

Nurse Managers Leadership Style in Finland

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SOURCE

Soili Vesterinen ,Marjo Suhonen, Arja Isola and Leena Paasivaara,Nurse Managers' Leadership Styles in Finland' ,Nursing Research and Practice, August, vol.2012, pp. 1-8 , received 8 June 2012. Source:

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ABSTRACT

This paper presents a Nurse Manager (NM) who can observe their own behavior and its possessions on employees can regulate which enhanced leadership styles. The purpose of the study was to explore nurses' and supervision insight about Nurse Manager Leadership Styles (NMLS). Open- ended interviews were carried out by eleven registered nurses and ten superiors including nurse supervisors and nurse managers. The data were analysed by content analysis. In the study, Six leadership styles were classified: visionary, coaching, affiliate, democratic, commanding and isolating. Job satisfaction, commitment to development work, cooperation, and institutional environment in the working department were the factors affected by Leadership styles (LS). The Nurse Manager should think about leadership styles when interact with employees as well as situational factors and objectives of the institution. In Leadership Styles, a participatory leadership style was more common among employees because in such style employee performance is active. Globally participatory (democratic) style also use in various institutions

KEY WORDS

Nurse, Nurse Manager, Leadership Styles

INTRODUCTION

This review critically reviews the article 'Nurse Managers' Leadership Styles in Finland' in the journal of Nursing Research and Practice. These reviews will first summaries the article. Secondly, it will briefly analyze the usefulness of the structure of the article; explore how information set out and whether the reader can contact it briefly. Thirdly, this review will critique the article, evaluating its authority, accuracy, currency, relevance, objectivity and coverage. The review will also analyze the graphs or tables before finally judging the article's accessibility and credibility. Overall the article was well written, clear, concise, relevant and applicable in health care setting.

ARTICLE SUMMARY

Leadership style affects the attitude of employees as experienced by nurses. The purpose of article was to explore nurses' and superiors' perception of leadership styles. In this Semi structured interviews were performed with 21 nurses from different hospitals in Finland and information analyzed by content analysis.

Main points were included types of leadership styles and factors. The article provides six leadership styles: visionary, coaching, affiliate, democratic, commanding and isolating. Furthermore transactional leadership is essential for organizational development and team improvement and transformational leadership styles change the followers' need and redirect their thinking.

According to Rego et al (2007), emotionally intelligent leaders' behaviour also stimulates the creativity of their employees.

The Factors affecting the leadership styles: job satisfaction, commitment to work, cooperation and organizational environment. Finns are satisfied with their health care services but it is essential for nurse managers to search more effective leadership style.

ARTICLE STRUCTURE

The article introduced a paragraph which provided the attitude of nurse managers and its effects on employee. It provided the outline of the most important points of leadership styles. The reason for the article and for the research description was also incorporated. Paragraphs in the article were appropriate in length and information given in each paragraph was easy to access. There were only four main body headings; Introduction, materials and methods, results and discussion and conclusion. Furthermore, under the sub heading of "Materials and Methods" the aim of the study, participants, data collection and analysis, trustworthiness and ethical considerations were described. Similarly under "Results and Discussion", results, elaboration of six leadership styles, factors affecting leadership styles and discussion of findings were mentioned. There was appropriate information provided under all headings and subheadings. The article described research study that was conducted by author and it contained appropriate information and cited other authors' in very organized way. For example Goleman et al (2002) have identified visionary, coaching, affiliate and democratic styles as "Resonant", and pace setting and commanding styles as "Dissonant" leadership styles. Conclusion was short but important points were included. Only one suggestion was given in conclusion. References were cited in text and set out clearly in literature cited section. Overall article was logically developed with the use of appropriate table for summary of leadership styles which enable the reader to read it easily. The article was PDF which showed the authenticity accurate. There were links to author, journal, citation, topic and references which permitted reader to evaluate the article's worth efficiently. Linked heading and subheadings let the reader to go through the article easily and efficiently.

ARTICLE CRITIQUE

AUTHORITY

The journal, *Nursing Research and Practice* is an open access article distributed under the Creative Common Attribution License, which permitted unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

The authors' credibility was established in number of ways. Four authors: Soili Vesterinen, Marjo Suhonen, Arja Isola and leena Paasivaara from Lapland Central Hospital, Lapland land Hospital contributed in this research article. Academic Editor was involved which indicated that article was critically analysed and edit appropriately. The correspondence of the article should be addressed to Soili Vesterinen, soili.vesterinen@ishp.fi and published by Hindawi Corporation. The author cited other authors in structured manner. Nurses, nurse supervisors and nurse managers were contributed in study design. Data collection and analysis, trustworthiness and ethical consideration were also mentioned in the research, which was great strength of the article. The links to the authors' other articles were in the reference section.

