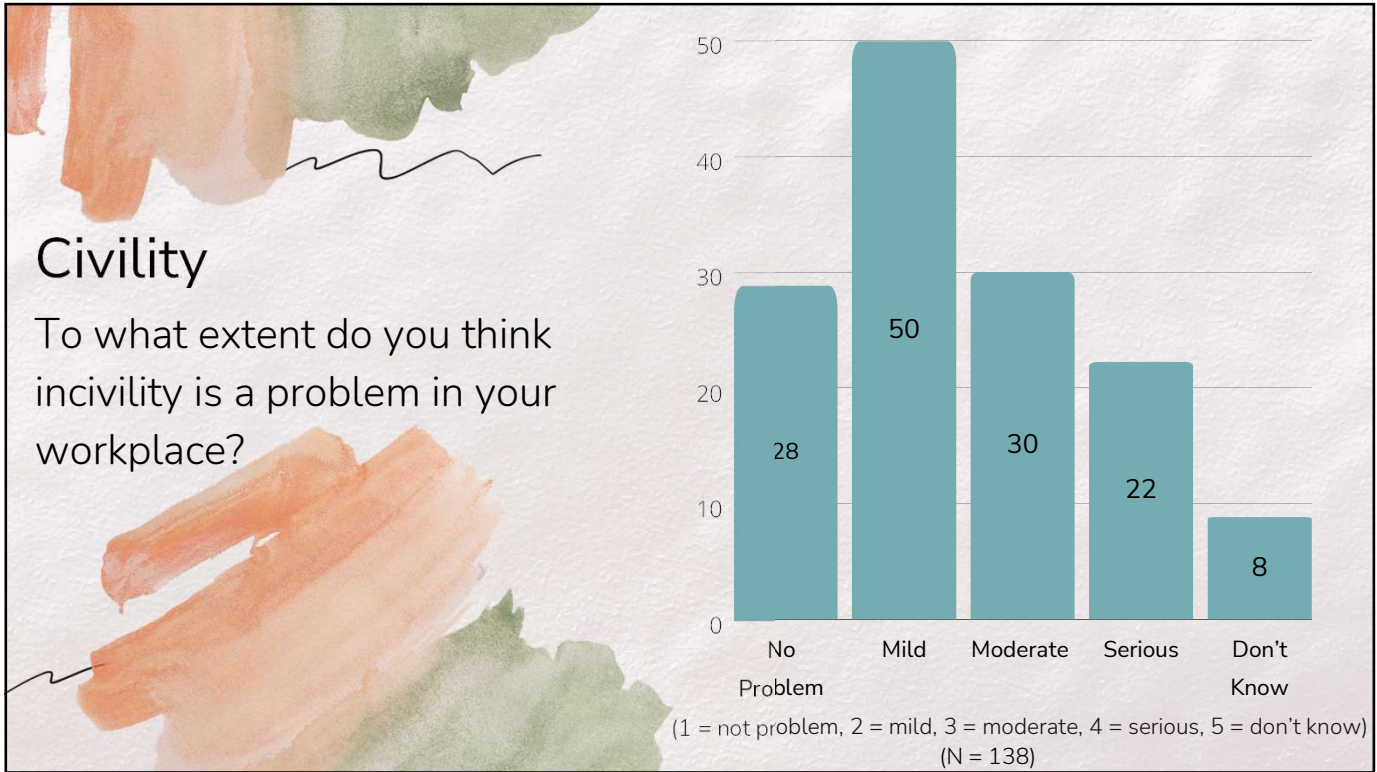
	n	Mean	SD	Often	Sometimes	Rarely	Never
1. Make rude remarks, put downs, or name calling	144	1.60	1.11	107	8	8	21
2. Abuse position or authority	144	1.65	1.11	104	7	13	20
3. Make personal attacks or threatening comments	143	1.66	1.20	106	4	8	25
4. Make rude non-verbal gestures or behaviors	144	1.67	1.11	101	10	13	20
5. Use gossip or rumors to turn others against you	144	1.67	1.11	104	9	6	25
6. Use personal technology in a way that disrupts	144	1.71	1.22	105	3	8	28
7. Consistently demonstrate "entitled" or "narcissistic attitude"	143	1.71	1.12	95	16	10	22
8. Make racial, ethnic, sexual, gender, or religious slurs about anyone	141	1.72	1.22	102	4	7	28
9. Set someone up to fail alone or in concert with others	145	1.72	1.11	97	9	21	18
10. Make physical threats	144	1.74	1.26	106	2	4	32

