

Inappropriate Behavior of the Clinical Nurses Influence the Nurse Managers Performance in Acute Care Setting

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Abstract

Background: Everyone expected in the workplace will behave in a professional manner, and treat each other with dignity and respect. Many times clinical nurses behaving with manager nurses inappropriately and they think inappropriate behavior is a sufficient remedy, because they often don't realize that their actions are causing a problem. Inappropriate behavior of the clinical nurses increased turnover rates in nurse managers, also reduced job satisfaction and reducing leader abilities. **Objective:** The objective of the study was to measure the inappropriate behavior of the clinical nurses' influence the nurse managers' performance in Services hospital, Lahore. **Methodology:** Cross- sectional descriptive and co-relational study was conduct to measure the inappropriate behavior of the clinical nurses' influence the nurse managers' performance. One hundred and thirty nurse managers (n=130) were selected for that research and linear regression was used to show the correlation between the variables. **Results:** The results of the study showed the positive relationship between the inappropriate behavior of the clinical nurses and nurse manager's performance. The inappropriate behavior of the clinical nurses have 30.2% ($p>0.05$) relationship with nurse managers performance. **Conclusion:** This study concludes that the inappropriate behavior of the clinical nurses influence the nurse managers performance. The results of the study showed the with beta value .549 with ($p=0.00$) and R square value is 30.2%. Overall results of the study show positive relationship between the inappropriate behavior of the clinical nurses and nurse manager's performance.

Keywords: Clinical nurses, Nurse Managers, inappropriate behavior, Turnover, job dissatisfaction.

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INTRODUCTION & BACKGROUND

Inappropriate behavior of the clinical nurses is count to be least offensive of the disruptive behavior that is often seen as the way of a nurse who "broadcasts" herself. Staff nurses who display these types of behaviors are typically mindful of what constitutes "proper" conduct, but they choose to ignore the limits of acceptability when in the presence of others [1].

Everyone expected in the workplace will behave in a professional manner, and treat each other with dignity and respect. Because the concept of inappropriate behavior of clinical nurses with manager nurses gained attention [2].

Clinical nurse is person who trained in the scientific basis of nursing, meeting the certain prescribed standards of nursing education, clinical competencies and provide services that are essential to

or helpful in the promotion, maintenance and restoration of patients health [3].

Inappropriate behavior among clinical nurses with manager nurses threatens the safety and well-being of both patients and staff members. Although inappropriate behavior of the clinical nurses have a great concern with manager nurses. When clinical nurses behaving with manager nurses in inappropriate manner, they experienced increased turnover rate, job dissatisfaction and reduced leading performances [4].

Clinical nurses and nurse manager have one of the most important position in every acute care setting because the nurse manager consider first-line manager in the hospital setting and clinical nurses consider middle manager in nursing organizations [5].

A nurse manager is person who is responsible for a unit in a hospital, nursing home or ambulatory

care setting. The nurse manager supervises staff performance and patient care [6].

Nurse Manager who construct powerful relationships with their nurses and are loyal to their duty might also take part in an essential position in management chain due to the fact the nurse manager role is regularly the entry to senior nursing management [7].

Inappropriate behavior directed towards a worker or a group of workers that creates a risk to health and safety. It is expected that everyone in the workplace will behave in a professional manner, and treat each other with dignity and respect [8].

Nurse managers are being challenged to handle the inappropriate behavior on the workplace, or actions which increases the turnover in manager nurses [9].

Many times clinical nurses behaving with manager nurses inappropriately and they think inappropriate behavior is a sufficient remedy, because they often don't realize that their actions are causing a problem. But it may increase the turnover rate in nurse manager, reduced job satisfaction and effect on the leading style [10].

Inappropriate behavior of the clinical nurses with manager nurses in the workplace is not only associated with reduced health and well-being of the patients but it is also associated with low outcomes of the patients and reduced work performance of the nurse manager. Inappropriate behavior of the clinical nurses increased turnover rates in nurse managers, also reduced job satisfaction and reducing leadering abilities [11].

The initial step of the nurse managers is to take zero-tolerance stance towards the inappropriate behavior of the clinical nurses. The joint commission leadership standard relating to inappropriate behaviors addresses two elements of the performance which formulate these behaviors, code of conduct is the name, in which defines all behaviors which are acceptable or unacceptable in acute care settings [12]. In order to effectively implement, organization make specific policies regarding inappropriate behavior of the clinical nurses [13].

