The influence of Nurse Manager's Leadership Style on Staff Nurse Performance

تأثير نمط قيادة مسيري التمريض على أداء طاقم التمريض

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Abstract:

This study attempts to highlight The influence of Nurse Managers's Leadership Style on Staff Nurse Performance. The Nurse Managers are not only manage nursing units but also serve as leaders for staff nurses. Nurse Managers play a critical role in job performance. For this importance, we tried through this study to provide an overview of the most appropriate leadership style for nursing managers to improve performance. The study showed that it is not possible to judge that a leadership style is better than another, but rather it is due to the nature of the staff nurses on the one hand and the situation's requirements.

Keywords: Leadership style, Nurse Managers, Staff nurses, Successful leader

ملخص:

حاولت هذه الدراسة تسليط الضوء على تأثير أسلوب القيادة لمسيري التمريض على أداء طاقم التمريض. إذ لا يقتصر دور مسيري التمريض على إدارة وحدات التمريض فحسب ، بل يعملون أيضًا كقادة للممرضين. كما يلعب مسيرو التمريض دورًا مهمًا في الأداء الوظيفي. لهذه الأهمية ، حاولنا من خلال هذه الدراسة تقديم لمحة عامة عن أنسب أسلوب قيادة لمديري التمريض لتحسين الأداء.. ولقد بينت الدراسة أنه لا يمكن الحكم على أن أسلوب قيادي أحسن من أخر وإنما الأمر يرجع لطبيعة العمال من جهة، ومتطلبات الموقف من جهة أخرى.

الكلمات المفتاحية: أسلوب القيادة ، مسيرو التمريض ، طاقم التمريض ، القائد الناجح.

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1-Introduction:

Health care is an important determinant in promoting the general physical and mental health and welfare of people around the world, Nursing is a profession within the healthcare sector that focuses on caring for sick individuals so that they can obtain, maintain or restore optimal health. Nurses work tirelessly to identify and protect patient needs.

Nurses are the backbone of medical care**.** Nursing is certainly a noble profession, and nurses are among the most trustworthy professionals in society. Today Nurse Manager Leadership style plays a critical role in job satisfaction, commitment, operation and development work, cooperation and organizational climate. Earlier studies indicate that the nurse manager's effective leadership style is affiliated to staff retention, work unit climate, nurses' job satisfaction, nurses' commitment, and patient satisfaction.

In this study, we seek to answer the main question of what is the influence of Nurse Manager's Leadership Style on Staff Nurse Performance

We will try in this study to begin by defining leadership, and then highlight some specific styles of leadership. And after determining the performance of the employees, we first highlight the effect of different leadership styles on performance in general, then specify the impact by showing the relationship of Nurse Manager's Leadership Style and Staff Nurse Performance.

2-Definition of Leadership:

According to Northouse Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. (Northouse, 2007, p.3) While Skansi defines leadership as the process of influencing employees to achieve organizational goals (Northouse, 2000), Although the definition of leadership is still hotly contested it is increasingly recognised that leadership is relational rather than merely positional and that it involves '**influence**' rather than merely legitimate authority or power (Holton, 2014, p.14).

3-Leadership styles: Leadership style is the relatively consistent pattern of behavior that characterizes a leader . "Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. Different leadership styles may affect organizational electiveness or performance, the success or failure of proper organizations, nations and other social units has been largely credited to the nature of their leadership style." (Nanjundeswaraswamy, 2014, p.57), over time, several styles of leadership have emerged, listed below are the main leadership styles:

3.1-Lewin's 3 Leadership Styles :

In 1939, a group of researchers led by psychologist Kurt Lewin set out to identify different styles of leadership. While further research has identified more distinct types of leadership, this early study was very influential and established three major styles of leadership (Lewin et al, 1939).

3.1.1-Democratic Leadership Style:

In the democratic style, the leader involves the people in the decision-making, although the process for the final decision may vary from the leader having the final say to them facilitating consensus in the group. "The people usually appreciate democratic decision-making, especially if they have been used to autocratic decisions with which they disagreed. It can be problematic when there are a wide range of opinions and there is no clear way of reaching an equitable final decision" (Lewin et al, 1939).