Rated 1-4 (1= often, 2= sometimes, 3= rarely, 4=never)

WICS: Top 10 Behaviors Experiences

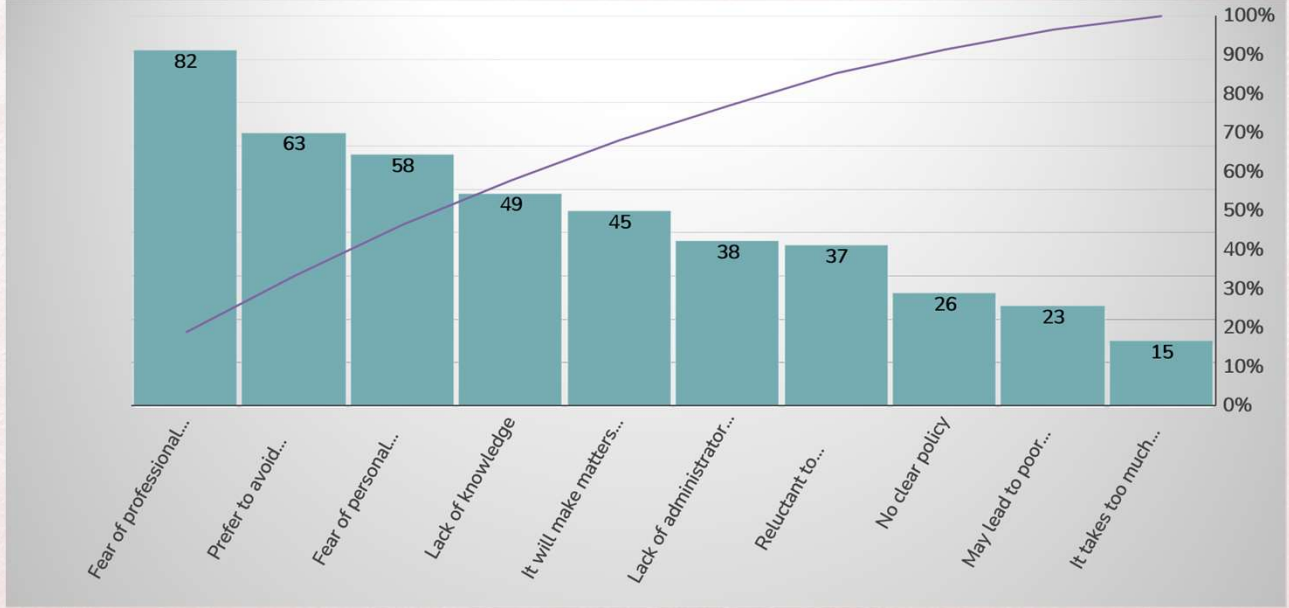
	n	Mean	SD	Often	Sometimes	Rarely	Never
1. Consistently fail to perform	144	2.64	1.04	75	27	24	18
2. Make rude remarks, put downs, or name calling	144	2.72	1.09	107	8	8	21
3. Make rude non-verbal gestures or behaviors	146	2.81	1.09	101	10	13	20
4. Consistently demonstrate "entitled" or "narcissistic attitude"	143	2.83	1.09	95	16	10	22
5. Abuse position or authority	144	2.84	1.06	104	7	13	20
6. Consistently interrupt you or a co-worker	145	2.86	1.01	78	29	17	21
7. Challenge you or a co-worker's knowledge or credibility	145	2.86	1.04	72	31	22	20
8. Resist or create friction to prevent change	145	2.89	1.08	83	23	15	24
9. Refuse to listen or openly communicate on work related issues	145	2.93	1.01	89	19	11	26
10. Use gossip or rumors to turn others against you	144	2.93	1.12	104	9	6	25

Rated 1-4 (1= often, 2= sometimes, 3= rarely, 4=never)



