

1



## Presentation Objectives

- ▶ Define Perceived Organization Support
- ▶ Discuss academic nursing administrators' perceptions or organizational support
- ▶ Describe the relationship between academic nursing administrators' perceived supervisor support and perceived organizational support

2

# Introduction

- ▶ Nursing leadership is critical to fulfill the vision of improved healthcare in the US
- ▶ Transformation must start in academia & led by academic nursing administrators
- ▶ Vacancies in this position remain unfilled for long periods of time & turnover has been high
- ▶ Only a small body of literature specific to Academic Nursing Administrators and Organizational Support
- ▶ ***Organizational support from executive administration can inhibit or foster success in a nursing program and impacts the academic nursing administrator's effectiveness and longevity***

(Andrews, 2005; Carpenter, 1989; Gallos, 2002; Keim & Murray, 2008; Mintz-Binder, 2013, 2014; Wolverson, et al., 1999)

3

# Purpose of the Study

- ▶ The purpose of this study was to examine Academic Nursing Administrators' perceptions of organizational support (POS)
- ▶ The study also examined the relationship between Academic Nursing Administrators' perceived organizational support (POS) and perceived supervisor support (PSS)



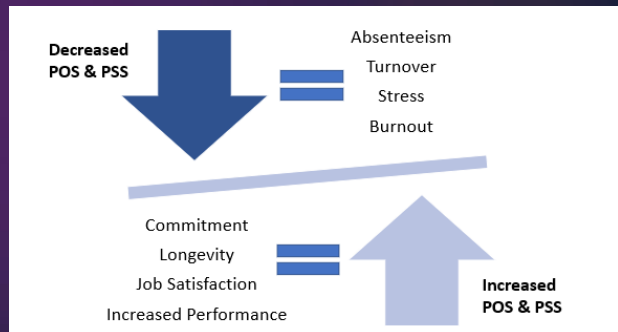
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# Theoretical Framework

- ▶ Perceived Organizational Support is defined as:

***“employees’ perception concerning the extent to which the organization values their contribution and cares about their well-being”***

(Eisenberger, Huntington, Hutchinson, & Sowa, 1986)