3.1.2-Autocratic Leadership Style:

"In the autocratic style, the leader takes decisions without consulting with others. An autocratic style works when there is no need for input on the decision, where the decision would not change as a result of input, and where the motivation of people to carry out subsequent actions would not be affected whether they were or were not involved in the decision-making" (Lewin et al, 1939, p.284) .

3.1.3-Delegative Leadership (Laissez faire): Delegative Leadership also known as laissez-faire leadership is based on trust. Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be useful in situations involving highly qualified experts, it often leads to poorly defined roles and a lack of motivation (Cherry, 2018).

The figure 01 below shows these three styles of leadership:

Figure 1: Types of Leadership Style
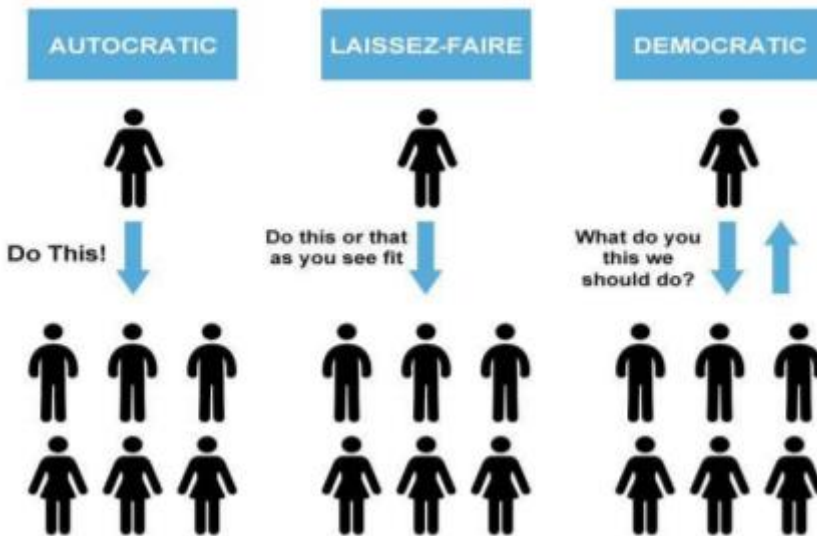
(Source: Bhargavi & Yaseen, 2016)

Lewin noted that laissez-faire leadership tended to result in groups that lacked direction where members blamed each other for mistakes, refused to accept personal responsibility, and produced a lack of progress and work.

In addition to the three styles identified by Lewin and his colleagues, researchers have described numerous other characteristic patterns of leadership. Here are just a few of the best known:

3.2-Transformational Leadership style: Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities. According to Bass, the aim of transformational leadership would be to „transform‟ people and organizations inside a literal sense - to alter them in the mind and heart enlarge vision, insight and understanding clarify reasons make behavior congruent with values, concepts and brings about changes which are permanent, self-perpetuating and momentum building (Nanjundeswaraswamy, 2014, p.58) . This style is also characterized by the individual attention given by a leader to a subordinate by recognizing his or her own strengths and weaknesses on the job (Force, 2005, p.337).
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Transactional Leadership style: Also known as, managerial leadership, Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria. The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance.

4-Followership an Essential Component of Leadership:
Leaders cannot lead without followers in much the same way that instructors need students to teach. Nor is anyone a leader all the time; everyone is a follower as well. Even the hospital CEO follows the board of directors' instructions. (Eleanor, 2012, p.51)
Followership is interactive and complementary to leadership, and the follower is an active participant in the relationship with the leader. A skilled, self-directed, energetic staff member is an invaluable complement

to the leader and to the group. Most leaders welcome active followers; they help leaders accomplish their goals and the team succeed. (Eleanor, 2012, p.51)

Followers are powerful contributors to the relationship with their leaders. Followers can influence leaders in negative ways, as government cover-ups, Medicare fraud, and corporate lawbreaking attest. The reverse is also true. Poor managers can undermine good followers by direct and indirect ways, such as criticizing, belittling, or ignoring positive contributions to the team to counter such behaviors, you should note incidents that you experience, enlist others to help, and remain in control of yourself. Miller (2007) describes followership along two continuums: participative and thinking. Participation can vary from passive (ineffective follower) to active (successful follower). Thinking can fluctuate between dependent, uncritical to independent, and critical. Courage to be active contributors to the team and to the leader characterizes the effective follower. Followership is fluid in another way. The nurse may be a leader at one moment and become a follower soon afterward. In fact, the ability to move along the continuum of degrees of followership is necessary for successful teamwork. The nurse is a leader with subordinate staff and a follower of the nurse manager, possibly at the same time.