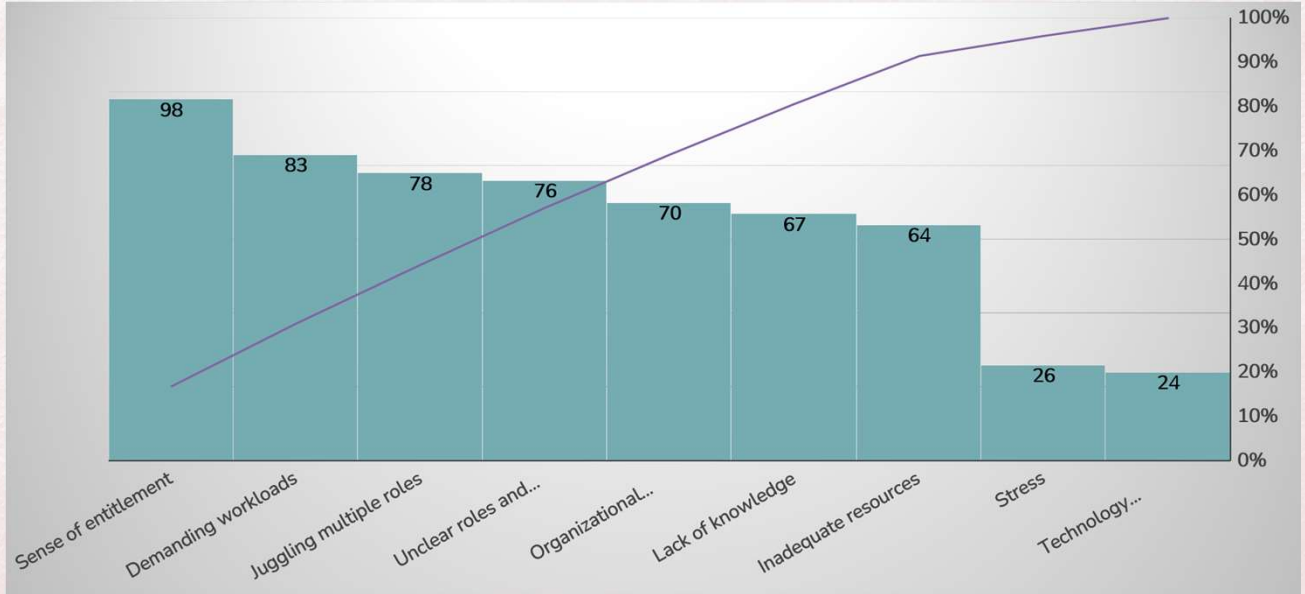
Civility

What keeps you from dealing with incivility?



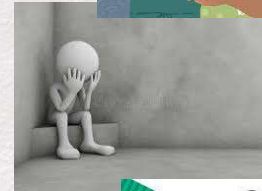
Civility

Factors contributing to incivility



Provide an example of an uncivil encounter experienced in your workplace in the last 12 months

- I had a nurse corner me in an ante-room and tell me that nobody from day shift liked me because I forgot to give a vaccine and because I always leave things pending for dayshift. She also proceeded to say that she was bullied when she was a new nurse and this was just how 'it is' when it comes to new nurses being bullied.
- Passive aggressive comments about how long you stay after a shift.
- Doctors talking over me/not listening to me fully.
- Not being heard and being told that it is this way because they are the supervisor.
- Dr yelling at me and other nursing staff when we were advocating for our patient. Telling us 'who are you as nurses to be questioning an attending physician'.
- Belittled when a patient began to become unstable and charge nurse judged me for reaching out to them.
- The nurse that I was following said that I was not going to make it [as a nurse].
- Needed to ask CNA a question. She speeds past me puffing, 'Nope. No time.'



The most effective way to promote or improve workplace civility is to...

- Train management to address issues and not brush them off
- Address issues early from both sides
- Everyone just needs to go to work and mind their own business
- Managers and experienced nurses should **model** civil behavior
- Awareness, establish that there is a problem so **everyone** can start to work on the solution.
- Lead by example
- Actually try and communicate with the person
- Improve the environment, make it less stressful
- Everyone needs to start with themselves