All the nurse managers have a role to play in eliminating inappropriate behavior of the clinical nurses by:

- Refusing to participate in this behavior
- Reporting any experiences of the behavior
- Supporting colleagues in saying no to this behavior.

All reports of inappropriate behavior of the clinical nurses will be treated seriously and investigated

in a prompt, confidential and impartial manner. Nurse managers who report inappropriate behavior should not be victimized this type of behaviors [14].

Nurse Managers need strong communication and leadership skills. They should be adopt at coordinating resources to control the inappropriate behavior of the clinical nurses. Nurse managers become effective leaders who can strike a balance between working with the nursing staff and the healthcare facility administrators [15].

Gap Analysis & Problem Statement

Nurse Managers and clinical nurses play important role in the health care sectors. The inappropriate behavior demonstrated by clinical nurses has significant effect on the performance of the nurse managers and quality care in acute care setting. Nurse managers turnover, job dissatisfaction and reduced leadership abilities is highly correlated with inappropriate behavior of the clinical nurses which influence the performance of the nurse managers. Decreased job satisfaction can influence the nurse managers to leave the organization and eventually decide on leaving [16]. A study estimated total nurse managers turnover is 60% and job dissatisfaction due to inappropriate behavior of the clinical nurses is 85% in two years [17].

Different studies were done on nurse manger and inappropriate behavior at work place in several countries. However these study not done in Pakistan. I might prefer to conduct study to investigate the inappropriate behavior of the clinical nurses influence the performance of the nurse managers in Services Hospital, Lahore.

Purpose of study

The purpose of study is to assess the relationship between the inappropriate behaviors of the clinical nurses influence the performance of nurse managers in acute setting Services hospital Lahore.

Research question

- What is the inappropriate behavior of the clinical nurses?
- Does the inappropriate behavior of the clinical nurses influence the performance of the manager nurses?
- What is the relationship between the inappropriate behavior of the clinical nurses and performance of the manager nurses?

HYPOTHESIS

(H0): There is no relationship between the inappropriate behavior of the clinical nurses and performance of the manager nurses.

(H1): There is a relationship between the inappropriate behavior of the clinical nurses and performance of the manager nurses.

Objectives of the Study

To explore the relationship between the inappropriate behavior of the clinical nurses and performance of the manager nurses in the services hospital, Lahore.

Significance of the study

The importance of this study is to focus on inappropriate behavior of clinical nurse that influence the performance of nurse managers in acute care setting. Today, researches regarding nurse manager as a potentially useful occurrence in an organization, because, if nurses' works appropriately, it can enhance job satisfaction, improve the quality of care and decision making and provide for mutual understanding.

Health Care Professionals

The study findings will be helpful for the health care providers they think positively and show positivism in their behaviors. They modified their own behaviors which is necessary for decreasing the employees' turnover.

Organization

This study will help to identify the inappropriate behavior of staff nurses in hospital setting. The finding of the study might be helpful for the organization to develop the strategies for professional behavior of nurses and better nurse manager actions. Organization may arrange seminar, workshop, and teaching session to change the inappropriate behavior depicted by nurses. When behavior of the nurses improved then the nurse manager will be able to perform well and effective in the clinical area and she will learn better strategies ultimately the workplace environment and quality of care will improved.

Policy Makers

The findings of the study will help the policy makers to foster a working environment for the nurse managers to increase the job satisfaction and decrease the turnover which influence their leadership style. It also helps the policy makers to prevent the inappropriate behavior of the clinical nurses by making new strict policies.

Patients

This study will be beneficial for the patients when the clinical nurses behaving appropriately with nurse managers that provide supportive and positive environment which have good impact on patient quality care.

Future Researchers

The finding of relationship of the inappropriate behavior of the clinical nurses influence the performance of the nurse managers will help the future researcher to utilize this study as a literature and identify the remaining gaps.

Conceptual Definition

Inappropriate Behavior of the clinical nurses

Inappropriate behavior of the clinical nurses refers to their actions that interfere with workplace operations, or prevents employees from carrying out assigned tasks [18].

Nurse Manager

The Nurse Managers is defined as they are responsible for supervising nursing staff in a hospital or clinical setting. They oversee patient care, make management and budgetary decisions, set work schedules, coordinate meetings and make decisions about personnel [19].

Operational Definition

Inappropriate Behavior of the clinical nurses

Inappropriate behavior of the nurses working in services hospital refers to their actions that effect the workplace operations, or prevents colleagues or other nurses from achieving the objectives in acute care setting.

