**NURS 6053 Week 9 Assignment: Workplace Environment Assessment**

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Due Date

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Workplace incivility is an issue that compromises employees' performance and jeopardizes team cohesion. Zhang et al. (2018) define workplace incivility as "rude, discourteous, belittling, and insulting behavior" (p. 1). Amidst diversities in employees' demographic, skill, and competency aspects, incivility can permeate an entire work environment, resulting in adverse consequences, including job dissatisfaction, depression, mental workload, and ineffective team performance (Zhang et al., 2018). Healthcare institutions should embrace mechanisms for identifying the underlying causes of uncivil behaviors such as bullying, structural discrimination, discourteousness, and a lack of regard for others. Therefore, workplace environment assessment emerges as a profound tool for analyzing internal and external factors for uncivil behaviors and actions, alongside informing evidence-based practices for creating a civil organizational culture. This paper elaborates on the results of my workplace's work environment assessment regarding civility. Further, it provides insights into a theory that relates to the results based on the current literature and evidence-based strategies to create high-performance interprofessional teams.

**Work Environment**

The 20 healthy inventory items Clark (2015) developed were the workplace environment assessment criteria. The major themes for these healthy workplace inventory items include a shared vision, a clear and discernible level of trust among formal leadership and followers, communication effectiveness, a culture of valuing employees, celebrating and recognizing individual and collective achievements, teamwork, and resources for personal development. Also, workload distribution, conflict resolution mechanisms, expression of diverse ideas and perspectives, compensation and rewarding systems, and talent retention approaches formed the basis of the workplace environment assessment endeavor. Clark (2015) assigned each item 1-5 scores based on five response categories: false (1), somewhat untrue (2), neutral (3), somewhat true (4), and entirely true (5). The highest score for indicating a very healthy workplace was 90 to 100, while ≤50 scores represented the other extreme (very unhealthy).

Based on the 20 inventory items, the overall civility score for my workplace was 72, which falls under the mildly healthy score range of 70 to 79 (Clark, 2015). During the workplace environment assessment practice, I was surprised by two aspects of my workplace: limited workload distribution and a lack of competitive compensation and rewarding systems. Although the workplace scored high in a shared vision and mission, effective communication across all organizational levels, a culture of valuing employees as institutional assets, and proper mechanisms for addressing and resolving conflicts, an absence of a rewarding system and unmanageable workload affect individual and collective performance. Other items where the workplace scored fairly are employees’ fair and respectful treatment, shared governance and consensus decision-making, employee satisfaction and engagement, and emphasis on employee wellness and self-care. Notably, these aspects represent areas for improvement.

The environment assessment results indicate that the workplace is mildly healthy due to various unattended areas, including increased workload and an absence of effective mechanisms for recognizing individual and team efforts. According to Kokotoko & Sanda (2019), workload contributes to job stress by exposing healthcare professionals to work interruptions, decisional uncertainties, and intense time pressure. Eventually, these factors contribute to medication errors, job dissatisfaction, anxiety, and intentions to quit. Similarly, rewarding systems can retain and motivate employees to improve their performance and achieve the desired outcomes (Manzoor et al., 2021). Therefore, the absence of strategies for recognizing and appreciating individual and collective efforts can lead to dissatisfaction, unwillingness to advance personal skills and knowledge, and poor performance.

**Literature Review**

The current literature presents workplace incivility as a negative indicator of poor workplace culture and performance. In a scholarly article by Bambi et al. (2017), the researchers define incivility as "a low-intensity deviant behavior with the ambiguous intent to damage the target, breaking the norm of mutual respect in the workplace" (p. 39). The most common forms of uncivil behaviors and acts in healthcare contexts are lateral violence, harassment, bullying, and structural discrimination based on gender, sexual, racial, and disability differences (Bambi et al., 2017). The consequences of these behaviors and acts are detrimental to employees' well-being, coping capacities, and organizational performance. According to Zhang et al. (2018), workplace incivility has adverse ramifications, including effects on employees' mental health, negative emotions, and perceptions toward work, depression, anxiety, fatigue, and declining performance. Altogether, these consequences compound the problem of increased nurse turnover and intentions to quit professional responsibilities.

