

The Impact of Situational and Individual Personality Variables on Nurse Managers' Job Satisfaction

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Purpose

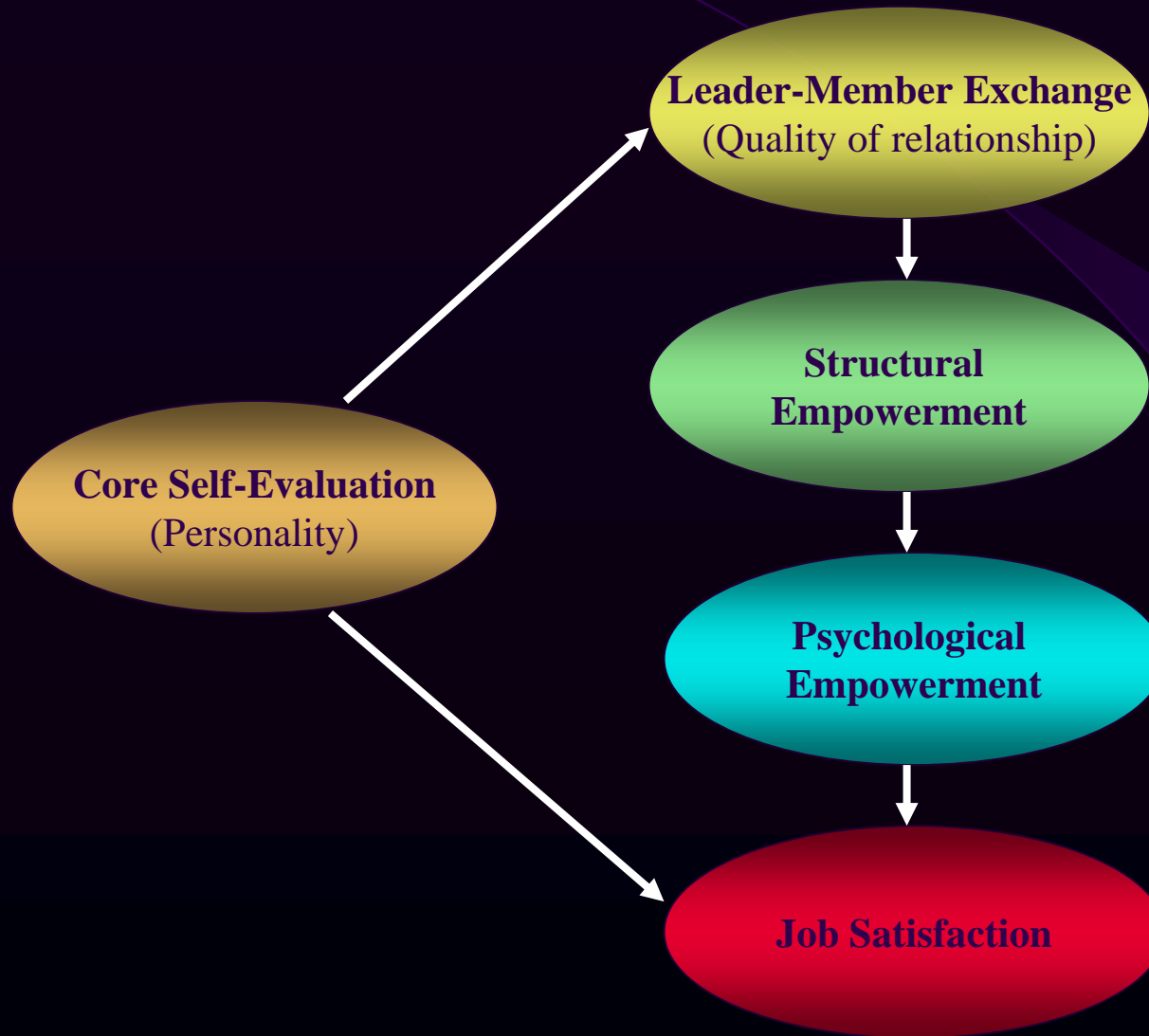
- To test a theoretical model linking nurse managers' perceptions of the quality of the relationship with their supervisors and empowerment to job satisfaction
- Examine the effect of personality on the relationships among these variables

Background and Rationale for Study

- Looming shortage of nurse managers (Rudan, 2002) and need to ensure work environments support retention and recruitment
- Increased job demands, increased span of control, lean management team in organizations
- Importance of supportive structures and relationships to manager job satisfaction (Laschinger et al., 2006)
- Impact of personality on job satisfaction?



