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Research-based Article Abstract

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Labrague, L. J., Lorica, J., Nwafor, C. E., Bogaert, P., & Cummings, G. G. (2020). Development and psychometric testing of the toxic leadership behaviors of nurse managers (toxbh-nm) scale. *Journal of Nursing Management*, 28(4), 840–850. <https://doi.org/10.1111/jonm.13008>

In the article which I decided to create a research-based article abstract, Development and psychometric testing of the toxic leadership behaviors of nurse managers, researchers identified that there are few instruments which exist that can be utilized to identify toxic leadership behaviors. Preliminary research done by the authors, determined that only two instruments exist, one for the military and one for the academic environment, that can be utilized to identify toxic behavior in leadership. Researchers explain that no viable instruments exist within the healthcare field to help organizations identify the toxic behavior of Nurse Managers.

The authors of the aforementioned article explain that a large volume of research articles exist demonstrating how leadership can positively influence the workplace. Significantly less evidence-based research and journal articles exist on the behaviors of toxic leadership in the workplace and the detrimental effects it can cause to an organization. In healthcare

specifically, the effects of toxic leadership not only affect the nurses, but can also influence the nurses' treatment of patients and their families. The article states that toxic behavior brought on by Nurse Managers increases the turnover rate of nurses, causes nurses to leave the healthcare industry all together, and can incur direct costs to the organization itself (Labrague et al., 2020). According to the article, the total costs of a toxic environment to the United States is approximately 23.8 billion dollars annually (Labrague et al., 2020).

The objective of this research article was for authors to create an instrument that they could utilize in order to measure the toxic work behaviors of nurse managers within the healthcare system. The authors created the (ToxBH-NM) Scale as an instrument which could be used to test the toxic behaviors of nurse managers.

The study was designed to contain two stages – both a qualitative and quantitative stage. A literature review of past and present studies was conducted to determine which traits characterize a toxic leader in the workplace – of which, 95 items were identified. These 95 items were broken down into five categories of toxic behavior found in nurse managers including: humiliating behavior, narcissistic behavior, self-promoting behavior, autocratic behavior, and intolerant behavior (Labrague et al., 2020).

An interview consisting of three questions was provided to fifteen nurses to establish behaviors that were characterized as toxic of nurse management. The interviews yielded 50 items which could further identify toxic leadership behavior in nurse managers. Analysis of the interview questions divided the 50 generated items into six toxic behavior categories: intolerant behavior, narcissistic behavior, self-promoting behavior, autocratic behavior, abusive behavior, and mood swings (Labrague et al., 2020).

Five nursing administration experts from universities and five nursing administration experts from healthcare reviewed the items generated to determine if the items could appropriately measure the objective. Researchers calculated the content validity index using item level content validity index (I-CVI) and scale content validity index (S-CVI). Items with a I-CVI of less than 0.70 could be eliminated. While items with a I-CVI of higher than 0.79 were considered relevant. The items on the measurement scale were then refined and tested using 60 nurses to ensure that the items were easy to understand and relevant. These items were used to create the ToxBH-NM Scale.

The ToxBH-NM Scale was disseminated over a two-month period in which 350 nurses were selected for the study. To be eligible to take part in the study, nurses were required to be working full-time or part-time in a hospital. Nurses were also required to be working for at least a year in the hospital setting. Nurses working in the academic setting, health care setting, or nurses that worked less than a year were ineligible to participate in the study. Of the 350 nurses selected for the study, 313 nurses responded and thus participated.

Using I-CVI for the ToxBH-NM scale refined the scale to 41 items. Two additional items were modified for clarity, while an additional two items were also removed. After further analysis, the final scale was brought down to 30 items that were further broken down into four categories, or factors.

Researchers were able to create the ToxBH-NM Scale to be which was thirty items that were broken down into four categories. These categories, or factors, included “intemperate behavior”, “narcissistic behavior”, “self-promoting behavior”, and “humiliating behavior” (Labrague et al., 2020). Intemperate behavior contained items from nurse managers which

would indicate hostile actions or behaviors. Examples of these types of behaviors included neglect, bullying and incivility (Labrague et al., 2020). Nurse managers labeled in factor 1 were managers that utilized emotional toxic behaviors, intimidation, aggression, and mistreatment. Results indicated that Factor 1 nurse managers showed correlation of staff members intention to leave the company ($r=.18$; $p > .01$).

Factor 2 nurse managers demonstrated narcissistic behavior. These individuals' traits centered around entitlement, self-centered behavior, and behaviors that were motivated by self-ambition. Results of the ToxBH-NM scale indicated that leaders exhibiting narcissistic traits with nurses who were not satisfied with the job and were intending to leave their positions ($r = -.18$; $p > .01$ and $r = -.11$; $p > .05$).

Factor 3 nurse management was indicative of self-promoting behavior. Nurse management within this category to only further ones 'self and professional career. Self-promoting nurse managers exhibited traits included deception to leadership and were also demonstrated to take advantage of staff. Nurse managers with factor 3 behavior were associated with poor job satisfaction and were still intending to leave the company ($r = .18$; $p > .01$ and $r = .14$; $p > .05$).

Humiliating behavior was the fourth contribution to the ToxBH-NM scale. Nurse managers within this category were typically individuals which embarrassed employees. Management that lacked concern about employees and the organization were identified in this category. Employees that had nurse managers within this category had significant correlation with job satisfaction and job stress ($r = -.19$; $p > .01$ and $r = .15$; $p > .01$).

There were key limitations identified by the researchers of the study. Researchers determined that because the ToxBH-NM scale was created for the use of employees of nurse managers. This meant that the nurse management could not be used amongst the nurse managers solely. The second limitation was that this study was region-specific. Because this study was conducted within the Philippines, no data was collected from nurses existing outside the Philippines which further limits the study. No key issues were identified for future study by the researchers.