The impact of organisational values on nurses' resilience levels: Results of a mixed methods study

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Background:

Nurses are exposed to significant stressors and adversity in their everyday work with potential negative consequences including burnout, depression, anxiety and secondary traumatic stress. The role of resilience as a protective factor in nursing populations has begun to be explored with a focus on what enables some nurses to survive and thrive in a challenging occupational environment.

Aim/Purpose of the project:

To explore the impact of organisational values on the individual resilience of nurses.

Methods:

A mixed-method design consisting of two phases was employed to explore resilience in nurses working in a faith-based organisation with defined organisational values. In the first phase, nurses at the study hospital were invited to participate in a cross-sectional survey. Quantitative data was collected using the Connor-Davidson Resilience Scale to measure participants' resilience levels. In the second phase qualitative data was collected via focus groups to explore nurses' perceptions and experiences around resilience.

Results:

A 52% (n=394) response rate was achieved in the first phase of the study. Statistically significant differences were found between resilience levels and agreement with the organisation's values ($p<.01$). The majority of participants 84% (n=328) were able to identify all of the organisation's values. Twenty-five nurses participated in the focus groups and four main themes were identified; Perceptions of Resilience, Pressures and Challenges, Supports and Strategies and Impact of Organisational Values. The influence of the first three themes are widely reported in the literature whereas the impact of organisational values has received little attention. Organisational values had the potential to be beneficial or harmful depending if participants felt the values were being upheld or not.

Recommendations/Conclusion

Organisational values can affect the resilience of the nurses they employ. Therefore, organisations should consider developing, implementing and operating with a set of employee-adopted values, which need to be demonstrably upheld at every level within the organisation.