Model to be Tested



Leader-Member Exchange (LMX)

Nature and quality of relationship between leader and follower that forms over time plays vital role in employee responses to their work environment (Graen & Uhl-Bein, 1995)

Dimensions:

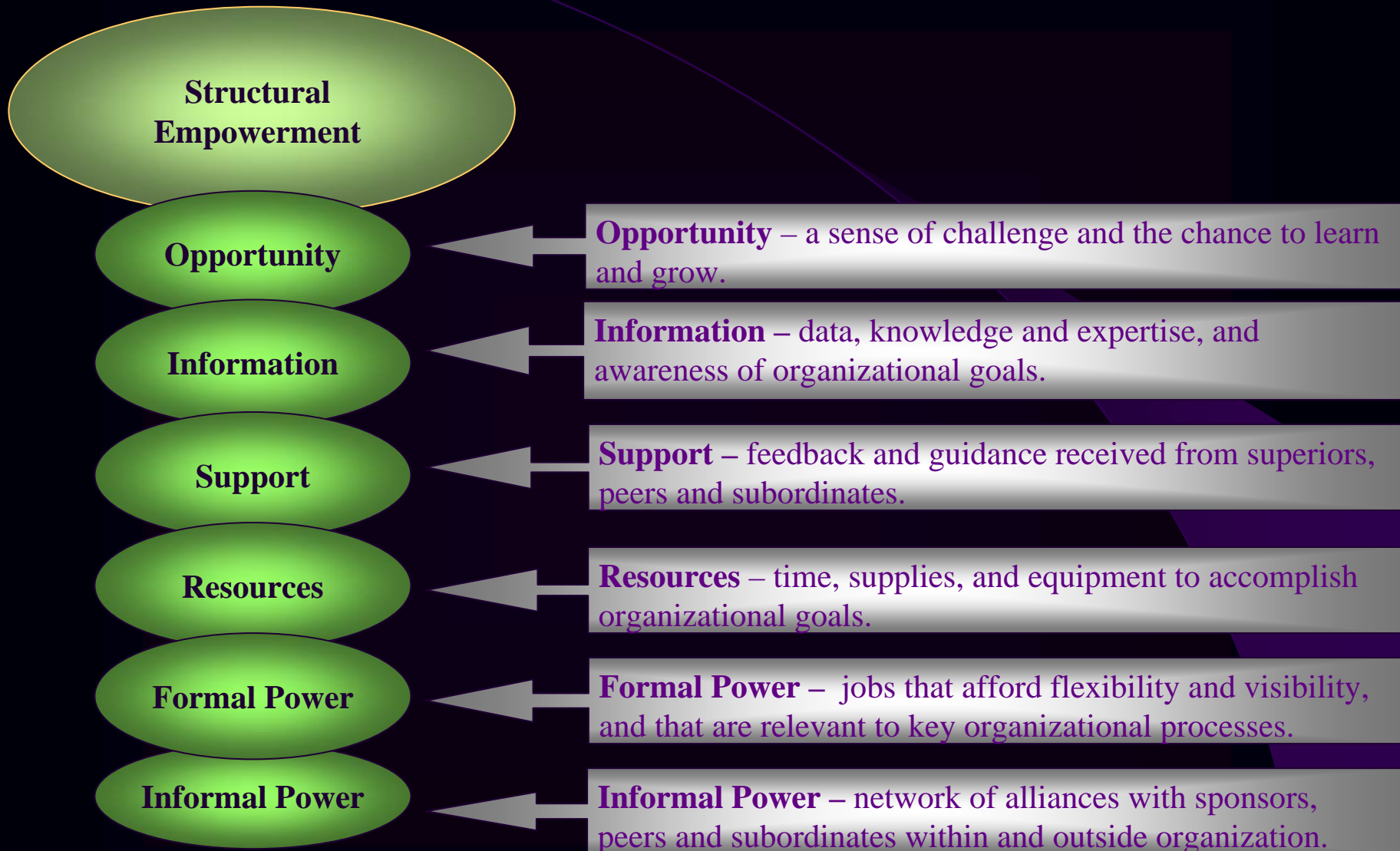
- **Contribution** – performing work beyond minimal expectations
- **Affect** – friendship and liking
- **Loyalty**
- **Professional respect** for one's capabilities