Nurse Manager

A nurse manager is an experience person who controls the clinical activities and supervises the clinical nurses working in acute care setting.

Variables of my Study

Demographic data consists of continuous and categorical variables,

Independent variable

Inappropriate behavior is independent variable of this study

Dependent variables

Nurse Manager's performance is dependent variable in this study.

Theoretical Framework

Social Learning Theory

Social learning theory is apply on this study this theory is perfectly match with the study variables because this theory falls under the category of behaviorism & it involves observing the behaviors of others and the rewards and punishments that result from those inappropriate behaviors.

Four Conditions of the Social Learning theory

Attention

In this condition Clinical nurse need to pay attention to the behavior to be learned and they also learned how to improve their inappropriate behavior to appropriate behavior through workshop.

Retention

The clinical nurse must be able to remember what was observed later when given opportunities to act. Posters with reminder, concept maps, and graphic

organizers are all Ways to call attention to the all participant clinical nurses. Also, verbal reminders can be used.

Production

Nurse Managers must be given opportunities to the clinical nurses to reproduce their behavior and the clinical nurses are able to reproduce their appropriate behavior.

Motivation

In this condition clinical nurse motivated to act appropriately. It means that the clinical nurses valued the appropriate behavior or the rewards that appropriate behavior will bring about and the nurse managers must expect and the clinical nurses to see some sort of reinforcement as a result of the inappropriate behavior [20].

LITERATURE REVIEW

A review of the literature establishes that nurse managers in the clinical setting experience inappropriate behavior of the clinical nurses both in the United States and abroad. International studies have further supported the concept that inappropriate behavior of the clinical nurses is most prevalent against nurse managers during their job [7].

Inappropriate behavior of the clinical nurses with nurse manager is a big problem. Inappropriate behavior is a destructive, pervasive and doesn't belong in a profession dedicated to caring and compassion. 73% percent of nurse managers report being the target of or at least witnessing inappropriate behavior in the workplace. Sixty percent of all new nurse managers quit their first job within the first six months due to the inappropriate behavior of their co-workers [21].

Another study observed that inappropriate behavior of the clinical nurses with nurse managers generally occur over a six-month period when the nurse managers newly appointed in the hospital in which they are exposed to negative behaviors affecting their work tasks. Frequency and duration of inappropriate behavior is to make the nurse managers powerless because inappropriate behavior drains her coping resources. The imbalance of power makes it impossible to continue her job and she leave their job quietly [22].

Moreover a study conducted on the inappropriate behavior of the clinical nurses with nurse managers; they measured the frequency and types of inappropriate behavior among the nurse managers in the United Kingdom during their last clinical placement. About 53% of nurse managers experienced inappropriate behavior of the clinical nurses and 35% leave the job due to dissatisfaction from their job [23].

Furthermore a study results that inappropriate behavior of the clinical nurses is not always identified for what it is because it is associated with a whole organization. Organizational characteristics influence the behaviors and employees turnover increased. Nurse Managers frequently find it difficult to complain about the effects of inappropriate behavior of the clinical nurses. Whistle blowing can sometimes be viewed as a revenge procedure [24], so organizations can be unaware that the inappropriate behavior of the clinical nurses is even happening with nurse managers [25].

Inappropriate behavior of immigrant nurses in Iran, study suggests racism is entrenched in the clinical nurses' workplace due to an abuse of power. This can result in psychological distress in nurse managers and be costly to the organization due to low morale of the nurse managers facing inappropriate behavior & decrease their leadership abilities [26].

Another study that set out to explore inappropriate behavior of the clinical nurses experienced by nurse managers in Karachi and its effect on intention to leave the workplace. 78% of the nurse managers were the victim of inappropriate behavior by the clinical nurses and 36% of the nurse managers dissatisfied from their job and also leave their job. Inappropriate behavior of the clinical nurses increase turnover, job dissatisfaction and reduced leadership abilities in the nurse managers [27].

Additionally, the researcher sought to measure the intention of nurse managers to leave the place of employment due the inappropriate behavior of the clinical nurses. Researcher found that inappropriate behavior of the clinical nurses with nurse managers had more influence on intent to leave their job, dissatisfied from their job than the other factor, including marital status, race, and earned income etc [28].

While the results of this study support the concept of inappropriate behavior of the clinical nurses with nurse managers within the clinical setting. The researcher also concluded that inappropriate behavior increases the stress level among the nurse managers regarding their job and it also influence their leadership abilities [29].

