

Article

Communication Skills and Transformational Leadership Style of First-Line Nurse Managers in Relation to Job Satisfaction of Nurses and Moderators of this Relationship

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Abstract: The job satisfaction of nurses is reflected in almost all organizational outputs of medical facilities. First-line nurse managers (FLNMs), who are directly related to subordinate nurses, have a great influence on this satisfaction. The aim of our paper is to examine the connection between communication skills and the transformation style of FLNMs management with the job satisfaction of nurses and to verify the influence of three moderators on the strength of this relationship. The chosen moderators—the practice of managing FLNMs, the degree of control (span of control) and psychosocial work—follow from theoretical studies. The moderating effect of the variable management practice is also significant from the point of view of Slovak legislation. The sample consisted of 132 FLNMs from five university hospitals in Slovakia. Data collection took place in the form of a questionnaire. All data were processed using the SPSS 24 software package. A series of regression analyzes were used to identify the proposed hypotheses. ANOVA analysis was used to analyze multiple dependencies. We worked at a 5% level of significance. The findings point to the strong direct effects of communication skills and the transformational leadership style of FLNMs on nurses' job satisfaction. Moderation effects are mild, but significant in the case of management and span of control practices. The lower values of both variables reinforce the positive relationships among the two predictors and the job satisfaction of nurses. The third moderator, psychosocial work factors, also have a significant moderating effect, which is negative, and the higher value of this moderator mitigates both positive direct effects.

Keywords: job satisfaction of nurses; communication skills; transformational leadership style; management practice; span of control; psychosocial work factors

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1. Introduction

Global healthcare is in the midst of major changes caused by the current economic challenges facing the world. We are in an environment of a changing demographic situation, namely, an aging population in the most developed countries and a growing global population. This dynamic environment places high demands on healthcare and requires its effective management [1].

One of the current problems of healthcare and nursing is the high rate of burnout of medical staff and their low job satisfaction. These facts are currently also compounded by the high workload and workload of managing the global COVID-19 pandemic. The sustainability of the healthcare workforce is, thus, likely to become a major issue in the coming years, which healthcare facilities will be forced to address. [2].

First-line nurse managers play an important role in solving these problems of nursing. It is often their responsibility to establish meaningful connections with patients, subordinate nurses and all professionals involved. In this way, they build bridges and main-

Handbook For First Line Nurse Managers A Wiley Medical Publication

Lisa Dougherty, Sara Lister



Handbook For First Line Nurse Managers A Wiley Medical Publication:

Handbook for First-line Nurse Managers Joyce L. Schweiger, 1986 National Library of Medicine Current Catalog
National Library of Medicine (U.S.), **The Wiley International Handbook of Clinical Supervision** C. Edward Watkins, Jr., Derek L. Milne, 2014-05-15 This is the first handbook to examine the theory research and practice of clinical supervision from an international multi disciplinary perspective Focuses on conceptual and research foundations practice foundations core skills measuring competence and supervision perspectives Includes original articles by contributors from around the world including Australia Finland Hong Kong Slovenia South Africa Sweden the United Kingdom and the United States Addresses key aspects of supervision including competency frameworks evidence based practice supervisory alliances qualitative and quantitative assessment diversity sensitive supervision and more Features timely and authoritative coverage of the latest research in the field and novel ideas for clinical practice Current Catalog National Library of Medicine (U.S.), First multi year cumulation covers six years 1965 70 **Nursing Administration Manual** Howard S. Rowland, Beatrice L. Rowland, 1991 These two volumes featuring practice proven direction on 48 areas of nursing management and nearly 500 ready to use guidelines checklists and forms this comprehensive compendium is a bedrock of current practical tools guaranteed to make you a more skilled confident and decisive manager These materials help you solve personnel problems increase productivity contain nursing costs improve staff retention set up career ladders avoid the pitfalls of budgeting and much more *Nursing Administration Handbook* Howard S. Rowland, Beatrice L. Rowland, 1992 This is one of the nation s most widely used texts on nursing administration Comprehensive authoritative readable specific and practical it is a complete library of management information and techniques in one volume covering all aspects of nursing administration Written by experts it is must reading for today s professional and soon to be professional it is clearly and concisely edited and organized for easy textbook use and readability **Guide to Nursing Management** Ann Marriner-Tomey, 1984 **The Royal Marsden Manual of Clinical Nursing Procedures** Lisa Dougherty, Sara Lister, 2015-03-05 Nationally recognised as the definitive guide to clinical nursing skills The Royal Marsden Manual of Clinical Nursing Procedures has provided essential nursing knowledge and up to date information on nursing skills and procedures for over 30 years Now in its 9th edition this full colour manual provides the underlying theory and evidence for procedures enabling nurses to gain the confidence they need to become fully informed skilled practitioners Written with the qualified nurse in mind this manual provides up to date detailed evidence based guidelines for over 200 procedures related to every aspect of a person s care including key information on equipment the procedure and post procedure guidance along with full colour illustrations and photos Following extensive market research this ninth edition contains the procedures and changes in practice that reflect modern acute nursing care includes thoroughly reviewed and updated evidence underpinning all procedures is organised and structured to represent the needs of a patient along their care pathway integrates risk