Leader-Member Exchange (LMX)

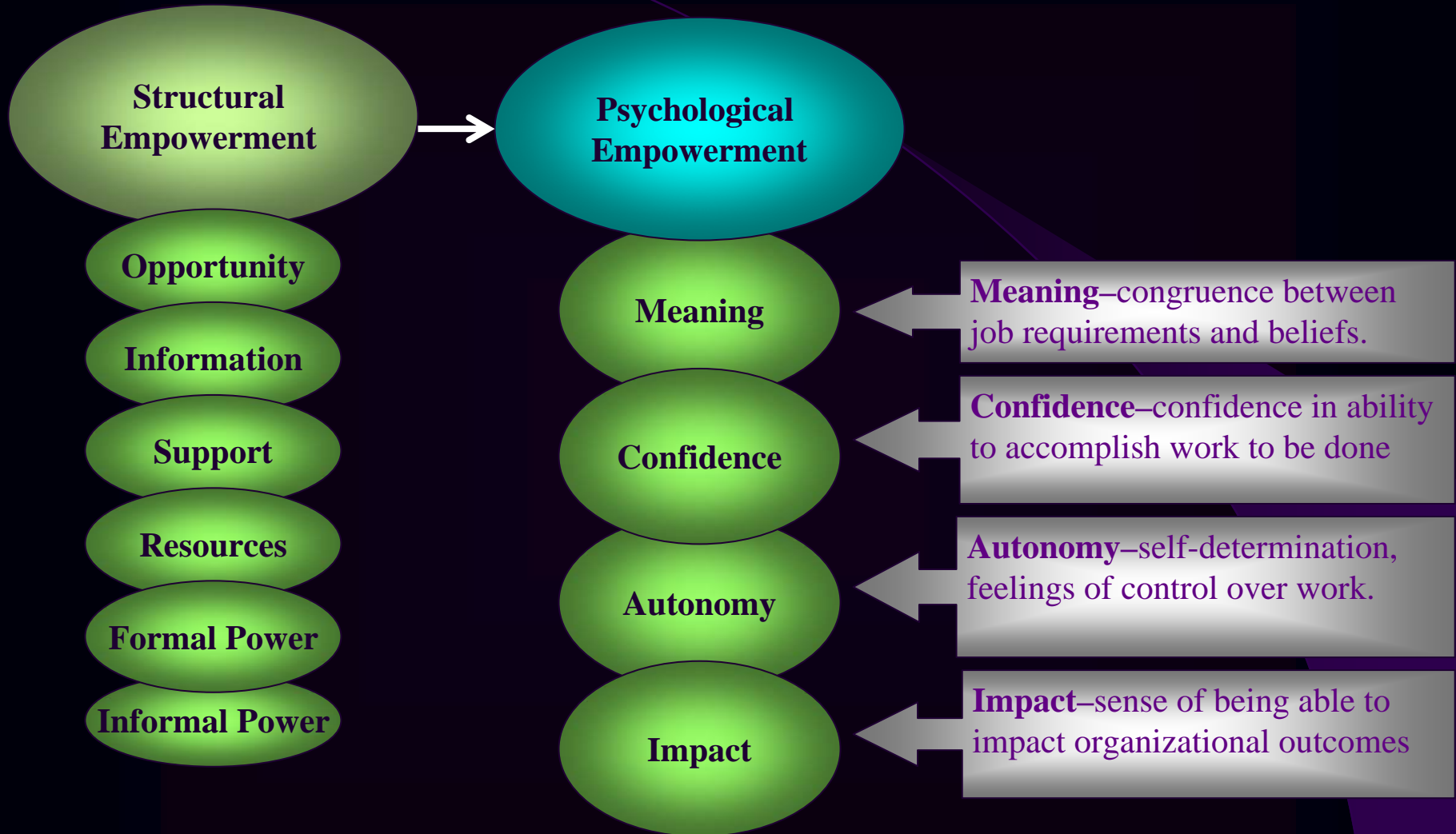
LMX related to:

- Structural and psychological empowerment (Gerstner & Day, 1997; Gomez & Rosen, 2001; Liden, Wayne & Sparrowe, 2000)
- Job satisfaction (Sngawong, 2003)

Kanter's Work Empowerment Theory

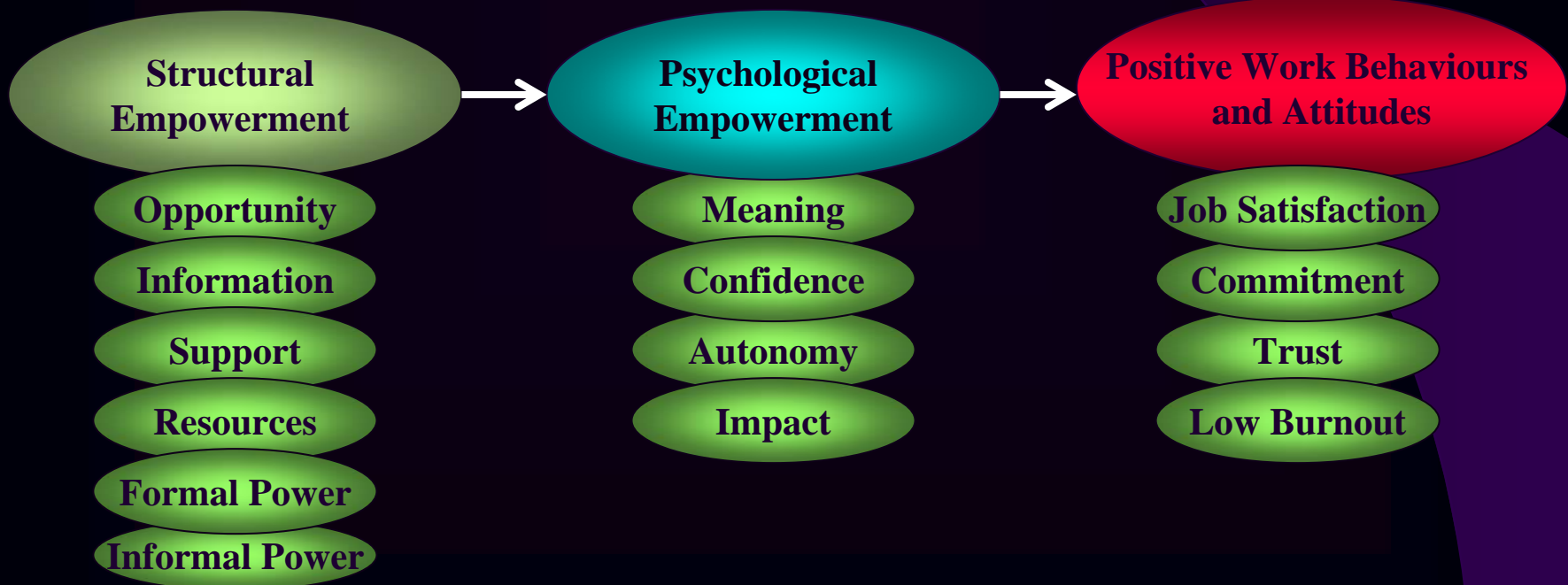


Kanter's Work Empowerment Theory



Summary of Work Empowerment Theory

- Work behaviour and attitudes are a function of people's responses to their work environment, not personality predispositions
- Access to these structures empowers employees to accomplish work in meaningful ways
- Empowerment increases employee and organizational effectiveness



Core Self-Evaluation (CSE)

A broad personality concept describing an individual's evaluation of themselves and self-worth (Judge, Bono, Erez & Thoreson, 2003)

Components (taken together):

General Self-efficacy- ability to cope, perform and achieve success

Locus of Control - can control factors experienced in life

Self-esteem – overall value of oneself

Emotional stability – tendency to be confident and secure

Core Self-Evaluation (CSE)