As the inappropriate behavior of the clinical continues and impedes the professional growth and development of the nurse managers, it may directly impact nurse managers' retention and turnover increase. Besides undermining the morale of nurse managers, inappropriate behavior of the clinical nurses also compromises patient safety. Clinical nurses who have inappropriate behavior are less likely to seek help and ask questions, potentially leading to errors and substandard patient care. While nursing is a profession dedicated to helping others, the highly charged nature

of many of the environments in which nurses' work can lead to situations where emotions boil over [30].

METHODOLOGY

Study Design

A quantitative descriptive cross-sectional study was conducted.

Setting

The Research was conducted in Services Hospital Lahore.

Study Population

Data was collected from the nurse managers of Services Hospital. There are 200 nurse managers are working in the services hospital.

Sample Technique

Convenient sampling method was used to gather the data.

Sample Size

The target population is 200 and participant was nurse managers of services hospital. The participant of this study was selected by convenient sampling technique. Sample size was calculated by using the slovin's formula [31].

Inclusion Criteria

- All female nurse manager with the age group of 26 to 45years.
- Willing to participate
- Should have more than one year of experience as nurse manager.

Exclusion Criteria

- Male nurse managers
- Managers on leave for more than one year.
- Above 55 years of age.

Data Collection

A closed-ended questionnaire adopted was used to measure the inappropriate behavior of the clinical nurses influence the performance of the manager nurses. Five-point Likert scale (1=Never to 5= Always) was used for this study. Two similar questionnaires for manager nurses & clinical nurses were distributed to all participants.

Data Analysis Plan

Collected data was analyzed by using the Statistical Package for the Social Sciences (SPSS.21 version) software. Relation between variables was tested by the linear regression.

Study Duration

The duration of study was approximately 4-5 months from January 2018 to May 2018.

Ethical Consideration

Permission was taking from ethical committee and the Principal of Lahore School of Nursing, The University of Lahore. The participants were verbally informed and also written consent was taken. All respondents were having open opportunity to participate in research. The study was not being harmful for any participant. Participants willingly involve in this study, if any participant wants to withdraw from study then will not be objection. The personal information of participants & data kept confidential.

RESULTS & FINDINGS

Demographic Data

This chapter includes 3 portions of analysis. First analysis was demographic analysis of the nurse managers' characteristics. It gives us details of five demographic questions. Descriptive analysis was used for two variables. One independent variable (inappropriate behavior of clinical nurses) and one was dependent variable (Role of nurse managers). It tells us about the effect of the inappropriate behavior of the clinical nurses on the performance of the nurse managers in public hospitals Lahore.

Table-1: Demographic characteristic of Nurse Managers (n=130)

Demographic Statement Information		Frequency (f)	Percentage(%)
1.Age	26 to 30 years	34	26.15%
	31 to 35years	23	17.69%
	36 to 40years	41	24.62%
	41 to 45years	32	31.54%
	Total	130	100%
2.Gender	Female	130	100%
	Total	130	100%
3Experience	1-5years	30	22.6%
	6-10years	73	54.9%
	11-15 years	17	12.8%
	16-20years	10	7.5%
	Total	130	100%
4.Education	General Nursing Diploma	28	21.5%
	BS Nursing(Post RN)	97	74.6%
	BS Nursing (Generic)	5	3.8%
	Total	130	100%
5.Departments	Emergency	33	24.8%
	Medical	29	21.8%
	Surgical	25	18.8%
	Other	43	32.3%
	Total	130	100%

Regression Analysis

Regression analysis was used to examine the relationship between variables. To measure the inappropriate behavior of the clinical nurses influence the nurse managers' performance. Value of r square

was used to explain the amount of variance same thing is explained by adjusted r square but in a more accurate way. To apply the regression test firstly we see the correlation between the variables by applying Pearson correlation.

Table-4: Correlation

		Role	behavior
Pearson Correlation	Role	1.000	.549
	Behavior	.549	1.000
Sig. (1-tailed)	Role	.	.000
	Behavior	.000	.
N	Role	130	130
	Behavior	130	130

In the pearson correlation inappropriate behavior of the clinical nurses influence the 54.9% of the nurse managers performance with the p value

<0.005 which showed that significant correlation between the inappropriate behavior of the clinical nurses and nurse managers performance.