management into relevant chapters to ensure it is central to care contains revised procedures following hands on testing by staff and students at Kingston University is also available as an online edition

Research Anthology on Nursing Education and Overcoming Challenges in the Workplace Management Association, Information Resources, 2021-06-25
Nursing care professionals are an essential part of the medical profession known for their care and the assistance that they offer to patients. However, nurses must also tackle the challenges of the modern workplace, including the utilization of new technologies, gender inequity, negative workplace environments, including navigating exclusionary behaviors such as incivility and bullying, and relieving stress and burnout. As such, it is crucial for nurses, nurse managers, and other medical professionals to remain up to date with the latest education and training techniques and discussions surrounding the significant challenges that nurses face. The *Research Anthology on Nursing Education and Overcoming Challenges in the Workplace* is a comprehensive reference book that compiles numerous chapters on the latest training and educational strategies for nurses and discusses challenges facing this branch of the medical field. The anthology presents challenges common within the medical field and techniques used to solve or prevent them, as well as nurse perspectives on new medical technologies and their perceived use and performance. Covering topics such as e-training, ethics, patient safety, burnout, incivility, and more, this text provides essential information for nurses, teachers, care professionals, hospital staff, managers, practitioners, medical professionals, nursing home and care facilities, academicians, researchers, and students.

Nursing Leadership and Management: Theory, Practice, and Future Impact on Healthcare Mohammed Saad Waslallah Almutari, Waslallah Saad Waslallah Almutari, 2023-10-07
Leadership in Nursing: A Comprehensive Guide for Professional Development is meticulously organized to provide a thorough exploration of effective leadership within the nursing profession. The book systematically covers a range of essential topics for nursing professionals, beginning with an introduction that sets the stage for the reader. The early chapters delve into foundational concepts such as effective leadership, follower dynamics, and the role of a manager in nursing. Ethics and principles are thoroughly examined, establishing a robust framework for ethical decision making in the complex healthcare landscape. The exploration then extends to various leadership theories and styles, offering insights into their applicability in nursing contexts. As readers progress through the book, attention is given to practical aspects of nursing leadership, including working within healthcare organizations, collaborating within multidisciplinary teams, and intricacies of nursing management. Specialized chapters address critical aspects like delegation and prioritization of client care, conflict resolution, and navigating individual growth within the profession. The book's scope broadens to cover topics crucial for a nurse's career journey, such as exploring career options, fostering positive workplace atmospheres, and addressing professional conduct issues. The essence of nurse leadership in health development is intricately woven into the narrative, emphasizing the vital role nurses play in shaping the future of healthcare. Chapters dedicated to leadership skills, interdisciplinary collaboration, and leading change highlight the dynamic nature of nursing leadership. The book takes a