ACCURACY

The source of information in article was current research project. It was backed up and supported by comprehensive and current reference list with these sources cited in- text to maintain both literature and research itself. The firm editorial and refereeing procedure also contributed to the article's accuracy as did the associates to other skilled sources for example other journal. However, study sample was small, only 21 participants consisting of Finnish nurses and superiors which could not be applicable in big hospitals. Although structured categorization matrix leadership styles of Golman et al (2002) was developed based on the primal leadership modal and research of Vesterinen et al (2012). Some of the data does not fit in the model was generated own concept which was based on the principles of inductive content analysis. In results and discussion data analysis presented through differences and similarities of the perception of nurses and superiors.

CURRENCY

The Journal of Research and Practice received 8 June 2012; revised 10 August 2012, accepted in 10 August 2012 and copyright 2012. The research it describes was current and the article cites-up-to date references in the body of the text (ranging from 1985 - 2012).

Therefore the article was current as well as the future oriented. In currency J.Casida and J. Parker (2011) described that, one essential area of nurse manager's management skills, is the use of different leadership styles. Sherman (2010) supported that the establishment of a healthy work environment requires strong nursing leadership at all levels of the organization. Vesterinen et al (2012) Nurse Managers with coaching leadership style appreciated employees' professional skills and encourage them for further study. The styles are up dated with different headings of article such as online in (2014) supported Nurse Manager can manage more effectively if they possess wider range of leadership skills.

RELEVANCE

This was research and practice journal and also a research article, which has high credibility in research context. The aim of the article was to explore nurses and superiors' perceptions of nurse managers' leadership styles. It is a research based on leadership styles and factors affecting the leadership styles in an organizational environment. It is also useful for nurses, supervisors and nurse managers in clinical area. Nurse Managers have many leadership styles but they used only one. So they should choose their leadership styles according to the situation and goals of the organization. The discussion in article reflected that the leadership style affects the personal job satisfaction and commitment. Although the information in the article was appropriate and relevant to the aim of the subject but it could be a difficult to read and to understand once, because it was research article.

OBJECTIVITY

The information was objectively developed, well supported with existing research and all information referenced. There was no evidence of bias because the article was research based and followed the exact research process. The necessary ethical consideration and trustworthiness was maintained, and approved by the administration of organization. All participants were informed of the aim of study. Written consent was also taken by the participants and the confidentiality maintained. This article acknowledged the complexity of the issued discussed in number of ways e-g leadership styles, organizational factors etc. It also supported the research discussion with references to the appropriate and relevant literature. The participants were clearly defined sample of 21 nurses, supervisors and nurse managers; 1 male nurse and 20 female nurses, who belonged to Finland .The age group was 30- 59 years and experience in health care was 5- 25 years, which showed the great difference in age and experience.

STABILITY

The article with its source Nursing Research and Practice on research base is stable as a resource.

ANALYSIS OF TABLES

Nurse Manager's leadership styles in Finland were written in tables. The information was written in points. Although it was the summary of findings of the study of leadership styles but nurses and readers can pick the main idea of the leadership styles easily and can apply it in their respective clinical areas. First point of all leadership styles was shown as comparison to different styles. Tables also reflected that the nurse managers have significant role in using leadership styles, which promotes quality care of the patients. It also indicated that there is not only one correct leadership style but there are many styles which can be used according to situation of the organization. The tables were clear, concise and easy to understand.

CONCLUSION

This review has both summarised and critically reviewed Soili Vesterinen's article, "Nurse Managers' Leadership Styles in Finland". The content, structure, tables, strengths etc were analysed and critiqued. The research article has contributed to the literature in term of its important critique of recent research study on nurse managers' leadership styles and the problems with recruiting professionals, staff retention, creating healthy working setting, rising demand for customers' orientation and creating challenges for nurse managers' work. Skilled professionals in management are needed to solve these problems. The study of leadership styles enhance their knowledge and give the vision for high quality health care, client and employee safety, and develop team building skills. This type of skills related to manager's emotional intelligence which helps to read employees' feelings and responses appropriately that lead successfully. It can also be helpful for future studies. Overall article was well written, the objective was clear and content could be comprehended.

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