JOB STRESS AND SATISFACTION: HEALTH PROMOTION BEHAVIORS MATTER!
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EMORY SAINT JOSEPH’S HOSPITAL
• Caring for Atlanta for 135 years
• 410-bed, acute-care, faith-based hospital
• Magnet® Recognized since 1995
• Nurse Scholar Program

JOB STRESS AND JOB SATISFACTION: DO HEALTH PROMOTION BEHAVIORS MATTER?
• Job stress and job satisfaction have a well defined relationship in research
• Little research exists to determine the relationship between healthy behaviors performed by the nurse and job stress and job satisfaction

Burton & Stichler, 2010; Lu et al., 2012; Tobok & Kuprol, 2007; Toh et al., 2012; Zangaro & Soeken, 2007
LITERATURE REVIEW

• Less job stress and/or higher job satisfaction associated with best patient care

• Increased job satisfaction associated with nurse retention

Bogaert, Cocke, Beekman, Steenbergen, & de Heyning, 2010; Burton & Stoller, 2010; Golubic, Vjesenovic, Knezevic, & Mijailovic, 2009; Heyen et al., 2012; Ning, Zhe, & Guo, 2009; Tom, Ang, & Devi, 2010; Zangaro & Soeken, 2007; Laschinger, Leclerc, & Gärn, 2009

LITERATURE REVIEW

• Job stress contributes to poor job satisfaction, burnout, and nurse turnover

• Health Promotion Behaviors (HPB) related to compassion fatigue, compassion satisfaction, and burnout


RESEARCH GOALS

• Examine relationships between HPB and job stress

• Examine relationships between HPB and job satisfaction

• Examine whether age, sex, and race predicted job stress

METHODOLOGY
STUDY DESIGN AND SAMPLE

• Non-experimental, descriptive, correlational design

• Sample (N = 142)
  – 142 of 750 RN’s participated
  – 18.9% response rate
  – Open to RN’s at Emory Saint Joseph’s Hospital

INSTRUMENTS
DEMOGRAPHIC QUESTIONNAIRE

• Age
• Gender
• Race
• Education
• Employment Status
• Area of Employment
• Length/time of shift
• Missed Shifts
• Overtime

ADAPTED JOB STRESS SCALE

• 49-item, 4-point Likert scale
• 8 Subscales:
  • Competency
  • Work Environment
  • Staffing
  • Team Respect
  • Time Priorities
  • Emotional Support
  • Patient Outcomes
  • Feeling of Competence

MCCLOSKEY-MUELLER SATISFACTION SCALE (MMSS)

• 31-item, 5-point Likert scale
• 8 Subscales:
  • Extrinsic Rewards
  • Scheduling
  • Family/Work Balance
  • Co-workers
  • Interaction
  • Professional Opportunity
  • Praise/Recognition
  • Control/Responsibility

Hinshaw & Ahwood, 1985
Mueller & McCloskey, 1990
HEALTH-PROMOTING LIFESTYLE PROFILE (HPLP) II

- 52-items, with 4-point response format
- Based on Health Promotion Model (HPM)
- 6 Subscales:
  - Health Responsibility
  - Physical Activity
  - Nutrition
  - Spiritual Growth
  - Interpersonal Relations
  - Stress Management

DATA COLLECTION

- NRC & IRB study approval
- Electronic Survey
  - Informed consent
  - Open for one month period
- RN’s invited via work email, flyers, reminders
- Healthy snacks given to promote study
- Drawing for free one year membership

DATA ANALYSIS

- SPSS (Version 22.0) used for data analysis for each research question
- Pearson’s r used to analyze relationships between HPB, job stress and job satisfaction
- Multiple linear regression used to examine whether age, sex, race, and HPB predicted job stress
RESULTS

SAMPLE CHARACTERISTICS

Gender

93.66%

Male

Female

Age

20-29
30-39
40-49
50-59
60+

Race

N = 142
Caucasian 73.34%
African-American 10.56%
Asian 11.97%
Other 4.23%

Specialty Area

N = 142
Acute Care 41.55%
Critical Care 16.20%
Emergency 2.11%
Outpt/Surgical/Procedural 27.46%
Other 12.48%

Years Experience

N = 142
< 2 years 16.20%
2 to 5 years 12.68%
5 to 10 years 6.34%
10 to 15 years 4.93%
15 to 20 years 7.75%
Over 20 years 52.11%