A constructive follower has several positive characteristics:
- Self-directed
- Proactive
- Supportive
- Commitment
- Initiative

Many of these qualities are the same ones that make an excellent leader, discussed next.

5-Employee Performance:

According to Folorunso et al. (2014) Performance is a kind of outcomes after a job is finished. It represents the levels of achievement of each job

and the fulfillment of organizational regulations, expectations, or requirements for an official role. While other researchers believe that term "Employee performance" refers individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around. (Pradhan, & Jena, 2017; Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). employee performance was also defined as the actions or the completion of errands accomplished by individuals within a specific period of time (Swasto ,1996).

6-The Effects of Leadership Style on Staff Nurse Performance :

Based on the Classical Leadership Styles Model (Steve, 2020) determined the effect of leadership styles on performance according to the following:

6.1-The Effects of Authoritarian Leadership

The authoritarian leadership style is characterised by the highest degree of control of the leader and very limited followers' input. This leadership style can be very effective in increasing employees' performance if applied in appropriate conditions (i.e. crises, highly volatile and uncertain environments, teams lacking self-organization or experience and military conflicts.

The authoritarian leadership style is better suited for the situations, where employees prioritise basic needs, as according to Maslow's pyramid model . The main positive effects of this strategy on followers' performance involve faster decision-making and a greater focus on simpler tasks. However, this is likely to be accompanied by a decrease in creativity and morale, as well as a disconnect with management. Therefore, the autocratic leadership can be very effective in the short-term, while it is not well-suited for the long run. Another situation, where this style is appropriate, is if the Theory X is believed to be true, as the direct firm control tends to be the best response to the poorly motivated workforce.

6.2- The Effects of Participative Leadership

The participative leadership style can enhance the of employees with actualised social and self-fulfillment needs, which form the top layers

of Maslow's model . The underlying assumption of this leadership style is that the involvement of followers in decision-making contributes to better quality of decisions because of the experience of direct interaction with customers that is possessed by frontline staff . However, the expectation of valuable insights from employees is not the only reason for participative leaders to consult with their followers. There is evidence that those working under participative leaders develop stronger commitment and put more effort into their job as they acquire the feeling of 'job ownership' . On the other hand, this evidence mainly comes from the contexts where Theory Y is applicable, e. g. the employees' material and safety needs are already satisfied. When this is not the case, participative leadership might be less effective than offering more substantial tangible rewards.

7-The influence of Nurse Manager Leadership Style on Staff Nurse Performance :

Rapid changes in the health sector increase the importance of developing managership and leadership skills for health managers (Keklik, 2012), the Institute of Medicine (IOM) has recognized the importance of developing nurse leaders as a means to impact staff nurse practice environments and improve organizational outcomes (Jennifer, 2016, p.438). One essential area of nurse manager's management skills is the use of different leadership styles. Leadership styles can be seen as different combinations of tasks and transaction behaviors that influence people in achieving goals. Earlier studies indicate that nurse manager's effective leadership style is affiliated to staff retention, work unit climate, nurses' job satisfaction, nurses' commitment, and patient satisfaction (Soili et al, 2012).

In healthcare organizations, nurse manager's play an important role in influencing supportive staff nurse practice environments. Nurse Managers not only manage nursing units but also serve as leaders to staff nurses (Jennifer, 2012, p.438).

Also Soili Vesterinen et al (2012) argue that transformational leadership style and transactional leadership help to respond to these issues.

Transformational leadership refers to the leader's skills to influence others towards achieving goals by changing the followers' beliefs, values, and needs .Transactional leadership complements and enhances the effects of transformational leadership outcomes.