Table-5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change		
1	.549 ^a	.302	.296	.34087	.302	55.314	1	128	.000	1.061	1.061
a. Predictors: (Constant), behavior											
b. Dependent Variable: role											

Table-6: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.427	1	6.427	55.314	.000 ^b
	Residual	14.873	128	.116		
	Total	21.300	129			
a. Dependent Variable: role						
b. Predictors: (Constant), behavior						

Table-7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		1.274	Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound		Zero-order	Partial	Part
1	(Constant)	.662	.309		2.141	.034	.050					
	behavior	.731	.098	.549	7.437	.000	.537		.926	.549	.549	.549

a. Dependent Variable: role

As result of linear regression are displayed in (Table 5-7). Results revealed the patients' perception significantly predicted patient satisfaction. With beta value .549 ($p=.000$) showing significant positive between the inappropriate behavior of the clinical nurses and nurse managers performance. Whereas value of adjusted R^2 showing 30.2 % ($p <.000$) of variance caused by independent variable (inappropriate behavior of clinical nurses) in dependent variable (nurse managers performance). So the results of the study shows that inappropriate behavior of the clinical nurses 30.2% influence the nurse manager's performance in the services hospital, Lahore.

DISCUSSION

This descriptive & cross sectional study investigate the inappropriate behavior of the clinical nurses influence the nurse managers performance among 130 nurse managers in Services Hospital, Lahore. The aim of the study was to examine the inappropriate behavior of the clinical nurses' influence the nurse managers' performance in services hospital in Lahore, Pakistan. Inappropriate behavior of the clinical nurses with nurse managers was examined in the all wards of the hospital in relation to nurses, age, working experience, departments where they performed duties. Nurse Manager's response rate was almost 100 percent towards that research study.

Findings in the descriptive analysis of the inappropriate behavior of the clinical nurses influence the nurse managers' performance indicated that inappropriate behavior of the clinical nurses affect the performance of the nurse managers. Finding also showed that most of the nurse managers were answering monthly 44(33.1%) of the question "A clinical nurse withholding expertise which affects your performance" and also most of the nurse managers were answering weekly 53(39.8%) of the question "Being reminded by a clinical nurse of the rules of the workplace in an inappropriate manner". Most of the nurse managers showed response 41(30.8%) on the question of "A clinical nurse threatening to file an unreasonable grievance against you". So that the overall results of the study showed positive relationship between the inappropriate behavior of the clinical nurses & nurse managers performance.

The results of the linear regression analysis revealed that inappropriate behavior of the clinical nurses 30.2% influence the nurse managers performance with the p value ($p =0.00$) which shows significant correlation between the variables and increase the turnover, job dissatisfaction and decrease leadership abilities.

Inappropriate behavior of the clinical nurses influence the nurse managers' performance and that is 45%. According to Thompson that is the type of verbal harassment [32].

Inappropriate behavior of the clinical nurses with nurse managers in workplace is the type violence which has great affect on the performance of the nurse managers. The inappropriate behavior of the clinical nurses 41% affects the nurse managers performance [33].

CONCLUSION

This study concludes that the inappropriate behavior of the clinical nurses influence the nurse managers performance. The inappropriate behavior of the clinical nurses showed correlation 54.9% with the performance. The regression analysis results of the study showed the with beta value .549 with ($p=0.00$) and R square value is 30.2%. Overall results of the study show positive relationship between the inappropriate behavior of the clinical nurses and nurse manager's performance. Positive and good behaviors of the health care provider are most important for any organization especially in healthcare organization. They play important roles in customer/patient satisfaction. Good nurses' behavior has positive effect on patient satisfaction and their care in every organization.

Recommendations

The appropriate behavior of the nurses is the most important component for the health care providers and need more researches should be conducted on that problem in future. Future researches should be conducted on inappropriate behavior related with clinical nurses and nurse managers linked with nurse managers' job satisfaction and identified those factors which affect the nurse managers' performance .It is recommended that further research be done on clinical

nurses' behavior, nurse managers' performance and job satisfaction for the improvement of the inappropriate behavior of the nurses. It is also recommended that inappropriate behavior of the clinical nurses' influence the nurse managers' performance also be measured to further validate the role of better nurses' behaviors.

Limitations

The main limitation of this study was shortage of time and too much less sample size of the nurse managers (n= 130) due to which we cannot generalize this study on whole population. The study was also restricted to one hospital. The cross-sectional design of the research was another limitation, as the data were collected at a single point of time; longitudinal studies are required to confirm the scale validation in indoor healthcare providers' behaviors. Further, since the study had collected data from hospitalized patients, outdoor patients need also to be contracted in future studies to examine the suitability.

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