- CSE related to:
 - Job satisfaction in various work settings (Judge & Bono, 2001; Judge, Bono & Locke, 2000)
 - Job performance
 - Lower job stress and strain
- Individuals with high CSE seek out more complex jobs
- No reports in nursing literature

Study Rationale

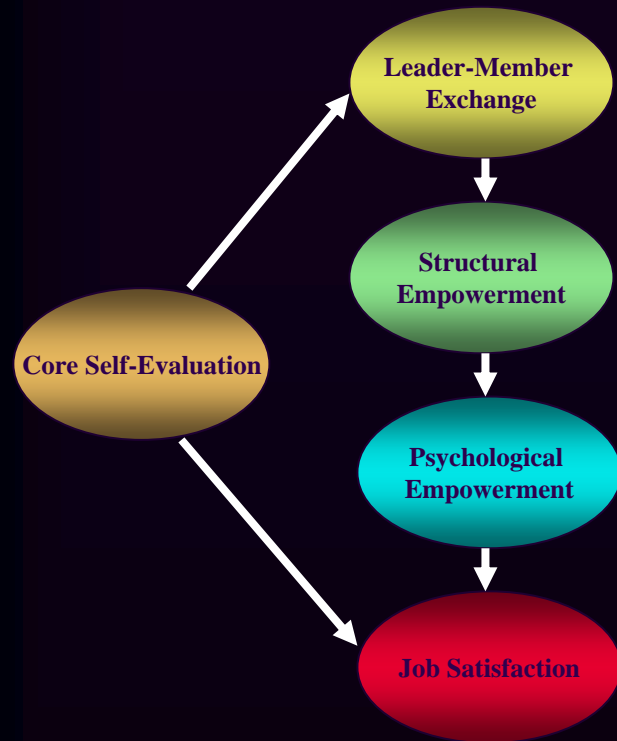
Hypothesize:

- High quality manager-leader relationships may benefit manager through better access to empowering conditions

Managers may be better able to accomplish work increasing sense of impact and meaning

Both lead to increased job satisfaction

Managers with high CSE will have strong sense of self worth resulting in higher quality working relationships with leader and higher levels of job satisfaction



Methods

Design:

Predictive non-experimental design

Data Collection:

Mailed survey

Dillman technique

2006

Sample:

Random sample selected from Ontario registry list

First Line Managers: N = 101

Middle Managers/Directors: N = 40

Response rate: 63%

Data Analysis:

Structural Equation Modeling



Instrumentation

Leader-member exchange: LMX-MDM (Liden & Maslyn, 1998)

Structural empowerment: Conditions of Work Effectiveness Questionnaire-II (Laschinger et al, 2001)

Psychological empowerment: Psychological Empowerment Scale (Spreitzer, 1995)

Job satisfaction: subscale of Pressure Management Indicator (Williams & Cooper, 1998)

Core self-evaluation: Core Self Evaluation Scale (Judge, Bono, Erez & Thoreson , 2003)

