

Nursing Faculty Incivility and the Impact on the Nursing Shortage

Presented by:

Valera Alexandra Hascup, PhD, MSN, RN, CTN,
CCES, DLC

Associate Professor
Saint Peters University
Jersey City, NJ.

Introduction

- Incivility Defined
- Purpose: To explore the perception, presence, and extent of nursing faculty-to-faculty incivility in academia in New Jersey and its impact on the nursing shortage
- Aim: to shed more light on this negative behavior to improve the culture of nursing academia and to attract and retain faculty

Methodology

- Theoretical Framework Freire's Oppressed Group Theory (OGBT)
- Research design: Quantitative descriptive
- Four Research questions
- Instrument: Workplace Civility/Incivility Survey (Clark, 2015) with Likert type questions
 - Cronbach's alpha .95
 - Demographic component (modified as needed)
 - Tool Includes a (qualitative) narrative component

Data Collection

- IRB approval obtained from SPU
- Convenience (purposive) sample
- Data collection: 7/2 – 9/15
- 669 Surveys emailed via Survey Monkey to all nursing faculty listed on N. J. University/College nursing websites
- 38 clicked through survey (did not complete); 18 bounced back; 16 opted out.
- 118 of 153 respondents provided narrative comments.
- Response rate 23%

Data Analysis

Key Demographics:

- Mean age = 58.23 years; SD = 9.83
- Majority Female, 93.54% and Caucasian 80.92%; followed by African American 11.18%; Asian American 3.95% and Latino 3.29%
- Majority were full time, non-tenured, assistant professors working at 4 year universities for same employer for approximately 10 years
- Majority held MSN degree (35%), PhD (33%), DNP (25%)

Quantitative Data

Perceptions/Experiences

Each set of questions began with the statement Is Uncivil for someone to...and how often have your experienced/seen this in the past 12 months?... (top 6)

The Majority of participants felt it was (always) uncivil to:

- Make rude remarks and threats both verbal and physical (91%)
- Set someone up to fail (87%)
- Abuse position/authority (made unreasonable demands, inequitable workloads); gossip Circulate private emails without your knowledge to discredit you (86%)
- Fail to perform his/her share of the workload (62%)
- Consistently interrupt conversations ; engage in secretive meetings behind closed doors (61%)
- Take credit for work not yours (79%)

Executive Summary

- **Civility rating** = $M = 62.81$; $SD = 27.37$ (0-100)
- 88% consider incivility to be a problem
- 60% moderate to serious problem
- Confidence level in addressing incivility:
- Minimal 40%; Moderate 34%; 18% High, None 8%
- **Top 5 Factors Contributing to Incivility**
 - Sense of entitlement, superiority 70%
 - Unclear roles and expectations; imbalance of power 60%
 - Organizational conditions/volatility/stressful 59%
 - Stress 59%
 - demanding workloads at 49%

Executive Summary continued...

- Top 6 reasons for avoiding dealing with incivility:
 - Lack of Administrative Support 50%
 - Fear of Professional retaliation 44%
 - Fear of Personal retaliation 37%
 - Prefer to avoid conflict 37%
 - Addressing it may make it worse 31%
 - Do not have a clear policy to address incivility 25%

Executive Summary continued...

- **Top 6 Uncivil Behaviors (Always/Usually combined)**
 - Make rude remarks, put downs, name calling 93%
 - Abuse position or authority 93%
 - Set someone up to fail 93%
 - Make personal attacks, threatening comments 91%
 - Make rude non verbal gestures/behaviors 92%
 - Circulate private emails without knowledge 92%

Executive Summary continued...

- **Top 6 most frequent uncivil behaviors (Often/sometimes combined)**
 - Consistently interrupt you or co-worker 51%
 - Resist or create friction to prevent changes 50%
 - Consistently fail to perform his/her share of workload 50%
 - Be inattentive or cause distractions during meetings 50%
 - Engage in secret meetings behind closed doors 49%
 - Consistently demonstrate entitled or narcissistic attitude toward you/coworker 45%

Executive Summary Continued...

- **Top 5 strategies for improving civility in SONS**
 - Role model/professionalism 56%
 - Establish codes of conduct 52%
 - Take personal responsibility 39%
 - Reward civility and professionalism 26%
 - Raise awareness; invest in civility/incivility education 26%

Additional Data

(strongly agree/agree combined)

- 65% stated incivility at work increased stress levels
- 64% stated incivility has negatively affected performance
- 62% stated they were less satisfied with their job due to incivility
- 50% stated incivility impacted their emotional health; 35% physical health impacted
- 46% considered changing their job due to incivility
- 42% stated incivility lowered self-confidence

Qualitative Findings

Narrative Analysis

- The following description is an example of an uncivil encounter you have experienced in the workplace the past 13 months....(Themes in order of responses - top 6)
 - Ineffective communication; withholding information
 - Lack of leadership support
 - Inequitable workload; unfair demands
 - Display of uncivil behaviors (overt and covert) by Dean, Chairs, Administration and faculty
 - Abuse of power- favoritism
 - Lack of professional accountability

Narrative analysis continued

- The most effective way to promote/address workplace civility is to
 - Provide education to raise awareness
 - Have policies identifying what is acceptable/unacceptable behavior
 - Model professionalism and civility; set the standard
 - “0” tolerance for incivility; enforce civility standards; hold faculty accountable
 - Foster a culture of respect at all levels; lead by example

Recommendations

- Develop specific policies reflecting “0” tolerance for incivility in the workplace
- Develop interventions based on survey results and align with best practices
- Focus on personal accountability/responsibility for behavior
- Provide educational training on:
 - civility/incivility
 - how to develop a healthy work environment
 - Communication skills and conflict resolution

Limitations

- Survey design - Low response rate – 23%
- Only New Jersey faculty
- Nursing websites not accurate, if present at all
- Convenience sample, no generalizability
- Concerns about
 confidentiality/anonymity/fear of reprisal
- Time of year – sent during summer hiatus

Conclusion

- There was no relationship between job title and incivility
- There was a strong statistically significant relationship between seeing/experiencing incivility and intent to leave their position
- There were no significant differences between tenured and non-tenured faculty on the degree to which incivility is viewed as a workplace problem
- More incivility was experienced by tenured faculty
- There was no significant relationship between the level of education taught and incivility

In Summary

- Majority agree with what constitutes incivility in the workplace
- Majority at 88.16% feel incivility is a problem
- 60.42% feel incivility is a moderate to serious problem
- The Level of *civility* mean = 62.81%; SD = 27.31
- Further research exploring bullying in young girls and how this shapes/contributes to adult uncivil behaviors in those who have become RNs

The End!