Building employees' coping capacities is essential for averting the effects of uncivil behaviors and acts. In this sense, it is possible to understand the interactions between individuals and stressors by obtaining insights from the transaction theory of stress and coping by Lazarus and Folkman (1987). According to Landy et al. (2022), this theory explains how people interact with their environment when faced with stressors. The subsequent interactions are dynamic and bidirectional and can trigger two broad categories of coping: primary and secondary appraisals. Under the primary appraisal, individuals evaluate stressors' characteristics such as centrality, threat, and uncontrollability, enabling people to define and shape their meaning of stress and regulate impacts on psychosocial functioning (Landy et al., 2022, p. 2). Secondly, appraisal entails evaluating the available coping options when faced with stressors (Obbarius et al., 2021). Further, it involves assessing whether individual actions can alleviate the stressors' impact by implementing problem-focused, emotion-focused coping, and coping resources. These processes result in the development of long-term stress coping capacity.

It is possible to capitalize on the primary and secondary appraisals to improve people's coping capacities by implementing various evidence-based practices. Clark (2018) proposes cognitive rehearsal as an evidence-based technique where people can address workplace incivility in a non-threatening environment by collaborating with skilled facilitators. Also, the author contends that a contingency plan comprising simulation, evidence-based scripting, debriefing, and cognitive rehearsal can prepare people to cope and address uncivil encounters. Finally, Clark (2018) supports the plausibility of in-person didactic and rehearsal as approaches for strengthening individual coping capacity amidst exposure to uncivil behaviors. Eventually, these interventions can enhance job satisfaction, improve communication, and facilitate the cultivation of a civil culture.

**Evidence-Based Strategies to Create High-performance Interprofessional Teams**

**Strategies to Address Shortcomings**

The workplace environment assessment results indicated that the organization is deficient in motivating individual and collective performance by implementing uncompetitive compensation and rewarding systems and limited workload distribution, resulting in adverse consequences such as high nurse turnover rates, job dissatisfaction, and stress. The current literature provides different solutions to these problems. Marin (2021) argues that an effective reward system should entail monetary and non-monetary benefits such as compensations, profit sharing, recognizing employees, health insurance, and retirement plans. In the same breath, Griffiths et al. (2019) propose strategies for reducing workload in healthcare institutions, including implementing value-based approaches like evaluating the patient-nurse ratio and practicing evidence-based staffing systems such as prospective, concurrent, and retrospective employment. Developing a rewarding system and addressing the problem of increased workload are essential strategies for addressing the shortcomings identified by the workplace environment assessment practice.

**Strategies to Bolster Successful Practices**

Cultivating a culture of excellence is a profound concept of bolstering successful practices amidst the organizational deficiencies in recognizing individual and collective performance and addressing unreasonable workloads. According to Broome & Marshall (2021), a culture of excellence contains five intertwined elements: structural empowerment, knowledge and innovation improvements, transformational leadership, exemplary professional practice, and empirical outcomes. It is possible to improve these components of a culture of excellence through creating consensus decision-making structures and processes, improving interprofessional collaboration to enhance care quality and patient outcomes, and strategically positioning nursing leadership with staff and patient advocacy (Broome & Marshall, 2021). Finally, the organization can consider integrating research and evidence-based practice into clinical practices to generate innovations and improve clinical care practices.

**Conclusion**

Uncivil behaviors and acts like bullying, structural discrimination, and violence lead to negative consequences, including depression, physical injuries, job dissatisfaction, and intentions to leave professional roles. The workplace environment assessment practice and current literature identify strategies for preventing and reducing workplace environment incivility. The evidence-based approach for addressing incivility includes strengthening individual coping capacity, creating a culture of consensus decisions and effective communication, and the overall interventions for cultivating a culture of excellence. Consequently, this paper discusses the results of my workplace's work environment assessment regarding civility and health of the workplace, the transactional theory of stress and coping, the current literature, and evidence-based strategies to create high-performance interprofessional teams.

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