

# Influence of leadership on resiliency: Examining relationships between leadership behaviors and resilience in physical therapy program directors

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**PROBLEM:** Physical therapy professional education program directors face significant stress associated with their work roles and responsibilities, which can cause burnout and job turnover

## PURPOSE OF RESEARCH

Explore the relationship between leadership behaviors, demographic factors, and resilience in physical therapy professional education program directors.

Investigate whether leadership behaviors and demographic factors contribute to resilience in program directors of physical therapist (PT) and physical therapist assistant (PTA) education programs.

## BURNOUT → TURNOVER



BURNOUT & EMOTIONAL EXHAUSTION<sup>3</sup>



COMPLEX, STRESSFUL ROLES & RESPONSIBILITIES<sup>4</sup>



SPECIFIC REASONS FOR TURNOVER

- Little to no experience in higher education administration
- Lack of formal training in administrative roles
- Excessive workload<sup>4</sup>
- Lack of support or internal conflict
- Email and paperwork management
- Maintaining programmatic accreditation
- Difficulty in hiring and retaining faculty
- Insufficient compensation

## FULL RANGE OF LEADERSHIP MODEL

- Described by Avolio and Bass (2004)
- Comprised of transformational, transactional, and passive-avoidant behaviors

## RESILIENCE

- Individuals who experience significant adversity and respond with positive adaptation (Fletcher & Sarkar, 2013; Shean, 2015)

## METHODOLOGY & DATA COLLECTION

- **Research Design:** quantitative, predictive, survey design
- **Instrumentation:**
  - Multifactor Leadership Questionnaire™ (MLQ 5X)
  - Connor-Davidson Resilience Scale (CD-RISC-10)
  - Demographic factors
- **Population and Sampling Procedures:**
  - 600 physical therapy professional education program directors
  - 126 participants (21% response rate)

Variable	PT Program Directors		PTA Program Directors	
	n	%	n	%
Gender				
Male	9	20.9	16	19.5
Female	34	79.1	66	80.5
Number of Cohorts*				
1	40	95.2	66	81.5
2	1	2.4	13	16.0
3	1	2.4	2	2.5
Type of Institution				
Public	15	34.9	53	64.6
Private	27	62.8	20	24.4
Proprietary	1	2.3	9	11.0

Variable	PT Program Directors			PTA Program Directors		
	n	M	SD	n	M	SD
Age	43	56.37	6.06	82	49.73	8.47
Total Years in Higher Education	43	21.16	7.22	81	13.36	8.23
Total Years as PT Program Director	38	6.08	4.28	3	12.67	11.93
Total Years as PTA Program Director	3	6.00	5.20	81	8.17	7.19
Years in Current Role	34	4.56	2.03	82	8.07	7.46
Number of Core Faculty	38	11.97	3.96	74	2.69	1.03
Maximum Students per Cohort	42	46.19	16.88	74	24.39	5.24

	Variable	PT Program Directors			PTA Program Directors		
		n	M	SD	n	M	SD
TRANSFORMATIONAL LEADERSHIP BEHAVIORS	Builds Trust	43	2.94	.44	82	3.06	.53
	Acts with Integrity	43	3.16	.49	82	3.12	.53
	Encourages Others	43	3.24	.55	82	3.17	.59
	Encourages Innovative Thinking	43	3.16	.41	74	3.15	.38
	Coaches & Develops People	43	3.36	.40	74	3.46	.40
TRANSACTIONAL LEADERSHIP BEHAVIORS	Rewards Achievement	43	2.81	.56	82	3.00	.54
	Monitors Deviations & Mistakes	43	1.25	.64	82	1.71	.89
PASSIVE-AVOIDANT LEADERSHIP BEHAVIORS	Fights Fires	39	.70	.39	82	.74	.53
	Avoids Involvement	43	.37	.43	82	.40	.49

## RESULTS & DISCUSSION

- Correlational analysis (≥ 0.1 = small effect, ≥ 0.3 = medium effect, and ≥ 0.5 = large effect)
  - Positive, weak to strong statistically significant relationships between resilience and all transformational leadership behaviors
  - Negative, small, statistically significant relationship between resilience and transformational leadership behavior, monitors deviations and mistakes
  - No relationships found between demographic factors and resilience
  - Few statistically significant but weak relationships between demographic factors and leadership behaviors
- Stepwise backward multiple linear regression
  - All models were statistically significant, suggesting transformational leadership behaviors predict resilience

Leader Behaviors	PT/PTA Program Directors
Transformational	Model explained <b>26%</b> of variance in resilience <i>Positive predictors:</i> <ul style="list-style-type: none"> <li>• Encourages others</li> <li>• Encourages innovative thinking</li> </ul>
Transactional	Model explained <b>10%</b> of variance in resilience <i>Positive predictor:</i> <ul style="list-style-type: none"> <li>• Rewards achievement</li> </ul> <i>Negative predictor:</i> <ul style="list-style-type: none"> <li>• Monitors deviations &amp; mistakes</li> </ul>
Passive-avoidant	Model explained <b>4%</b> of variance in resilience <i>Negative predictor:</i> <ul style="list-style-type: none"> <li>• Fights fires</li> </ul>

## CONCLUSIONS

- First study to explore relationships among leadership behaviors, demographic factors, and resilience in physical therapy education program directors
- Positive significant relationships between transformational leadership behaviors and resilience
- Need additional research to increase resilience and decrease burnout/turnover

## FUTURE RESEARCH

- Conduct study with larger, more balanced sample of PT/PTA program directors
- Expand research to faculty in PT and PTA programs
- Consider other factors contributing to resilience