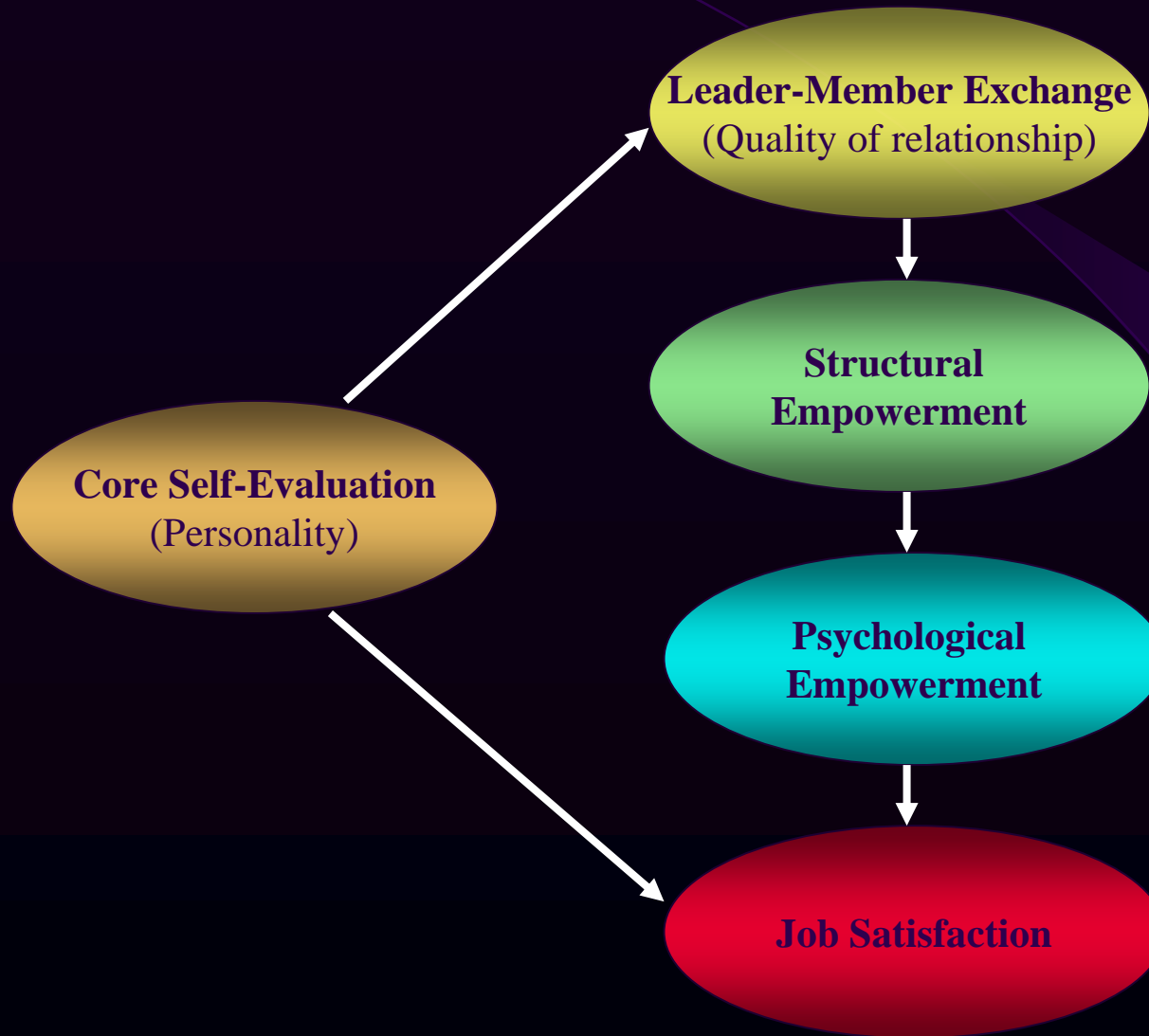
Cronbach alpha reliability estimates all within acceptable range