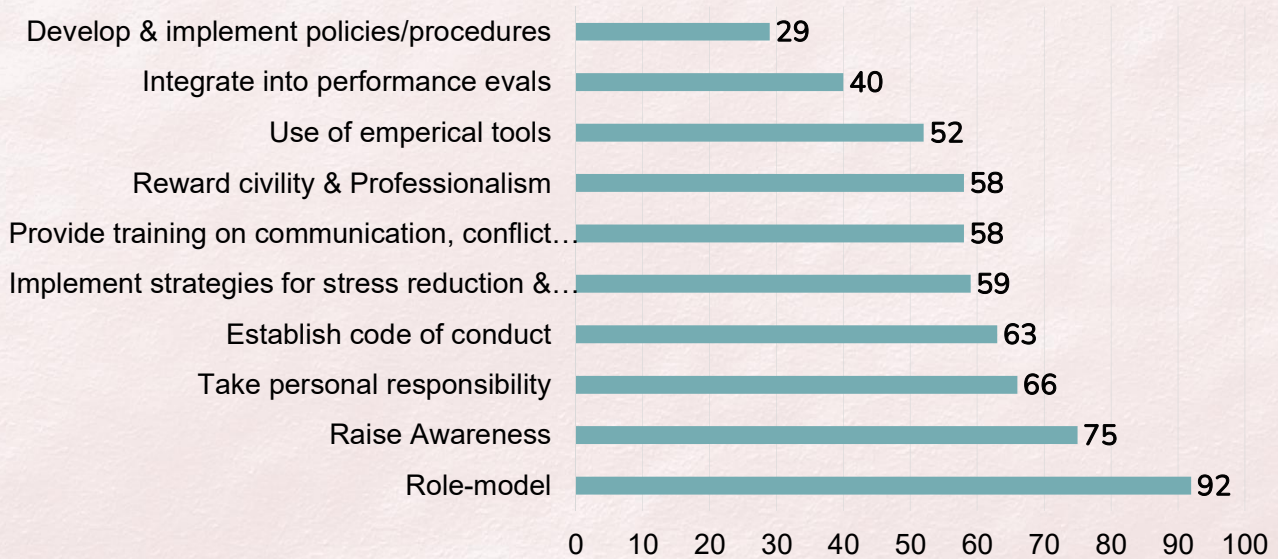
Leadership Characteristics

Leadership Type	Characteristic	Average
Transformational	Attributes (IA)	2.42
	Behavior (IB)	2.25
	Motivation (IM)	2.47
	Stimulation (IS)	2.09
	Consideration (IC)	2.36
AVERAGE OF STYLE		2.34
Transactional	Reward (CR)	2.45
	MGMT by Exception Active (MBEA)	1.88
	AVERAGE OF STYLE	2.17
Passive Avoidant	MGMT by Exception Passive (MBEP)	1.38
	Laissez-Faire (LF)	1.70
	AVERAGE OF STYLE	1.44

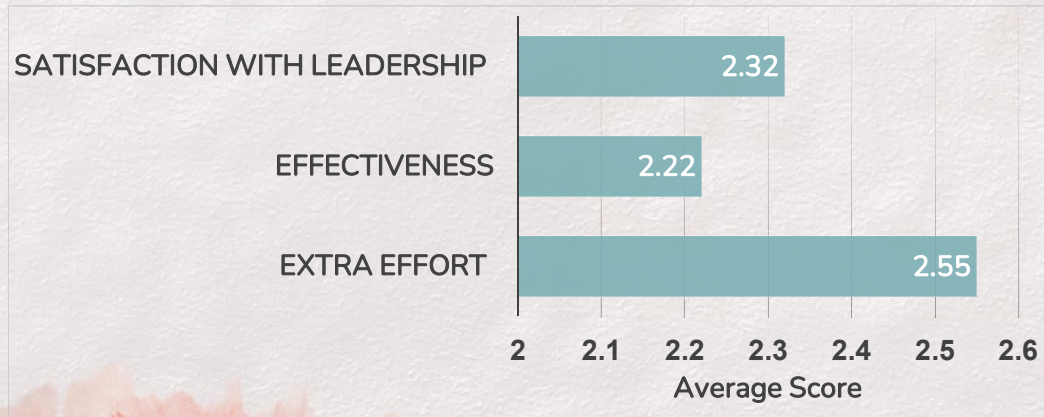
(0 = not at all, 1 = once in a while, 2= sometimes, 3 = fairly often, 4 = frequently if not always)

Civility

Top 3 Strategies to Improve Civility



Outcomes of Leadership



(0 = not at all, 1 = once in a while, 2 = sometimes, 3 = fairly often, 4 = frequently if not always)

Civility & Leadership Characteristics

Significant Correlations

Civility ↔ Transformational Leadership

Civility ↔ Extra Effort

Civility ↔ Effectiveness of Leadership

Civility ↔ Satisfaction with Leadership

Conclusion

- Incivility remains a threat to the progression of nursing and safe work environments
- We must self-reflect and address incivility to interrupt the cycle and lessen the impact on the intent to leave the profession
- Normalize the act of asking for support, seeking clarity, and teamwork
- Integrate cognitive rehearsal training into curriculum at pre-licensure and graduate level programs

Future

Recommendations

- Continue assessing incivility and nursing leadership styles
- Collaborate with professional, specialty nursing organizations for direct recruitment of nurses
- Study the relationship of culture and civility to assess for variations in perception of incivility



Choose
KINDNESS