Education Level

N = 142
Diploma 5.63%
Associate’s Degree 14.79%
Bachelor’s Degree 49.01%
Master’s Degree 10.56%
DESCRIPTIVE STATISTICS

<table>
<thead>
<tr>
<th></th>
<th>MMSS Total</th>
<th>JS Total</th>
<th>HPLP Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>N = 142</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>3.7260</td>
<td>2.9690</td>
<td>2.7424</td>
</tr>
<tr>
<td>Std Error of Mean</td>
<td>.04690</td>
<td>.02791</td>
<td>.03527</td>
</tr>
<tr>
<td>Median</td>
<td>3.7419</td>
<td>3.0000</td>
<td>2.7788</td>
</tr>
<tr>
<td>Std Deviation</td>
<td>.55889</td>
<td>.33262</td>
<td>.42031</td>
</tr>
</tbody>
</table>

- What does this mean???
  - Overall satisfaction with job reported
  - Moderate levels of job stress reported
  - Participants reported a moderate level of HPB

CORRELATIONS

HPB are associated with decreased job stress
($r = -.410; p < .001$)

HPB are associated with increased job satisfaction
($r = .25; p = .003$)

Greater job stress is strongly associated with lower job satisfaction
($r = -.732; p < .001$)

HPLP II, JOB STRESS & JOB SATISFACTION

<table>
<thead>
<tr>
<th>Health Promoting Behavior</th>
<th>Job Stress</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Responsibility</td>
<td>$r = .28$</td>
<td>Not Significant</td>
</tr>
<tr>
<td>Physical Activity</td>
<td>$r = .25$</td>
<td>Not Significant</td>
</tr>
<tr>
<td>Nutrition</td>
<td>$r = .33$</td>
<td>$r = .19$</td>
</tr>
<tr>
<td>Spiritual Growth</td>
<td>$r = .45$</td>
<td>$r = .27$</td>
</tr>
<tr>
<td>Interpersonal Relations</td>
<td>$r = .40$</td>
<td>$r = .30$</td>
</tr>
<tr>
<td>Stress Management</td>
<td>$r = .38$</td>
<td>$r = .27$</td>
</tr>
</tbody>
</table>

Results indicated statistically significant relationships ($p < .001$) between all of the HPLP subscales and job stress, and four of the six HPLP subscales with job satisfaction. Those with the highest significance are circled in red.
HPLP II AND JOB STRESS SUBSCALE CORRELATIONS

<table>
<thead>
<tr>
<th>Job Stress Subscale</th>
<th>Correlation (r)</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competence</td>
<td>.53</td>
<td>&lt;.001</td>
</tr>
<tr>
<td>Emotional Support</td>
<td>.22</td>
<td>.01</td>
</tr>
<tr>
<td>Feeling of Competence</td>
<td>.25</td>
<td>.003</td>
</tr>
<tr>
<td>Patient Outcome</td>
<td>.22</td>
<td>.007</td>
</tr>
<tr>
<td>Physical Work Environment</td>
<td>.26</td>
<td>.002</td>
</tr>
<tr>
<td>Staffing</td>
<td>.27</td>
<td>.001</td>
</tr>
<tr>
<td>Team Respect</td>
<td>.27</td>
<td>.001</td>
</tr>
<tr>
<td>Time Priorities</td>
<td>.24</td>
<td>.005</td>
</tr>
</tbody>
</table>

Greater total HPB were associated with lower job stress, especially in the area of competence.

