

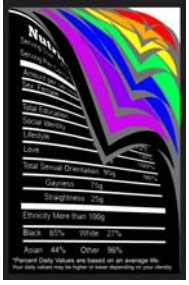
Diversity in Nurse Workplaces: Key to Success or Source of Tension?



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What is diversity?

- Being diverse, variety
- Diverse refers to "of different kinds, varied"
- In the work context, **diversity** refers to "any attribute that can be used to differentiate groups and people from one another."



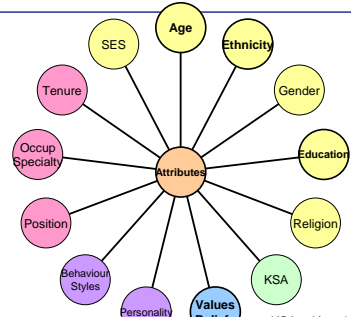
Diversity within the Nursing Workforce



- Race or ethnic background
- Gender
- Age
- Work Values




Diversity Attributes




Attributes

- SES
- Age
- Ethnicity
- Gender
- Education
- Religion
- KSA
- Values Beliefs
- Personality
- Behaviour Styles
- Position
- Occup Specialty
- Tenure

KSA = Knowledge, skills and attitudes


Relational Approach to Diversity

- Degree of relative difference between an individual and other workgroup members
- Relational
- Contextual
- Variation within the group
- Actual (fact, real) versus perceived (what we think or believe)

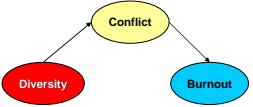


Research Purpose

- Is *actual* and *perceived* diversity in the workplace associated with higher levels of job stress/burnout?



- Does diversity lead to interpersonal conflict, which in turn leads to job stress/burnout?

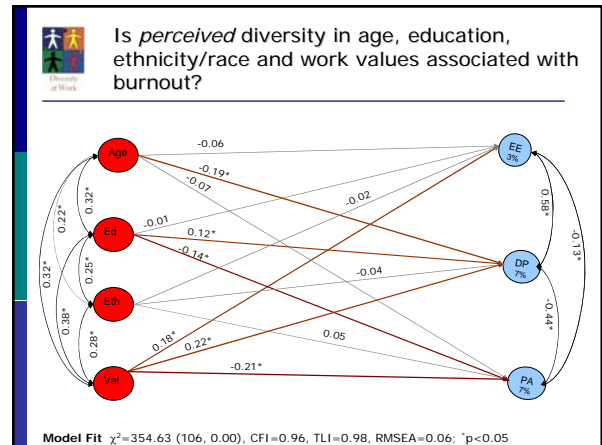
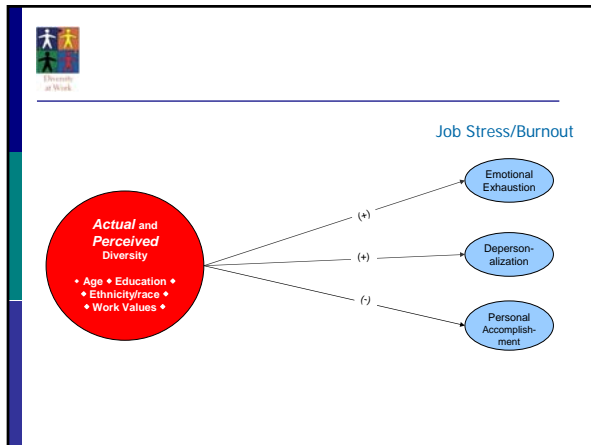


Method

- Survey Design
 - Cross-sectional, correlational
 - Population sample
 - Self-administered questionnaire
 - Data collection, modified Tailored Design Method (Dillman, 2000)
- Analysis
 - Structural equation modelling
- Ethical approval

Sample

- Setting
 - 2 acute care hospitals
 - 17 units – medical/surgical & non-medical surgical units
- Sample
 - 603 nurses; 82% response rate
 - 87% RNs; 55% full-time; 94% female
 - Average age = 40 yrs (22 - 65 yrs)
 - Highest education in nursing = 41% baccalaureate degree
 - 57% self-identified as “white”



Is perceived diversity in education associated with job stress/burnout?

