

Title:

Nurse Manager Leadership Behavior and Staff Nurse Job Satisfaction

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Session Title:

CLINICAL SESSION: Healthy Work Environment Collaborations

Slot:

CC 02: Saturday, April 13, 2013: 3:30 PM-4:45 PM

Scheduled Time:

4:10 PM

Keywords:

leadership style, nurse manager and staff nurses

References:

Bass, B. M. (1981). *Stogdill's handbook of leadership: A survey of theory and research*. New York: The Free Press. Burns, J. M. (1978). *Leadership*. New York: Harper and Row. Robbins, B., & Davidhizar, R. (2007). Transformational leadership in healthcare today. *The Health Care Manager*, 26, 234-239.

Abstract Text:

Transformational leadership behaviors of nurse managers are related to staff nurse job satisfaction. Transformational leaders foster open communication horizontally and vertically, provide inspiration and enthusiasm, and create harmony among staff. They seek to improve communication, staff satisfaction, and output.

Design and Methods: This descriptive correlational study examined the interrelationships between nurse manager leader behaviors perceived by staff nurses to the facets of their staff nurse job satisfaction. The Multifactor Leadership Questionnaire (MLQ) 5X Short survey measured a full range of leadership behaviors. The Abridged Job Descriptive Index / Abridged Job in General (aJDI/aJIG) measured a multi-faceted assessment of job satisfaction. A convenience sample consisted of 115 staff nurses working in a non-profit acute care hospital applying for Magnet status. Survey data was collected over a 2 month period of time.

Findings: Staff nurses reported greater job satisfaction with nurse managers they perceived to be a transformational leader as compared to the job dissatisfaction they reported with the passive-avoidant leader. Staff nurse respondents perceived their nurse leaders as less transformational and less transactional than the norm while perceiving their nurse leaders as more passive-avoidant than the norm.

Conclusions: The findings are contrary to the 14 Forces of Magnetism recommended for Magnet status and raise some concerns in light of the fact that Magnet status hospitals are philosophically committed to behaviors consistent with transformational leadership.

Clinical Relevance: A better understanding of leader behaviors and the relationship to staff nurse job satisfaction is important to the hospital applying for Magnet Recognition status.