REGRESSION MODEL: PREDICTORS OF JOB STRESS

<table>
<thead>
<tr>
<th>Predictor</th>
<th>B</th>
<th>Std Error</th>
<th>Beta</th>
<th>t</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>.07</td>
<td>.019</td>
<td>.260</td>
<td>3.49</td>
<td>.001</td>
</tr>
<tr>
<td>Sex</td>
<td>.002</td>
<td>.103</td>
<td>.001</td>
<td>.02</td>
<td>.986</td>
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<tr>
<td>Race</td>
<td>-.039</td>
<td>.058</td>
<td>-.053</td>
<td>.68</td>
<td>.499</td>
</tr>
<tr>
<td>Health Responsibility</td>
<td>-.007</td>
<td>.076</td>
<td>-.010</td>
<td>.09</td>
<td>.930</td>
</tr>
<tr>
<td>Physical Activity</td>
<td>-.069</td>
<td>.058</td>
<td>-.140</td>
<td>.119</td>
<td>.234</td>
</tr>
<tr>
<td>Nutrition</td>
<td>.038</td>
<td>.085</td>
<td>.054</td>
<td>.45</td>
<td>.653</td>
</tr>
<tr>
<td>Spiritual Growth</td>
<td>.185</td>
<td>.093</td>
<td>.276</td>
<td>2.00</td>
<td>.048</td>
</tr>
<tr>
<td>Stress Management</td>
<td>.101</td>
<td>.081</td>
<td>.158</td>
<td>1.25</td>
<td>.212</td>
</tr>
<tr>
<td>Interpersonal Relations</td>
<td>.079</td>
<td>.081</td>
<td>.113</td>
<td>.97</td>
<td>.313</td>
</tr>
</tbody>
</table>

R² = .289, Adjusted R² = .241, F = 5.972, p < .001

DISCUSSION OF STUDY RESULTS
HPB AND TOTAL JOB SATISFACTION

- Strong and significant relationship between HPB and job satisfaction
- Interpersonal relations (HPLP II subscale) most strongly correlated with job satisfaction
- Spiritual growth also an important predictor in determining total job satisfaction

HPB AND JOB STRESS

- Job Stress subscale of competence was most strongly associated with total HPB
- Competence measured by the nurses’ perceptions of how well they provide care, make decisions, and if they feel their decisions are respected by others

- Spiritual growth, as a subscale of the HPLP II, was the strongest predictor of total job stress
HPB AND JOB STRESS

- Interpersonal relations (HPLP II subscale) was a strong predictor of total job stress
- Interpersonal relations: communication achieving a sense of intimacy and closeness within meaningful, rather than more casual, relationships with others
- Nurses uniquely trained to:
  - Communicate well with others
  - Develop meaningful relationships with patients through thoughtful discussion and communication

AGE AND JOB STRESS

- Increased age correlated with less job stress perceived
- Younger and/or less experienced nurses reported more job stress
- Greater age and greater engagement in the health behavior of spiritual growth were associated with significantly better job stress

LIMITATIONS

- Single hospital surveyed
- One month time frame
- Single observation by each nurse
- Invitation out to all nurses, instead of only direct-care nurses as intended
- Length of and inability to save progress of survey
- Survey fatigue
- Recent partnership of hospital with Emory Healthcare
- HPLP II based on US model of health
- Assumed electronic survey would yield more results
- Unable to uniformly promote survey in all areas of hospital (i.e. surgical/procedural areas)
- Minimal participation from ED staff
IMPLICATIONS

IMPLICATIONS FOR NURSING & NURSING LEADERSHIP

• Job stress and job satisfaction relationship reinforced

• Empirical support for relationships among HPB, job stress and job satisfaction suggest promoting HPB in nurses could:
  • Increase quality of patient care
  • Increase retention
  • Counteract compassion fatigue and/or burnout

IMPLICATIONS FOR NURSING & NURSING LEADERSHIP

• Greater HPB correlated with decreased job stress on all subscales, especially in the area of competence

• Prompts the question:
  • Are healthier nurses more competent nurses?
IMPLICATIONS FOR NURSING RESEARCH

- How do HPB among nurses relate to patient safety, patient outcomes, and patient satisfaction?
- Would younger and/or less experienced nurses report less job stress with support systems, such as residency programs?
- Is significance of spiritual growth behaviors the same in hospitals that are not faith based?
- Promotion of which HPB most cost effective for organizations?
- Are nurses more likely to stay at organizations focused on their health?

CONCLUSIONS

- HPB significantly impact nurses’ job stress and job satisfaction, specifically related to competence in the workplace.
- Younger nurses demonstrated greater job stress than older nurses and thus may require focused support to meet their needs.

CONCLUSIONS

- HPB related to interpersonal relations and spiritual growth had greater impact than other commonly recognized practices such as diet and exercise.
- Hospitals seeking to promote a healthy nursing workforce should consider how to best support HPB, especially among younger nurses.
THANK YOU FOR YOUR TIME!

ANY QUESTIONS?

SPECIAL THANKS

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REFERENCES


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