The Perceived Leadership Characteristics, Behaviors, and Self-Esteem: Conducting Your Nursing Leadership Orchestra As A Hispanic Nurse

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Problem

The United States is beginning to see a shift in the demographics of its population. It is predicted that by 2060 that minorities such as Hispanics, will become the majority of the population (U.S. Census Bureau, 2014). According to the U.S. Census Bureau (2014) Hispanics comprise 17% of the nations population, making Hispanics the largest ethnic and racial minority group.

As the demographics shift, it is imperative that leaders in nursing develop a plan to recruit and retain nurses that will reflect the demographics of the population served. The focus needs to not only be with registered nurses but also with nursing leadership. Not only is the profession currently faced with a shortage of Hispanic nurses, the shortage of Hispanic nurse leaders is even greater. There is a significant gap in how nurses are developed into leaders. Many nurses become leaders because of strong clinical skills and may not necessarily have the characteristics and behaviors to be effective leaders. This study provided a better understanding of the perceived leadership characteristics, behaviors, and self-esteem of Hispanic Nurses.

Purposes

The purpose of this study was investigate the perceptions of leadership characteristics and behaviors of Hispanic nurses, as well as to evaluate Hispanic nurses' self-esteem. In order to better understand these leadership characteristics, behaviors, and self-esteem, the following purposes were investigated in this study.

- To investigate the perceived leadership characteristics of Hispanic nurses using the Leadership Practices Inventory (Kouzes & Posner, 2013).
- To investigate the perceived behaviors of Hispanic nurses using the Multifactor Leadership Questionnaire (Avolio & Bass, 2004).
- To investigate Hispanic nurses' self-esteem using the Rosenberg Self-Esteem Scale (Rosenberg, 1965).
- To investigate the relationships among the perceived leadership characteristics, behaviors, and self-esteem, using the Leadership Practices Inventory (Kouzes & Posner, 2002), the Multifactor Leadership Questionnaire (Avolio & Bass, 2004), and the Rosenberg Self-Esteem Scale (Rosenberg, 1965).
- To investigate the differences among the demographic variables, specifically age, gender, educational degree, Hispanic origin, current title, employment status, leadership position, leadership title, number of years in leadership position, number of years since taking the RN licensing exam, state of current nursing practice, and how subjects learned about the study.

Significance

Little research has been done on Hispanic nurses with a focus on leadership development. In 2010, the Institute of Medicine Report, The Future of Nursing: Leading Change, Advancing Health recommended that nurses should take the responsibility for their personal and professional growth by seeking opportunities to develop and exercise their leadership skills. As more Hispanics enter the workforce, more Hispanics will be needed as leaders in the profession.

Methods

Methods

The purpose of this descriptive study was to identify the perceived leadership characteristics, behaviors, and self-esteem of Hispanic nurses. An online survey was used to collect the data from Hispanic nurses.

Population and Sample

- Participants were recruited from the National Association of Hispanic Nurses (NAHN) using an advertisement on Facebook; in addition, emails were sent through chapter presidents of NAHN to local chapters, and flyers were distributed at various meetings of Hispanic nurses.
- Participants were directed to an online survey where they were provided a detailed description of the purpose of the study.
- Convenience sampling was used for this study.

Instruments

Three instruments and a demographic questionnaire were used for this study.

- The Leadership Practices Inventory(LPI) (Kouses & Posner, 2013). The LPI contains 30 items that are broken down into five scales. The five scales represent one of the 5 leadership practices. The five behavior practices measured are consistent with the leadership style of transformational leadership.
- The Multifactor Leadership Questionnaire (MLQ) (Avolio & Bass, 2004). The MLQ contains 45 items that identify and measure key leadership behaviors. The MLQ measures four different leadership styles: specifically, transformational leadership, transactional leadership, passive-avoidant behavior, and outcomes of leadership.
- The Rosenberg Self-Esteem Scale (RSE) (Rosenberg, 1965). The RSE contains 10 questions and is designed to measure an individual's own self-esteem.
- The demographic questionnaire was developed by the investigator.

Data Collection and Analysis

Collection of data included structured survey questions consisting of the 3 instruments and the demographic questionnaire. The online survey consisted of 100 questions total.

- 208 people completed the online survey. After da
- Measures of central tendency, mean, mode, median, standard deviation, minimum score, and maximum score were used to describe Hispanic nurses using the LPI, MLQ, and RSE.
- Correlational analyses were used to examine the relationships among perceived leadership characteristics, behaviors, and self-esteem, using the LPI, MLQ, and the RSE.
- Demographic data were analyzed using measures of frequency, and percentage for categorical variables.

Results

Measures of Central Tendency for the Leadership Practices Inventory

Leadership Practices Inventory Scale [a]	M	Mode	Median	SD	Score Range	Possible Score Range
Inspiring a Shared Vision	48.19	54.0	50.0	9.06	18.0 – 60.0	6.0 - 60.0
Challenging the Process	47.66	55.0	49.0	8.44	19.0 – 60.0	6.0 - 60.0
Enabling Others to Act	53.13	54.0	54.0	5.02	30.0 – 60.0	6.0 - 60.0
Modeling the Way	50.08	54.0	52.0	7.37	20.0 – 60.0	6.0 - 60.0
Encouraging the Heart	51.60	56.0[b]	53.0	6.87	26.0 – 60.0	6.0 - 60.0

Note. N = 193

[a] The Leadership Practices Inventory. Copyright © 2013 James M. Kouzes and Barry Z. Posner. Published by John Wiley & Sons, Inc. All rights reserved. Used with permission.
[b] Multiple modes exist. The smallest value is shown.

