

LEADERSHIP IN NURSING

Hemşirelikte Liderlik

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ABSTRACT

Nowadays, fast scientific and technological developments affect health organizations like all organizations. Healthcare systems face many complicated and versatile challenges in delivering high-quality, safe, and cost-effective care for the future worldwide. Ever-developing systems, increasing diseases, technological innovations, and the increase in health care costs are some of the problems that need to be addressed. These have led to the expansion of the role, responsibility, and influence of professional nurses who have important roles and responsibilities within the healthcare staff in healthcare facilities. Leadership is defined as an interactive process in which subordinates are motivated and empowered to achieve certain goals. Leadership in health institutions is very important for the continuity of care. Leadership in healthcare is a particularly important skill in ensuring healthcare providers to navigate in complex and constantly changing healthcare systems effectively to solve problems and make decisions about them from cost-effectiveness to quality healthcare and access. The concept of leadership is important and crucial for nurses to develop an effective leadership role to ensure patient safety and provide high-quality care.

Keywords: leadership, nurse, health organizations

ÖZET

Günümüzde hızlı bilimsel ve teknolojik gelişmeler bütün örgütleri etkilediği gibi sağlık organizasyonlarını da bir değişim sürecine yönlendirmiştir Dünya çapında sağlık sistemleri, geleceğe yüksek kaliteli, güvenli ve uygun maliyetli bakım sağlamada birçok karmaşık ve çok yönlü zorlukla karşı karşıyadır. Sürekli gelişen sistemler, artan hastalıklar, teknoloji inovasyonu ve sağlık bakım maliyetlerindeki artış, ele alınması gereken sorunlardan bazılarıdır. Bu durum sağlık organizasyonları içinde varolan sağlık ekibi içinde önemli rol ve sorumlulukları olan profesyonel hemşirelerin rol, sorumluluk ve etki alanının genişlemesini sağlamıştır. Liderlik, takipçilerin belirli hedeflere ulaşmak için motive edildiği ve yetkilendirildiği etkileşimli bir süreç olarak tanımlanır. Sağlık organizasyonlarında lider olmak, bakım çağının sürekliliğinde oldukça önemlidir. Özellikle sağlık hizmetlerinde liderlik, sağlık hizmeti sunucularının karmaşık ve sürekli değişen sağlık sistemlerini problemleri çözmede ve maliyetten etkinliğinden kaliteli sağlık hizmetleri ve erişime kadar konularla ilgili kararlar vermede etkin bir şekilde yönlendirmelerini sağlayan temel bir beceridir. Liderlik kavramı hemşirelik mesleği için önemlidir. Hemşirelerin hasta güvenliğini sağlamak yüksek kaliteli bakım sunmak için etkili bir liderlik rolü geliştirmeleri çok önemlidir.

Anahtar Kelimeler: liderlik, hemşire, sağlık organizasyonları

1. INTRODUCTION

As health systems become more complex, the adaptation necessity increase in nursing and employees need to share their experiences, plan their duties and responsibilities, and implement them meticulously. Cooperation is also related to both nurses' leadership characteristics and their ability to apply these competencies with high efficiency. Effective leadership is an important concept and motivates nurses to provide better quality care (Barkhordari-Sharifabad et al. 2017).

Sustaining and improving the quality of care in health organizations is indispensable, and therefore the roles of all healthcare staff are very important. Leaders make key decisions that can have consequences and affect patient lives. Therefore, it is important that leaders are well-equipped and trained to make the right decisions at the right time. Nurse leaders promote healthy work environments to support both healthcare professionals and patients. Today's healthcare system has increased the need for nurse leaders (Kroning et al. 2020). Nurses with specialization training are in

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a unique position to take a leadership role in shaping health reform in collaboration with other health professionals (Heinen et al. 2019). When nurses consider that they can approach their leaders, they create an environment in which members of the organization have job satisfaction and feel more loyal to their organization, relying on making good decisions and solving their problems (AbouHashish, 2017). Professional nurses are essential components of the health system (Dall et al. 2009). The ability of nurses to effectively direct both the society and themselves to the right practices while fulfilling their duties and responsibilities depends on their leadership skills in doing determinate tasks and fulfilling their responsibilities due to their important position in public health.

2. LEADERSHIP

Leadership is a concept dates back to very old times and exists at all times. In the literature, different definitions are made about leadership (Leblebici, 2008). A leader is a person that others voluntarily and willingly follow. Spector (2016) defined leadership as the process of influencing other people's attitudes and behaviors. Kouzes and Posner (2006) defined leadership as the art of activating others to fight for common goals. Özmen and Taş (2009) reviewed the definitions of leadership and stated that leadership covers the environment, organizational structure, and group members (followers) to achieve a specific purpose. It consists of the processes which are specific to strengthening, influence, guidance, and motivation (Cemaloglu, 2013). Ledlow and Coppols (2009) defined leadership as the ability to evaluate, develop, maintain, and change organizational culture and strategic systems to meet the needs and expectations of the external environment in the best manner.

