The Impact of Nurse-Physician Interprofessional Relationship on Nurses’ Willingness to Engage in Leadership Roles

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Contents

- Background and Significance
- Study Aims
- Research Design and Methods
- Study Findings
- Discussions and Implications
Background and Significance

- Nursing leadership: An Important Driver of Quality
- Call to recruit nurse leaders at every level
- Recruitment has become a critical public issue
- Low interest/unwillingness to lead
Studies that have examined factors influencing nurses’ willingness to lead are limited.

Studies focusing on the role of situational factors are limited.

Less is known about the association between nurse-physician relationship and nurses’ willingness to lead.
Study Aims

- **Aim 1:** Assess the level of nurses’ willingness to lead
- **Aim 2:** Quantify the influence of nurse-physician interprofessional relationship on nurses’ willingness to lead.
Nurses’ Willingness to Lead Framework

Personal Factors
- Demographic factors
- Career motivation factors

Situational Factors
- Leadership development opportunities
- Work environment
  - Nurse-to-patient ratio
  - Staffing and resource adequacy
  - Foundation for quality care
  - Manager leadership and support
  - Participation in hospital affairs
  - Nurse-physician relations

Hygiene maintenance factors
Motivator factors
Research Design and Methods

- **Design**
  - A cross-sectional descriptive design

- **Setting**
  - A public hospital at the Sultanate of Oman
  - A medical institution that provides tertiary medical care
  - 26 units
Research Design and Methods

- Sample and Sampling
  - 171 staff nurses using convenience sampling method
  - Inclusion criteria: (1) willing and able to provide written informed consent, (2) providing direct patient care.
  - Exclusion criteria: less than one year of experience at the time of survey.
# Study Variables and Measurement

<table>
<thead>
<tr>
<th>Variable</th>
<th>Data Collection Instrument</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Willingness to lead</strong></td>
<td>1. “How likely are you to want to advance in traditional leadership roles within your organization?”</td>
</tr>
<tr>
<td></td>
<td>2. “How likely are you to seek out opportunities to engage in leadership?”</td>
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<tr>
<td><strong>Nurse-physician relationship</strong></td>
<td>Practice Environment Scale of the Nursing Work Index (PES-NWI)</td>
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</tbody>
</table>
## Table 1: Participants’ Socio-Demographics (N = 171)

<table>
<thead>
<tr>
<th>Metric</th>
<th>mean±SD or n(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age (years)</td>
<td>34.5 ± 7.1</td>
</tr>
<tr>
<td>Female gender</td>
<td>161 (95.2)</td>
</tr>
<tr>
<td>Omani citizen</td>
<td>48 (28.1)</td>
</tr>
<tr>
<td>Level of Education</td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td>90 (52.6)</td>
</tr>
<tr>
<td>BSN</td>
<td>74 (43.3)</td>
</tr>
<tr>
<td>MSN</td>
<td>7 (4.1)</td>
</tr>
<tr>
<td>Experience in nursing</td>
<td></td>
</tr>
<tr>
<td>7 or less</td>
<td>46 (26.9)</td>
</tr>
<tr>
<td>8 - 10</td>
<td>44 (25.7)</td>
</tr>
<tr>
<td>11 - 15</td>
<td>45 (26.3)</td>
</tr>
<tr>
<td>16 or more</td>
<td>36 (21.1)</td>
</tr>
</tbody>
</table>
Aim 1: Willingness to lead: 70%

Aim 2: Inter-professional relationship: mean = 2.7, SD± 0.8

Multilevel: greater perception of IP relationship associated with greater willingness to lead (β = 0.29±0.13; p = 0.02).
Discussion

- The large proportion of willingness to lead is promising

- Nurse-Physician Relationships
  - Mechanism: Herzberg’s motivation theory
  - Interpersonal relations can enhance job satisfaction and work attitude
  - Inter-professional collaborative activities
Research Implications

- The first to examine nurses’ willingness to lead in Sultanate of Oman
- The first to account for the nesting effect
- Provide a greater understanding of the significant influence of interprofessional collaboration on nurses’ willingness to lead
Clinical Implications

- Advance knowledge in how to identify, recruit, and retain emerging nurse leaders in leadership roles

- Recruitment and Retention
  - It sheds the light on the importance of modifiable work environment characteristics to enhance nurse leaders’ retention
  - Nursing unit teams
Limitations of the Study

- Cross-sectional
- Single-public hospital
- Other important variables:
  - Leadership style of unit leader
Conclusion

- Recruitment of future leaders should not be based solely on nurse demographics. Rather, recruiters should focus on creating more favorable work environments to lead.
Thank you & Questions