Demographics

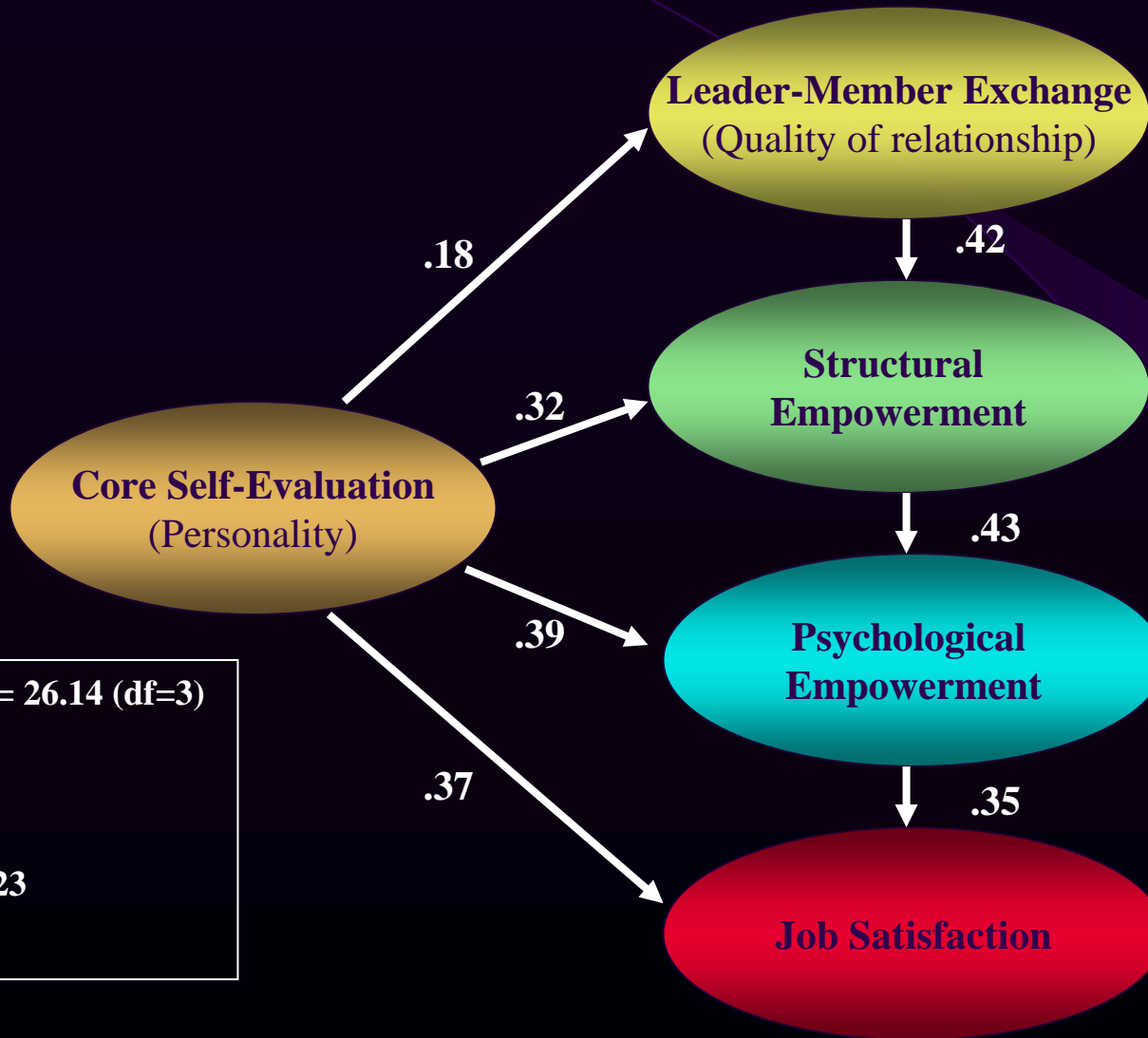
	M
Age	50
Nursing Experience	27
Management Experience	13
Years in Current Role	7
	%
Female	97
Education Diploma	27
Bachelors	42
Masters	30
Medical-Surgical Specialty	39



Model to be Tested



Final Model



Chi-square = 26.14 (df=3)

IFI = .90

CFI = .90

RMSEA = .23

R² = .404

Key Findings

Quality of relationship between middle and first line managers affects managers' perceptions of empowerment and job satisfaction

- Relationships built over time through positive exchanges produces job satisfaction
- Influences access to empowering conditions (resources, supports, information, opportunities) that helps get the work done
- Managers find more meaning in work and confidence in abilities
- Increases formal power

Job satisfaction explained by sequential effects of LMX, structural and psychological empowerment

Structural conditions and personality explain nurse manager job satisfaction

Conclusion and Implications

Strategies to improve work environment and job satisfaction for managers:

Develop high quality relationships between middle and first line managers

- Relationships built over time
- Positive exchanges to produce loyalty, mutual respect and high performance
- Opportunities to interact, sharing of ideas, open communication and reciprocation of effort and support, seek out opportunities to demonstrate capability

Enhance access to empowering conditions

- Resources
- Coach, support and ongoing feedback
- Information
- Opportunities and challenges e.g. managers seek out opportunities
- Formal power i.e. flexibility and greater latitude in decision making

Nurses love their work but hate their job.

LMX and **empowerment** theories are useful constructs to remedy this paradox and can be used to guide improvements in the work environments for first line managers so that there will be a cadre of skilled leaders to fill roles critical to the success of health care organizations and the patient they serve.