Presentation outline

- Introduction
- Methods
- Key findings
- Summary
- Implications for Nursing Management
Background

- Nursing leadership has been a critical aspect of healthcare management.
- More important because of global shortage of nurses and midwives, increasing healthcare cost, and workload.
- Nurse managers need to exhibit leadership styles (LS) that positively influence their staff job satisfaction, retention and productivity.
In many countries nurses/midwives are unsatisfied, seeking to change jobs and are accused of low productivity (AbuAlRub and Alghamdi, 2012; Azare and Gross, 2011; Cummings et al, 2010).

In all these, Nurses Managers have often been blamed for inappropriate leadership behaviours.

So, what leadership styles (LS) should Nurse Managers (NMs) adopt?

Is there a LS that is fit for all purpose for NMs?
Objective

- This study examined the impact of nurse managers’ leadership styles on nurses/midwives job satisfaction, intentions to stay and self-reported productivity.

- Study underpinned by the Path-Goal Leadership theory (House and Mitchell, 1974).
Conceptual Framework: Path-Goal Leadership Theory

Adapted from: Northouse, (2012)
Tools and Methods

- **Design**: Cross-sectional survey
- **Setting**: Five (5) hospitals in the Eastern Region of Ghana
- 1 large Regional (Referral) Hospital
- 2 Government District Hospitals
- 2 large Mission Hospitals
- **Population**: Clinical nurses/midwives working in the wards or nursing units.
  - Minimum of 6 months experience working with current NM
  - Full-time employees not less than 1 year in the hospital
Tools and Methods cont’d

- **Sampling**: Sample size calculated with Yamane (1967) simplified formula
  - 273 nurses and midwives participated (response rate - 99.3%).
  - Proportional quota sampling technique used

- **Ethical approval**: University of Ghana Ethics Committee for Humanities and the Hospitals

- **Instruments**:
  - Path-Goal Leadership questionnaire (20 items) - (Northouse, 2012), Cronbach alpha = 0.831
  - JS (7 items), Cronbach alpha = 0.754
  - ITS scale (4 items), Cronbach alpha = 0.695
  - Self-reported productivity scale (10 items), Cronbach alpha = 0.804.
DATA ANALYSIS

- Statistical Package for Social Sciences (SPSS) version 18.0 used.
  - Descriptive statistics (freq., means confidence intervals)
  - Multiple Linear Regression
- Key assumptions for multiple linear regression were reasonably met.
Key Findings
Demographic Characteristics

- Mean age of participants = 29.6 (SD = 6.70) years with a modal age of 28 years.
- Most (78.0%) were females whilst only 21.3% were males.
- Only 29% of nurse managers had at least a first degree in Nursing/Midwifery
- Less than half of the nurse managers (42.9%) had received training in management
Nurse Managers’ Leadership styles

- Mean score in any LS <12 denotes seldom use; up to 16 is moderate use and ≥20 indicates frequent use

<table>
<thead>
<tr>
<th>Nurse managers’ leadership style (based on Path-Goal Leadership Theory)</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>SD</th>
<th>95% Confidence interval</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lower</td>
</tr>
<tr>
<td>Directive leadership style</td>
<td>5</td>
<td>18</td>
<td>13.15</td>
<td>2.521</td>
<td>12.84</td>
</tr>
<tr>
<td>Supportive leadership style</td>
<td>6</td>
<td>25</td>
<td>16.70</td>
<td>3.903</td>
<td>16.23</td>
</tr>
<tr>
<td>Participative leadership style</td>
<td>5</td>
<td>25</td>
<td>15.07</td>
<td>3.168</td>
<td>14.69</td>
</tr>
</tbody>
</table>

Higher score indicates regular use of the leadership style.
Scores of leadership style characteristics is based on a 5-point scale.

Interpretation of LS Scores

- The results show that moderate scores were recorded for all the four leadership styles.

- Thus, the NMs applied all leadership style as and when the situation demanded but more inclined towards supportive and achievement-oriented styles.
Nurses/Midwives Job Satisfaction

- On a 5-point scale, mean JS was found to be moderate $\sim 62.6\%$ (CI: 61.0\% - 64.2\%) $[\bar{x}=3.13, \text{95\%CI: } 3.05 - 3.21]$.

- Higher satisfaction (73\%) was exhibited on personal relationships with NMs $[\bar{x} = 3.65, \text{95\%CI: } 3.53 - 3.77]$.

