

Managing the Social Environment: What Matters to First Line Managers

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Recent Healthcare Research

Enhancing Workplace Communities (CIHR)

- * Healthcare workers
- * 2007-2010
- * Skills & perspectives
- * First line managers (FLMs)
- * Teamwork breakdowns
- * Gains of interventions

Leading Workplace Communities (CIHR)

- * 2011-2014
- * Transformational leadership
- * Organizational development
- * Managing the social environment of workgroups

What We've Learned...

Supportive social environments

- * Effective teamwork
- * Importance of FLMs
- * Communication
- * Team's shared mission

Poorly managed social environments

- * Incivility
- * Consequences of incivility;
 - * Stress
 - * Anxiety
 - * Lost productivity
- * Threaten;
 - * Patient safety
 - * Employee wellbeing
 - * Productivity

What We've Learned...

Importance of the FLM

- * Positive social environment
- * Challenging dimension of leadership
 - * Managing social relationships
 - * Emotional intelligence
 - * Transformational leadership

Transformational Leadership

What is it?

- * Freedom to control their own behavior
- * Develop followers into leaders
- * Sharing power
- * Allowing autonomy
- * Changes the organization

7 Dimensions

1. Communicate a vision
2. Develop staff
3. Provide support
4. Empower staff
5. Innovative
6. Leading by example
7. Charismatic

(Avolio & Bass, 1990; Bass, 1985; Carless et al., 2000; Conger & Kanungo, 1988a; Kouzes & Posner, 1987)

Transformational Leadership

Why is it important?

- * Positive impact
 - * Follower development
 - * Motivation
 - * Performance
- * Unites followers
- * Focuses on an inspiring vision
- * Power to work effectively
- * Achieve organizational goals

Effects on employee outcomes?

Burnout

3 Components of burnout

1. **Exhaustion**
2. Cynicism
3. **Efficacy**

Correlates of burnout

- * Work overload
- * Lack of sense of control
- * Insufficient reward
- * Breakdown of communication
- * Absence of fairness
- * Value conflict

(Maslach, Schaufeli, & Leiter, 2001; Maslach, Leiter, & Jackson, 2012)

Areas of Worklife

Six Areas of Worklife

1. Workload
2. Control
3. Reward
4. Community
5. **Fairness**
6. Values

(Leiter & Maslach, 2011)

Incivility

Form of workplace mistreatment

- * Low intensity
- * Rude and discourteous
- * Deviant
- * Ambiguous intent
- * Violates workplace norms

(Andersson & Pearson, 1999; Ghosh et al., 2011; Leiter et al., 2011; Leiter et al., 2012; Lim, Cortina & Maley, 2008; Sulea et al., 2012; Miner-Rubino & Reed, 2010)

Incivility

Correlates of Incivility

- * Greater turnover intentions
- * Reduced job commitment
- * Decreased job satisfaction
- * Decreased organizational productivity
- * Burnout
- * Increased distress
- * Increased mental health concerns
- * Increased physical health complaints

(Andersson & Pearson, 1999; Ghosh et al., 2011; Leiter et al., 2011; Leiter et al., 2012; Lim, Cortina & Maley, 2008; Sulea et al., 2012; Miner-Rubino & Reed, 2010)

Objective

Do FLM's assessment of own transformational leadership behaviour relate to:

- * Aspects of their workplace experience
 - * Dimensions of burnout
 - * Areas of worklife
 - * Incivility
 - * Assessment of supervisors' transformational leadership behaviour
 - * Staff members assessments of FLMs' transformation leadership behaviour

Method

- * 3 time panel longitudinal survey
 - * 2012, 2013, 2014
- * Atlantic Canadian healthcare providers
- * Assess
 - * Perceptions of social environment
 - * How FLM manages social environment
- * Entire LWC project
 - * Surveys, interviews, focus groups, intervention

Sample

FLMs & staff members

- * $N = 2,015$
- * 91% Female

FLM

- * $n = 167$

Staff

- * $n = 1,848$

Age:

- * 15% <31
- * 53% 31-50
- * 29% >50

Measures

Over 35 measures

- * Job satisfaction
- * Intention to quit
- * Commitment to change
- * Resiliency
- * Trust
- * Psychological safety