Education

- Emotionally Drained (+)
- Depersonalization (+)
- Personal Accomplishment (-)

More diversity in education =

- ✓ more callous and negative attitudes toward co-workers; people withdraw
- ✓ more likely to view themselves in a negative way and experience feelings of inadequacy

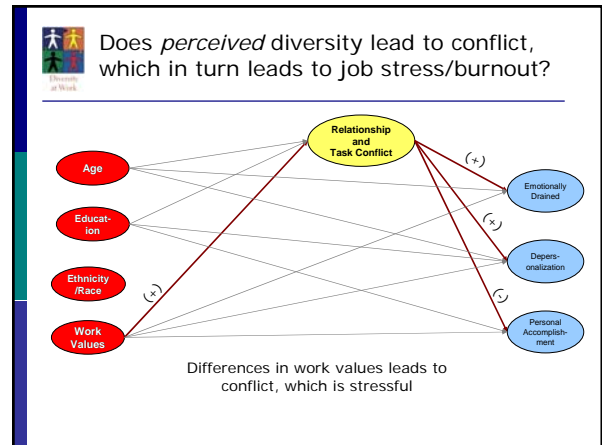
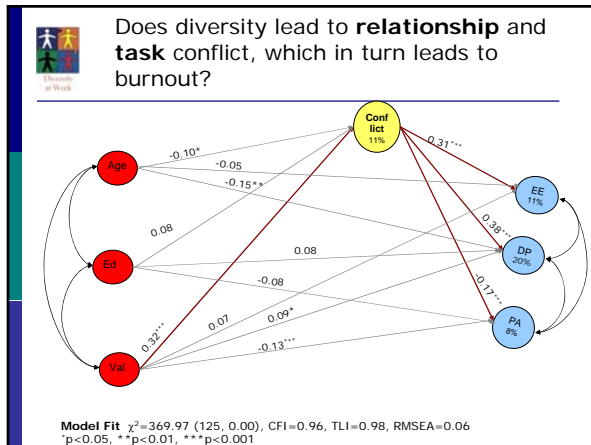
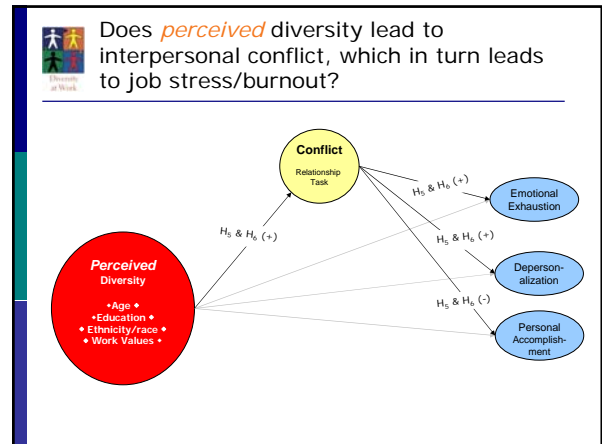
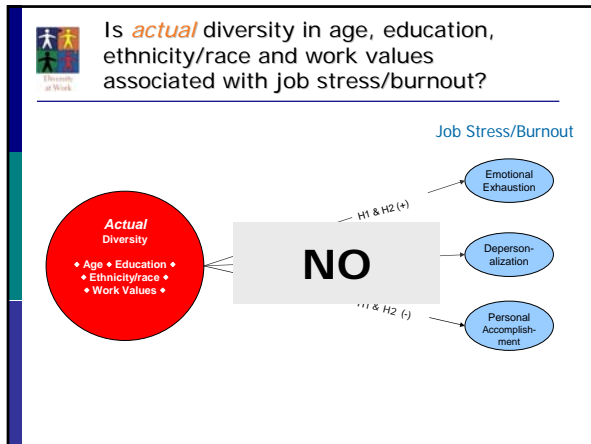
Is perceived diversity in work values associated with job stress/burnout?

Work Values

- Emotionally Drained (+)
- Depersonalization (+)
- Personal Accomplishment (-)

More diversity in work values =

- ✓ emotionally drained
- ✓ callous and negative attitudes toward co-workers
- ✓ more likely to view themselves in a negative way and experience feelings of inadequacy



What does this mean?

- When people think they are different from their coworkers they are more likely to experience burnout.
- All diversity attributes are not equivalent in terms of their outcomes.
 - Nurses who believe that they differ from their coworkers in terms of educational attainment and work values experience burnout.
 - Perceived diversity in work values leads to interpersonal conflict, which in turn results in burnout, primarily depersonalization.


diversity → conflict → burnout

What does this mean?

- Perceived differences do not always match the objective reality (*actual* diversity) that exists in the workplace.
- Perceptions of diversity shape individuals' realities.

What can you do about diversity?

- Individual level
 - Mindful awareness of and sensitivity to diversity
 - Relational inquiry = reflect on self and other
 - Transparent and real
 - Move from position of blame, defensiveness, and exclusiveness
 - Open to possibilities



What can you do about diversity?

- Manager and leadership level
 - Create and support a climate of acceptance
 - Mechanisms to manage, intervene and shape salient identifies
 - Respectful partnerships & building trust
 - Convey a message of respect, caring and trust
 - Broaden view of diversity beyond culture
 - Facilitate building capacity in teams




What can you do about diversity?

- Organizational Level
 - Convey a message of respect, caring, and trust
 - Broaden view of diversity beyond culture
 - Notions of diversity constructed by individuals' perceptions

*"It's not our differences that divide us
but our judgments about each of us
that does."*

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- Participants in the study



DIVERSITY
When we work to recognize the differences between us...
We never figure out what we have in common.