5

# Methods

**Method: Quantitative**

**Design: Cross Sectional Survey**

**Sample: Academic Nursing Administrators from CCNE & ACEN accredited programs**

**N = 502 (32% Response Rate 502/1558)**

**Instrument: Demographic Items & 19 Item Questionnaire**

**Instrument Measures POS-10 Items and PSS-9 Items (Cronbach's  $\alpha = 0.94$ )**

**Data Analysis: completed with IBM-SPSS using descriptive & inferential statistics**

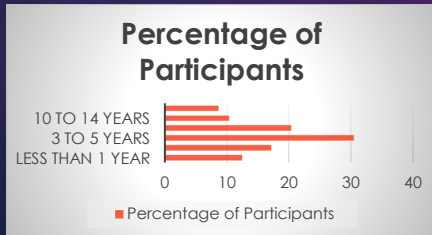
6

# Demographics

## Total Years of Administrative Experience

- ▶ 47.5% >10 years
- ▶ 33.4% < 5 years = NOVICE

## Years in Current Position



60% < five years or fewer  
30% less than 2 years

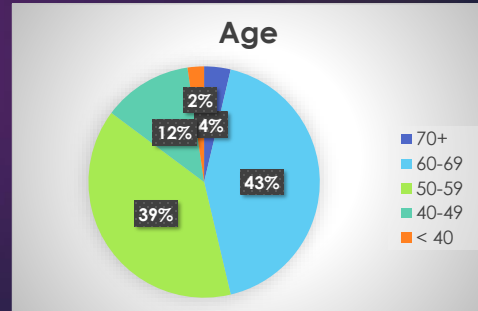
## Age

Mean **57.6** years  
Range 32 to 79 years old

## Gender

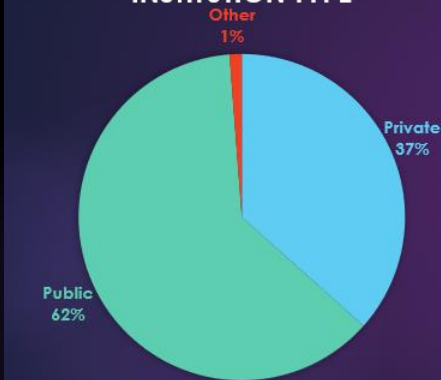
94.6% Female  
5.4% Male

>50% Eligible for retirement or will be soon

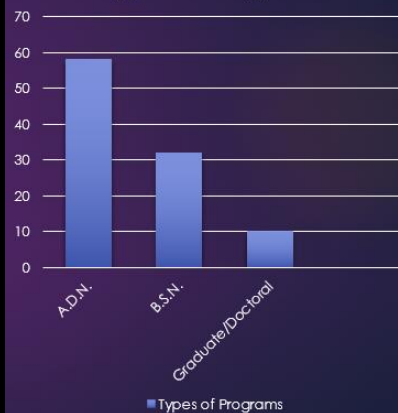


7

## INSTITUTION TYPE



## Types of Programs



# Demographics

8

# Research Question #1

**R1: What are the perceptions of organizational support for Academic Nursing Administrators?**

Descriptive Statistics to determine tendencies

Higher scores indicated that respondents perceived their organization to be more supportive, and lower scores indicated that respondents perceived less support from their organization.

10 Items measuring POS  
Point Scale 1 to 7  
**Mean 5.2 (SD = 1.32)**  
N = 502  
**Academic Nursing Administrators perceived slight to moderate support from their organization**

9

# Research Question #2

**R2: What is the relationship between perceived organizational support and perceived supervisor support for Academic Nursing Administrators?**

R2 Analysis  
Pearson's Correlation

Cohen & Manion's 1994 Guide for Coefficient Interpretation of degree of association (Creswell, 2012)

Pearson's  $r = .82$   
**Strong Positive Linear Relationship**

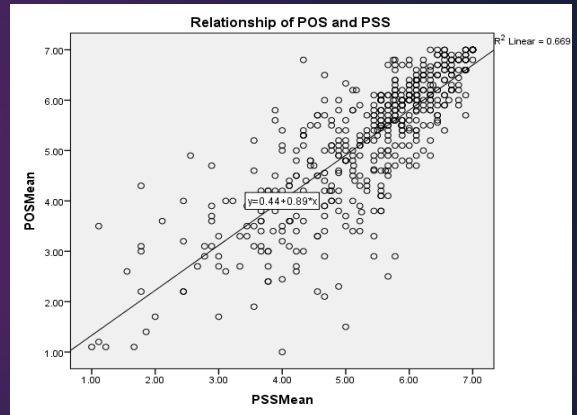
Null Rejected

$R^2 = .67$

10

## Results: Relationship between Academic Nursing Administrators POS and PSS

- ▶ Pearson's correlation = **.818** indicating a good prediction and strong relationship
- ▶ Pearson's correlation revealed a strong positive, linear relationship between perceived organizational support and perceived supervisor support



11

## Limitations

- ▶ Convenience Sampling
- ▶ Email Distribution Methods
- ▶ Firewalls/Filters
- ▶ Self reported survey bias

12

# Implications for Practice



Academic Nursing Administrators expressed slight to moderate perceptions of organizational support

## Executive Administration Awareness & Needed Action

### 1) Support the Supervisor

- ▶ Create a positive supportive working atmosphere through
  - ▶ Transparent Communication
  - ▶ Frequent Feedback
  - ▶ Autonomy & Fairness

### 2) Lead the Nurse Leader

- ▶ Mentoring & Role Modeling
  - ▶ Promote collegiality
  - ▶ Facilitate adaptation to the role
  - ▶ Results in higher organizational commitment

**Positive POS = increased job satisfaction, positive mood, reduced stress, increased health, decreased turnover and increased performance**

13

# Future Research

- ▶ Further examine what is hindering academic nursing administrators from perceiving their organization being strongly supportive
  - ▶ Could be significant in continuing a path towards excellence in leadership in nursing programs
- ▶ Additional studies needed
  - ▶ Different levels of programs
  - ▶ Diverse geographical locations
  - ▶ Varying populations and department
  - ▶ Further study graduate/doctoral nursing program administrators
  - ▶ Comparison of the job factor (variables) between types of nursing programs
- ▶ Future studies also could include examination of levels of PSS between 1) faculty and nursing program administrators and 2) faculty and organizational (executive) leadership

14

## Conclusion

The academic nursing administrators who persevere will mentor a new generation of nursing leaders who will enter a complex, multifaceted learning environment, yet may have the insight required to overcome our current and future challenges.

**For these promising leaders, strong organizational support is of paramount importance to the success and longevity of nursing programs, and ultimately influences the hands directly providing nursing and healthcare.**



15

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16