Measures of interest

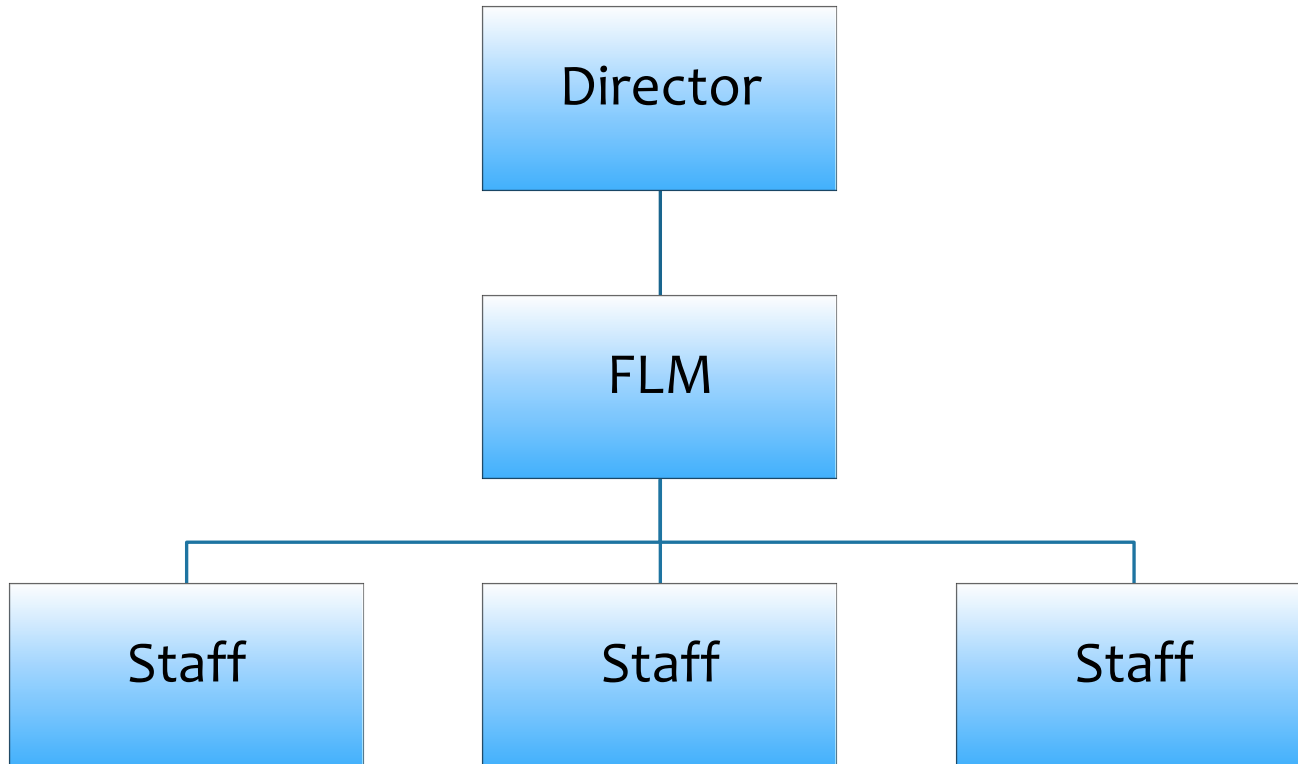
- * Global Transformational Leadership scale
 - * (Carless, Wearing & Mann, 2000)
- * Areas of Worklife Scale
 - * (Leiter & Maslach, 2011)
- * Maslach Burnout Inventory
 - * (Maslach & Jackson, 1981)

Data Analysis

Comparisons of correlations

- * Ratings of transformational leadership and measures of burnout, fairness, and incivility
- * Among FLM and staff
- * T-tests

Structure of Work Unit



Results

Correlations

t Values of Differences

Variable	FLM Rating Director	Staff Rating FLM	FLM Rating Self	Dir. V Staff	Self V Director	Self V Staff
	Exhaustion	-.17*	-.41**	-.08	3.07	-0.97
Cynicism	-.34**	-.45**	-.23**	1.33	-1.26	-2.64
Efficacy	.13	.24**	.44**	1.52	-3.68	-2.39
Fairness	.37**	.58**	-.02	3.19	4.55	8.22
Civility	.52**	.48**	.20**	0.62	4.00	3.41
Incivility	-.31**	-.22**	-.26**	1.13	-0.57	0.45

*p<.05

**p<.001

 Significant: p<.01

Results

1. Staff who are more exhausted are less likely than FLMs who are more exhausted to rate their supervisor as a transformation leader.
 2. Staff who perceive more fairness in their organization are more likely than FLMs who also perceive more fairness in their organization, to rate their supervisor as a transformational leader.
- * Exhaustion and fairness
 - * Social environment
 - * More important to staff