There are certain skills required from nurse managers so as to be able to use these effective leadership styles. The skills include the ability to create an organization culture that combines high-quality health care and patient/employee safety and highly developed collaborative and team-building skills. Nurse managers also need to have the readiness to observe their own behaviour . and its effects on the work unit; as a result, employees can adjust to a better leadership style. These kinds of skills are related to manager's emotional intelligence (EI)… Nurse managers with that skill can easily form relationships with others, read employees' feelings and responses accurately, and lead successfully]. Emotionally intelligent leaders' behaviour also stimulates the creativity of their employees(Soili et al, 2012)

The influence of the NM is actualized through their leadership style.5,6 It is through the leadership style of the NM that change can be intentional and effective in achieving organizational goals. Nurse manager leadership style can positively impact the healthcare work environment and ultimately patient outcomes. Previous studies have suggested high levels of work engagement were associated with high levels of patient satisfaction, quality of care, and work effectiveness (Jennifer, 2016, p.438).

Jennifer Manning, through her study,The Influence of Nurse Manager Leadership Style on Staff Nurse Work Engagement, support the call by the International Organization for Migration to promote the development of nurses leaders (Jennifer, 2016, p.443). Recommendations include the development of leadership skills in NM which emphasize transformational management and transactions through exceptional (active) behaviors while minimizing management through the (negative) exclusion and leadership behaviors of the PA. The main differences between these leadership styles are supporting leadership Behaviors and increased communication with staff. Communications can include positive provision or negative feedback.

The recommendation for practice is that NM improves its skills as leaders. This can be achieved through leadership development training, self-assessment, meditation and counseling, which can have a positive impact on organizational outcomes and can ultimately affect organizational outcomes such as job satisfaction and the intention to stay.

According to Eleanor J. Sullivan (2012, p.51-52) leadership success is an elusive quality. Some people seem to be natural leaders, and others struggle to attain leadership skills. See how one nurse leader described her work.

I believe that the most important role of a nurse leader is to live the life and exemplify at all times the qualities that every professional nurse leader should. I also believe the nurse Leader/Manager must be the person to set the bar high and perform at the highest levels in order to inspire their staff to achieve the same. As a nurse manager, I at all times work to be an excellent communicator, compassionate, caring, vested in my job, willing to go above and beyond, and assist people with any task or issue they just need a little extra support on. I feel that by doing this, there is never a question what I expect from them and those around me. I verbally set expectations, but by living them as a role model.

For example, at shift change two nights ago, a physician wanted to do a bedside procedure. I was actually planning on leaving soon after a long day. I knew it was shift change, and didn't want the staff to be interrupted, so I volunteered to stay and do the procedure so they could continue with report and the physician and patient were not kept waiting. The staff were very appreciative, but more importantly, I think it set the right example of teamwork, being flexible, being patient focused, etc. I think it is important for the nurse leader to provide feedback at times other than evaluations. The nurse leader should schedule time into the workweek to have informal conversations

With staff on the floor about comments a patient or coworker has shared or to send an e-mail to a staff member about feedback the leader has received. I think constructive feedback needs to be timely and supportive and the need for improvement discussed long before an evaluation. I find

having conversations about "What are your goals?" or "What can I help you explore or do that you've been dreaming about to enhance your nursing career?" People need to feel comfortable having these conversations with their trusted nurse leader. Building relationships with those you lead is important. Leaders are skilled in empowering others, creating meaning and facilitating learning,

Developing knowledge, thinking reflectively, communicating, solving problems, making decisions, and working with others. Leaders generate excitement; they clearly define their purpose and mission. Leaders understand people and their needs; they recognize and appreciate differences in people, individualizing their approach as needed.

Conclusion:

Based on the above it is obvious that the nurse manager must act as a leader seeking to achieve the welfare of patients, any manager in nursing wants to be a leader should choose the style of leadership that can be combined with his abilities, desires, and enthusiasm for action. And there is not leadership style better than another, but rather it is due to the nature of the staff nurses on the one hand and the situation's requirements.

The most important conclusion from this study is that nursing managers should think about their leadership style from the point of view of employees, their factors and their goals.

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