Today, leadership is defined as all of the functions related to directing persons to achieve their goals on a certain group, organization, or individual basis for certain purposes (Koçel, 2001). A leader is a person who determines the goals of own group and influences and directs the members of it in line with these goals. Leadership is a multidimensional and complex concept and it does not seem possible to present all of its dimensions with a single theory or definition. However, expressions such as influencing and orientation are prominent in leadership definitions. In this direction, the ability to gather a group of people around specific goals and mobilize them to achieve these goals gains importance in leadership. In other words, leadership is a concept related to the power of managing the group in the most effective way to determine the goals of the community and to achieve these goals (Pazarbaşı, 2012). Leaders should not only care about their interests and they should be aware of decision making for all individuals (Stockham, 2016). To talk about leadership, there is a need for common goals that gather group members, a leader who can influence their group members and activate them in line with these goals, followers who accept the leadership of this leader and follow her/him, and a suitable environment for all this to happen (Şahin, 2019).

3. ACTUAL LEADERSHIP APPROACHES AND TYPES OF LEADERSHIP

The choice of leadership style chosen by managers and leaders and reflecting the management vision of the organization is one of the most important factors to achieve success in the organization. From past to present, leadership-related studies have revealed different leadership styles that draw attention to environmental factors, processes, and leadership characteristics (Hicks & Gullet, 1981).

In general, 10 different leadership styles are defined in the literature. These are autocratic leadership, democratic leadership, supportive leadership, leadership that giving complete freedom, humanist leadership, visionary leadership, servant leadership, authentic leadership, transformational leadership, and transactional leadership (Eryeven & Iraz, 2017).

Autocratic Leadership: The history of this leadership style dates back to the early days of leadership. In this kind of leadership, the fact that others besides the leader do not have the right to speak in management, planning, and decision-making processes reduces productivity within the organization. Employees, who are successful and productive in the organization, do not have authority and the right to speak and therefore their performance declines over time (Lipman &

Blumen, 2005). Autocratic leaders exclude group members from management processes and assume full authority (Şahin et al., 2004). This kind of leadership generally takes place in military institutions, family businesses, and the first test production practices of enterprises (Doğan, 2007).

Democratic Leadership: Democratic leadership is the leadership style in which employees have the right to speak and thus management processes are determined according to their opinions and thoughts in the decision making and distribution of tasks in organizations. Participation in the workplace is suggested to increase individual achievement and personal development (Doğanay, 2014). It is defined as the most prominent feature of the democratic leadership approach that the leader receives opinions and suggestions from his subordinates while determining the goals and plans (Swansburg & Swansburg 1999; Barkowski 2009).

Supportive Leadership: In this leadership style, the way of behavior of leaders is friendly, sympathetic and in a way to display the behaviors that meet the needs of employees (Ogbonna & Harris, 2011). Leaders make decisions on issues related to processes by taking the opinions of each of their team members on the subject. They reward team members to ensure participation and organizational success and constantly support bilateral communication and information flow. A process in which the decisions made in line with the organizational goals determined with the members are transmitted to the members keeps going (Sabuncuoğlu & Tuz, 2001).

The Leadership That Giving Complete Freedom: This leadership style is based on the self-determination of the goals by employees and the autonomous actions of members that enable them to put into practice their goals, plans, and programs with the resources given to them (Eryeşil & İraz, 2017). Leaders who give complete freedom put the right to exercise authority regarding employees' work to them entirely (Eren, 2014).

Humanist Leadership: The most known feature of this leadership style is that leaders exhibit paternalistic behavior, in other words, they have a protective role. Humanist leaders ask the opinions of their employees from time to time. It is defined as the leadership style in which employees are motivated by emotional guidance, the reward system is predominantly used and the punishment system is not generally used (Eryeşil & İraz, 2017).

Visionary Leadership: It is the type of leadership that enables problems to be resolved in environments with uncertainty and problems. Leaders have a personality trait that educates those who follow them and adopt their own opinions. The visionary leader is defined as a leader who influences group members, trains groups by directing them, controls them in line with his/her vision, and places emphasis on teamwork (Sert, 2015). Since the visionary leader is to develop a vision about the future of the organization, it is very important for organizational success.

Servant Leadership: It is a leadership style that prioritizes the needs of the group members, devotes leaders to the benefit of humans and humanity, depends on local culture and values, and aims to help society (Ferch, 2003). Servant leaders are the leaders who have adopted the idea of serving others, they aim to meet the expectations of society and employees as a primary goal. In this leadership style, it is suggested that individuals whose needs are met within the organization act more consciously, and the leadership process progress in its natural process (Larry, 2004). Patterson (2003) stated that altruism, trust, authorization, and visionary behaviors stand out in the servant leadership model (Patterson, 2003).