Efficacy

Correlations

t Values of Differences

		Staff Rating FLM	FLM Rating Self				Self V Staff
Efficacy		.24**	.44**				-2.39

*p<.05

**p<.001

 Significant: p<.01

FLM Vs. Staff

Correlations

t Values of Differences

Variable	FLM	Staff	FLM		Dir.	Self	Self
	Rating	Rating	Rating		V	V	V
	Director	FLM	Self		Staff	Director	Staff
Exhaustion	-.17*	-.41**	-.08		3.07	-0.97	-3.87
Cynicism	-.34**	-.45**	-.23**		1.33	-1.26	-2.64
Efficacy	.13	.24**	.44**		1.52	-3.68	-2.39
Fairness	.37**	.58**	-.02		3.19	4.55	8.22
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FLM Vs. Staff

FLMs Focus

- * How good they believe they are
- * Other important leadership factors
 - * Level of incivility within their work unit

Burden of leadership:

- * *Resolving conflicts amongst staff members is a major burden in my office*
- * *Administrative chores are a discouraging part of my job*
- * *Keeping staff members informed requires more effort than it should*

Some FLMs are identifying themselves as transformational leaders and thinking highly of themselves while feeling exhausted and hating the key parts of their job

Civility

Correlations

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Significant: p<.01

Work Environment Dilemma

Staff factors \neq FLM factors

- * Never gets addressed

Common problem

- * Different ideas
- * Important
- * Problematic
- * Effective social environments

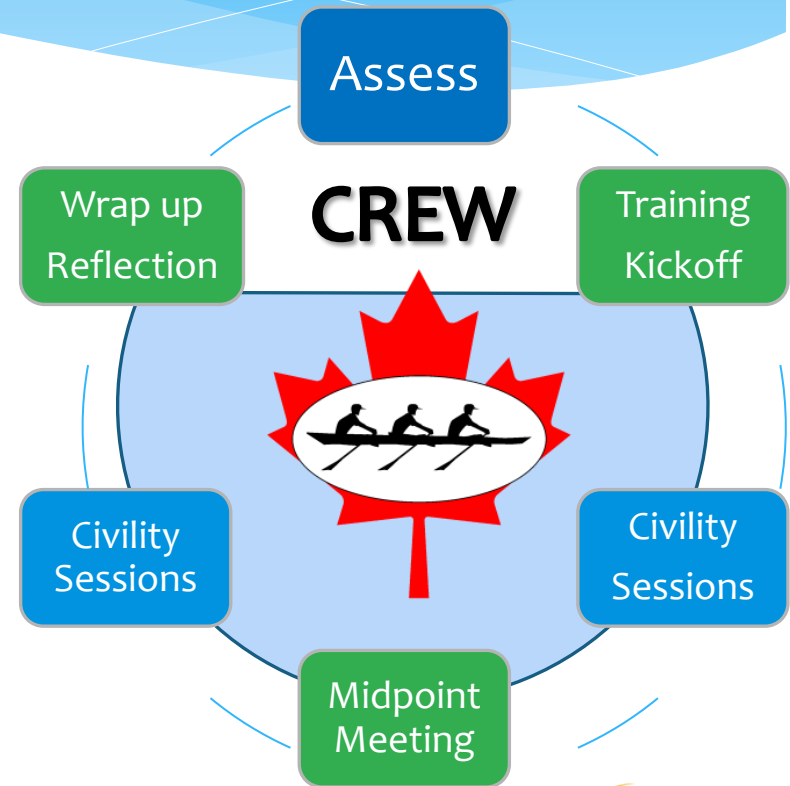
Work Environment Dilemma

Dr. Leiter and the COR&D

- * CREW (**C**ivility, **R**espect, and **E**ngagement at **W**ork)
- * Negative social climate
- * Issues not addressed

Data

- * Conflicts amongst staff
- * Avoidance
- * Transformational leader



Work Environment Dilemma

Consequences:

- * Issues not addressed
- * Lost productivity
- * Workplace mistreatment
- * Burnout
- * Patient safety



Limitations

- * Self report data
- * Nursing population
- * Cross sectional data

Future Directions

Burden of leadership

Ideas of transformational leader

- * FLMs
- * Interviews

Effective interventions

- * Staff vs. FLMs' ideas of
 - * Transformational leadership
 - * Social environment
- * CREW

Conclusion

Staff & Managers

- * What's important
 - * Healthy & effective work units

Managers

- * Own abilities

Staff

- * Variety of issues
- * Individual & group level

Discrepancy

- * Potential incivility & burnout

More research

- * 1st step: CREW

Thank You



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