Measures of Central Tendency for the Multifactor Leadership Questionnaire

Multifactor Leadership Questionnaire [a]	M	Mode	Median	SD	Score Range	Possible Score Range
Transformational Leadership						
Idealized Attributes	3.05	3.5	3.00	2.34	1.25 – 4.00	0.00 - 4.00
Idealized Behaviors	3.16	3.0	3.25	2.25	1.50 – 4.00	0.00 - 4.00
Inspirational Motivation	3.16	3.0	3.25	2.44	1.25 – 4.00	0.00 - 4.00
Intellectual Stimulation	3.02	3.3	3.00	2.33	1.25 – 4.00	0.00 - 4.00
Individual Consideration	3.22	3.5	3.25	2.35	1.00 – 4.00	0.00 - 4.00
Transactional Leadership						
Contingent Reward	3.01	3.0	3.00	2.60	1.00 – 4.00	0.00 - 4.00
Management-by-Exception-Passive	0.66	0.5	0.50	2.43	0.00 – 4.00	0.00 - 4.00
Passive-Avoidant Behavior						
Management-by-Exception-Active	1.69	1.5	1.75	3.24	0.00 – 4.00	0.00 - 4.00
Laissez-Faire	0.55	0.0	0.50	2.40	0.00 – 4.00	0.00 - 4.00
Outcomes of Leadership						
Extra Effort	2.90	3.0	3.0	2.25	0.67 – 3.00	0.00 - 4.00
Effectiveness	3.12	3.0	3.0	2.43	2.82 – 3.46	0.00 - 4.00
Satisfaction with Leadership	3.30	3.0	3.5	1.22	1.50 – 4.00	0.00 - 4.00

Note: N = 193

[a] Multifactor Leadership Questionnaire. Avolio, B.J., & Bass, B.M. (2004). Multifactor Leadership Questionnaire: Manual and Sample set (3rd ed.). Available from Mind Garden: www.mindgarden.com

Measures of Central Tendency for The Rosenberg Self-Esteem Scale

Rosenberg Self-Esteem Scale [a]	M	Mode	Median	SD	Score Range	Possible Score Range
Rosenberg Self-Esteem Scale	25.22	3.0	26.0	4.23	13.0 – 30.0	0.00 – 30.0

Note: N = 193

[a] Rosenberg Self-Esteem Scale. Rosenberg, M. (1965). Society and the Adolescent Self-Image. Princeton, NJ: Princeton University Press.

Results

Demographic Frequency Distribution

Demographic Characteristics	f	%	Cumulative %
Gender			
Male	26	13.5	13.5
Female	167	86.5	100.0
Age			
Less than 29	21	10.9	10.9
30 to 40	71	36.8	47.7
41 to 50	59	30.6	78.2
51 to 60	33	17.1	95.3
61 +	9	4.7	100.0
Do not wish to provide	---	---	---
Hispanic Origin			
Puerto Rican	59	30.6	30.6
Dominican	21	10.9	41.5
Mexican	52	26.9	68.4
South American	35	18.1	86.5
Cuban	5	2.6	89.1
Central American	12	6.2	95.3
Do not wish to provide	5	2.6	97.9
Spain	2	1.0	99.0
Portugal	2	2.0	100.0
Years Since Graduating Nursing School			
Less than 5 years	46	23.8	23.8
6 to 10 years	43	22.3	46.1
11 to 20 years	52	26.9	73.1
21 to 30 years	26	13.5	87.0
31 to 40 years	20	10.4	96.9
More than 40 years	6	3.1	100.0
Highest Level of Education			
Diploma	3	1.6	1.6
Associate Degree	18	9.3	10.9
Bachelors Degree	90	46.6	57.5
Masters Degree	64	33.2	90.7
Doctoral Degree	18	9.3	100.0
Current Title			
Staff Nurse	82	42.5	42.5
Nurse Educator	29	15.0	57.5
Nurse Manager	17	8.8	66.3
Clinical Nurse Specialist	3	1.6	67.9
Advanced Practice Nurse	21	10.9	78.8
Director of Nursing	10	5.2	83.9
Vice President of Nursing	0	0.0	----
Chief Nursing Officer	1	0.5	84.5

Note. N = 193

Conclusion

- Hispanic nurses have the characteristics, behaviors, and self-esteem that are needed to be leaders.
- Majority of nurses who participated were staff nurses – they still perceive leadership characteristics, behaviors, and self-esteem the same way as those in a leadership position.
- Hispanic nurses in leadership positions need to become mentors.
- Hispanic nurses working as staff nurses need to be encouraged to become leaders.
- Hispanic nurses have the leadership style consistent with transformational leadership.
- Hispanic nurses have a higher level of self-esteem.
- It is imperative that the nursing workforce has a strong, and dynamic nursing leaders who can continue to develop and grow.

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