NURSE MANAGERS’ LEADERSHIP MODEL AND ITS CONNECTION TO NURSES’ JOB SATISFACTION
A pilot study

Background: Nurse managers’ work is in transition. The restructuring of health care means that nurse managers have a broader range of responsibilities, extending their roles and increasing their workloads. Nurse managers can promote the motivation of employees, support their commitment to work, increase their job satisfaction, and improve work performance. High quality nursing leadership, on the other hand, can promote nursing outcomes and patient safety.

Aims: To describe the relationship between nurse managers’ leadership model and nurses’ job satisfaction.

Design: A cross-sectional questionnaire study.

Methods: The job satisfaction data of nurses was collected with the Kuopio University Hospital Job Satisfaction Scale (KUHJSS) by paper questionnaires at the beginning of the pilot. The pilot study included three pediatric units at one acute care hospital in Finland. In the pilot nurse managers’ work was reorganized. The study engaged all nurses and practical nurses (N=78) in the children’s ward, children’s outpatient department and neonatal intensive care unit. The research data were analyzed using descriptive analyses.

Results:
- Average age: 43
- Nurses’ average work experience was 18.2.
- Nurses’ job satisfaction was at level 8 on a scale of 4-10.
- Nurses felt the need for more support from nurse managers.
- Work-related stress was at an average level (27%).
- Nurses over 40 years were critical of leadership.
- The neonatal ICU had more significant dissatisfaction than the other units.

Conclusions: Nurses’ job satisfaction was at a good level, although they need more support from nurse managers. To continue the pilot study, nurse managers (N=4) and physicians (N=4) will be interviewed concerning their experiences and opinions in pilot units. In addition, the staff job satisfaction survey will be conducted again in the middle and the end of the pilot.

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