Authentic Leadership: Authentic leaders are considered by the group members as leaders who are unbending about ethical and moral principles. For this reason, the most important outcome of authentic leadership is accepted as trust (Robbins et al., 2012). According to theoretical analysis, authentic leadership covers personal, interpersonal and developmental approaches and consists of the dimensions of self-awareness, internalized moral understanding, neutral and balanced assessment of information with various sides, and transparency in relationships (Walumbwa et al., 2008).

Transformational Leadership: This leadership style is a combination of the skills in being a pioneer for change, guiding change, creating farsightedness, and identifying the need for this change. Transformational leaders are defined as persons who sets a definable vision based on the principle that leaders should be reliable for employees (Bass, 1990). Transformational leadership is also defined as a leadership style that increases the importance and value of the desired outcomes and the perception levels and awareness of employees on the methods required for obtaining these results (Shadraconis, 2013; Mccleskey, 2014).

Transactional Leadership: It is a leadership style based on organizational authority, standards, and legal power in the organization, originating from the interaction between leaders and employees. In the transactional leadership, leaders ensure compliance with standards and rules within the organization and reward individuals who achieve organizational goals according to their performance (İbicioğlu et al., 2010). Leaders who exhibit transactional leadership behavior use their powers in the form of rewarding their employees and giving wages and status to them to increase their effort, leaders who adopt this leadership style also provide very useful services, such as passing down beneficial traditions to new generations (Eren, 1998).

Leader-Member Interaction Theory: In this theory, the interaction between leaders and their subordinates is divided into two groups and evaluated from different perspectives (Scandura, 1999). Leaders establish closer and sincere relationships with some of their subordinates for different reasons, while they only establish task-oriented relationships with other subordinates. In this theory, if there is a relationship between leaders and members based on trust, sincerity, and respect without a specific agreement, this is defined as an internal group. The group with only task-based relationship and weaker communication is defined as the external group (Çalışkan, 2008). The Leader-Member Interaction Theory states that leaders establish different relationships with each member. Contrary to the notion that the leader, which other theories try to explain, treats each member equally and motivates all subordinates, this theory advocates that a leader behaves differently to each member and establishes different relationships with each member (Gökalp, 2019).

4. LEADERSHIP IN NURSING

It is pointed out that new leadership approaches enriched with innovative thinking are needed to encompass health care services today (Hannah et al., 2014). According to Dodson (2017), it is important to apply new leadership approaches in compliance with updated and changing health services. According to Al-Sawai (2013), most of the theories, facts, and models affect leadership strategies that can be applied in health institutions (Dodson, 2017; Al-Sawai, 2013).

Successful leadership is defined as effectively directing a certain group for certain purposes (Şahin, 2019). The development of leadership is associated with adopting leadership roles and increasing individual capacity (Day & Sin, 2011). To be a successful leader, empathy, vision, critical thinking, problem-solving skills, effective decision making and the ability to have power are extremely important (Yiğit, 2018).

The leadership in nursing includes guidance, support, motivation, coordination, collaboration, effective communication, and front for patients to achieve optimal patient outcomes. Nursing leadership is defined as the process of influencing team members to ensure direct participation in clinical treatment and to improve the quality of patient care by providing an environment with a vision, where nurses are motivated and strengthened. Nursing leadership is generally linked to manager nurses (Al-Dossary, 2017). Administrative nurses are expected to create an organizational culture that combines high-quality health services and advanced collaborative and team-building skills to ensure patient/employee safety (Vesterinen et al., 2012). Therefore, it is very important to have leadership characteristics for administrative nurses.

Leadership in nursing is the use of power and tendency that affects patients, families, and society to achieve common goals and visions (Girvin, 1996). Leader nurses should be able to recognize and

understand the change and be able to use the ability to see new situations that will occur as a result of the change. In other words, leaders should create a vision about the future of the organization (Serinkan & İpekçi, 2005; Yiğit & Yazarkan, 2014).

Leadership is an important part of effective nursing care and nurses are considered as leaders in the provision of patient care. Nurses are team members who communicate with patients more and provide coordination between other team members in providing health services. Therefore, they are crucial for providing safe, high-quality care, and achieving positive patient outcomes. Nurses coordinate clinical care that guides patients and their families to protect the health of patients.

As health systems become more complex, nurses' adaptation requirements increase, employees have to share their experiences, plan their duties and responsibilities, and implement them meticulously. Cooperation is also linked to leadership characteristics and the ability to use these competencies with high efficiency (ICN, 2017).