- Least satisfaction (48\%) was exhibited with working at current workplaces until retirement $[\bar{x} = 2.40, \text{95\%CI: } 2.25 - 2.55]$. 
Influence of Leadership styles on job satisfaction

- NMs LS **explained 29%** of the variance in nurses’/midwives’ JS \[\text{adjR}^2 = 0.29, F_{(8, 222)} = 11.790, P < 0.001\].

- Controlling for the others, each of the LS had a significant impact on Nurses’/Midwives’ job satisfaction levels (except directive LS)
  - **Supportive leadership style** \((\beta=0.208, p=0.009) \sim 21\%\)
  - **Participative leadership style** \((\beta=0.161, p=0.026) \sim 16\%\)
  - **Achievement-oriented leadership style** \((\beta=0.168, p=0.016) \sim 17\%\)
  - **Directive leadership style** \((\beta=-0.112, p=0.084) \sim -11\%\)
Nurses’/midwives’ intentions to stay

- Overall, **low intentions to stay at current workplaces** (mean score = 2.65 out of 5, SD = 0.817).
- **51.7% want to leave**, 20% of whom were actively looking for opportunities to leave.
- Just 24% expressed strong preference to remain at current workplaces.
- *This poses huge implications for staff retention; huge responsibilities for NM*s*
Influence of LS on Intentions to Stay

- Nurse managers’ LS **explained 13.3%** of the variance in intentions to stay
  \[ R^2 = 0.133, F_{(8, 222)} = 4.263, P < 0.001. \]

- Controlling for other LS, **only participative LS significantly increased staff intentions to stay** by 17.4% (\( \beta = 0.174, P = 0.036 \)).

- **Age had a positive effect**: Older nurses/midwives tended to stay (\( \beta = 0.201, P = 0.002 \)),

- Those with higher qualifications tended to leave (\( \beta = -0.162, P = 0.015 \))
## Self-Reported Productivity of Nurses/Midwives

### Table 3. Self-reported productivity levels

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Mean</th>
<th>SD</th>
<th>95% Confidence interval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Productivity rating of colleague nurses/midwives in your</td>
<td>7.21</td>
<td>(1.59)</td>
<td>Lower: 7.02 Upper: 7.40</td>
</tr>
<tr>
<td>ward/unit (on a scale of 1–10)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Productivity rating (self) in the last six months (on a</td>
<td>8.21</td>
<td>(1.28)</td>
<td>Lower: 8.05 Upper: 8.36</td>
</tr>
<tr>
<td>scale of 1–10)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Productivity rating (self) in the last 30 days (on a scale</td>
<td>8.39</td>
<td>(1.22)</td>
<td>Lower: 8.24 Upper: 8.53</td>
</tr>
<tr>
<td>of 1–10)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lost hours in the last one month (lost productive time)</td>
<td>6.06</td>
<td>(14.05)</td>
<td>Lower: 4.26 Upper: 7.86</td>
</tr>
<tr>
<td>Extra hours worked in the last one month (overtime)</td>
<td>24.78</td>
<td>(30.90)</td>
<td>Lower: 20.81 Upper: 28.75</td>
</tr>
</tbody>
</table>

Higher mean scores reflect self-perception of higher productivity

LS and Self-reported Productivity

- For every hour of lost productive time, four (4) hours of unpaid overtime was accrued due to staff shortages.

- Perception of being 10% more productive than their peers; self productivity increased by 1.8% over the last six months.

- NMs LS styles explained only 6.9% (95% CI: 4.6–9.3%) of the variance in reported productivity.

- Controlling for other LS, only achievement-oriented LS significantly improved productivity by 18.4% (95% CI: 13.0% – 24.0%)
Summary

- In a Ghanaian setting:
  - Nurse managers exhibited varying LS depending on the circumstance

- Nurses/Midwives
  - Were just moderately satisfied with their jobs
  - Had low intentions to stay
  - Perceived to be highly productive

- Different LS needed for different staff outcome

- Findings consistent with Path-Goal theory
Implications for Nursing Management

- Different LS are needed for different outcomes:
  - Supportive, Participative and achievement-oriented LS appear to improve Job Satisfaction
  - Participative LS appear to improve a proxy of staff retention (intentions to stay)
  - Achievement-oriented LS appear to improve self-reported productivity

- Increase investment in nursing leadership development so that NMs can effectively and confidently exhibit appropriate leadership styles


If you have been, thank you for listening

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