Quality and safety in health care depend on various factors such as planning services that meet the needs of patients, providing human, financial, and physical resources, ensuring consistent efficiency, evaluating, and improving performance. Nurses, which are the leaders in the healthcare institutions, hold resources, effects, and control to ensure these factors. On the other hand, it is very important to be a leader that builds the mission, vision, and goals of the organization together. Leaders are individuals who adjust service distribution use resources in combination and set priorities to improve performance (Schyve, 2009).

The International Council of Nurses (ICN) emphasizes that management and leadership are the main components of modern nursing, as well as some changes must be made for nurses and general health services to be in line with their leadership positions (ICN, 2017). As in all organizations, there is a need for leaders or team members with leadership characteristics in healthcare institutions. Leadership is indispensable for nurses who are the majority of healthcare professionals. It is also emphasized that encouraging nurses to take part in high-level leadership and management positions in international organizations will provide an opportunity for nurses to have an active voice in the policies that determine health care (Öztürk et al., 2012).

When leadership behaviors are actively displayed, the continuity of a beneficial organizational process is ensured in which the unity within the team increases and the work-related tension decreases, nurses' dropout rates decrease, nurses are autonomous employees, patient satisfaction increases, nurses' job satisfaction increases, burnout decreases (Vatan, 2009).

In the literature, it has been stated that nurse leaders are sociable, effective listeners and communicators and self-confident, encourage teammates to become leaders, use emotional control and time management techniques, effectively use delegation of authority and show real interest for others. Apart from their responsibilities in the development of their professions, nurses have the potential to provide significant differences in meeting the urgent needs of health care services. To implement these tasks, nurses need to have leadership and management skills. Nurses who have personality traits, abilities, and intellectual skills accepted by everyone are more easily adopted as leaders (Jones, 2007).

Competence is defined as different characteristics, skills, abilities, expertise, and experience. The 21st-century health system underlines quality, safety, cost, and patient experiences and emphasizes the need for value-oriented, sharp views (Yiğit, 2018). Contino pointed out that leadership skills can be examined in the categories of institution management, communication, analysis/strategy, and vision. For effective leadership, each of these categories requires certain skills and abilities (Contino, 2004).

Competencies expected from nurse leaders are stated as organizational management skills, time management, information management, human resources management, strong communication skills, vision building, management of change, and continuous learning. A successful nurse leader is

someone who is a critical thinker, learns lifelong, and is open to new ideas. Nurse leaders should be knowledgeable, maintain professional development, and stay up to date in the profession (Contino, 2004; Bařak et al., 2008; Memiřođlu, 2015; Yiđit, 2018).

Communication, which constitutes the core of the organizational structure, is a phenomenon aimed at building relationships between individuals, groups, and organizations. Satisfaction related to organizational communication is one of the important factors that determine the effectiveness of intra-organizational communication (Yu, 2010). Commonly, leaders with good communication skills face fewer difficulties when guiding their team members (Horton-Deutschand Mohr 2001; Jooste 2004). One of the situations that nurses are most accustomed to is change. Hewison (2012) stated that nurses have high skills in coping with and managing change (Hewison, 2012). Nurses are one of the leading healthcare professionals who manage and speed up the process of professional development and change. Most nurses create important resources for raising the quality of healthcare (Bessie et al., 2015). Nurse leaders should follow innovations in the field and be open to new ideas. They should listen to the suggestions of their subordinates, encourage them, take risks, and be brave. Wong et al. (2013) found significant relationships between positive leadership behaviors, practices in nursing, increased patient satisfaction, and decreased side effects (Wong et al., 2013). The leadership characteristics of nurse leaders affect the job satisfaction and commitment of nurses. It was determined that the trustworthiness of nurse leaders according to their employees affects their motivation and their participation in the job positively. Way et al. (2007) determined that there are significant relationships between trust, job satisfaction, higher work commitment, and higher intention to stay at work. Nurse leaders determine basic prerequisites for operations and development.

5. CONCLUSION

The occurrence of a globally competitive environment with the latest developments in the world has been reflected in health care services as in all sectors. Like other institutions aiming to provide good service in the field, the health sector needs managers and leaders to provide quality services. In parallel, there is a need for new leadership approaches enriched with innovative thinking which encompasses health care services today. It is very important to identify and improve nurse leaders in today's everchanging healthcare systems. Supporting the leadership characteristics of each nurse is very important to lay healthier foundations for the sake of the profession. Nurse leaders should be more actively involved in health care policies to provide better service in the units they work, follow the latest developments related to nursing, and educational support equipped with leadership skills should be provided to them to be the pioneers of innovations in the field of health. Effective nursing leadership is critical to provide quality care, ensure patient safety, and facilitate positive staff development.

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