global perspective addressing issues related to global health leadership and development emphasizing the importance of innovation entrepreneurship advocacy and policy influence in nursing Towards the end the book provides practical guidance on sustaining nurse leadership for ongoing development It touches on data driven decision making resilience in crisis leadership and the imperative of promoting diversity equity and inclusion in healthcare settings Practical considerations like personnel requirements scheduling guidelines and quality control for patient safety are addressed providing valuable insights for nursing leaders Concluding with a visionary outlook the book emphasizes the role of nursing leaders in shaping a better future Extensive references and a comprehensive index make this book a valuable resource for nursing professionals seeking continuous development in healthcare leadership Leadership in Nursing stands as an indispensable guide combining theoretical insights with practical wisdom to empower nursing professionals on their leadership journey Key takeaways from the guide include Fundamentals of Leadership Grasp the essence of effective leadership explore manager roles and delve into ethical considerations in healthcare Leadership Theories and Styles Understand various leadership approaches and identify the most suitable style for different situations Organizational Dynamics Navigate the complexities of working within an organization collaborate effectively with peers and manage multidisciplinary teams Nursing Management Master the art of organizing staffing scheduling directing and delegating tasks within the nursing domain Client Care Prioritize and delegate client care effectively while confidently addressing challenges and conflicts that may arise Personal and Professional Development Foster a positive work environment cultivate your leadership skills explore career options and navigate professional conduct issues Leadership in Healthcare Discover the significance of nurse leadership in health development explore interdisciplinary collaboration and champion change for health transformation Innovation and Advocacy Embrace innovation and entrepreneurship in nursing influence policy and lead interprofessional teams to achieve optimal health outcomes Global and Ongoing Development Engage in global health leadership promote diversity equity and inclusion in healthcare and ensure sustainable leadership through ongoing development Data Driven Decisions and Crisis Management Leverage data analytics for informed decision making and develop resilience to effectively lead through challenging situations Beyond the chapters the book delves deeper into crucial aspects like personnel and scheduling guidelines establishing a culture of patient safety and paving the way for a better future in healthcare This comprehensive guide serves as an invaluable resource for nurses at all stages of their careers empowering them to become transformative leaders in the healthcare landscape

International Handbook of Research in Medical Education Geoffrey R. Norman, Cees P.M. van der Vleuten, D.I. Newble, 2012-12-06 GEOFF NORMAN McMaster University Hamilton Canada CEES VAN DER VLEUTEN University of Maastricht Netherlands DA VID NEWBLE University of Sheffield England The International Handbook of Research in Medical Education is a review of current research findings and contemporary issues in health sciences education The orientation is toward research evidence as a basis for informing policy and practice in education Although most of the

research findings have accrued from the study of medical education the handbook will be useful to teachers and researchers in all health professions and others concerned with professional education The handbook comprises 33 chapters organized into six sections Research Traditions Learning The Educational Continuum Instructional Strategies Assessment and Implementing the Curriculum The research orientation of the handbook will make the book an invaluable resource to researchers and scholars and should help practitioners to identify research to place their educational decisions on a sound empirical footing THE FIELD OF RESEARCH IN MEDICAL EDUCATION The discipline of medical education began in North America more than thirty years ago with the founding of the first office in medical education at Buffalo New York by George Miller in the early 1960s Soon after large offices were established in medical schools in Chicago University of Illinois Los Angeles University of Southern California and Lansing Michigan State University All these first generation offices mounted master s level programs in medical education and many of their graduates went on to found offices at other schools

Nursing Management Dee Ann Gillies,1989 This excellent nursing leadership management book incorporates information regarding DRG s and Nursing Diagnosis Comprehensive text covers both theory and practice within a systems framework making it of value to both undergraduate and graduate programs **The Survival Guide for Newly Qualified Social**

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Swearingen,Jacqueline Wright,2019-01-14 NEW UNIQUE Interprofessional patient problems focus familiarizes you with how to speak to patients and other medical colleagues in the consistent interprofessional language of patient problems rather than the nursing specific language of nursing diagnosis NEW Care plans helps you to support the lesbian gay bisexual transgender queer questioning or intersex patient NEW Updated content throughout reflects the latest evidence based treatment guidelines and national and international clinical practice guidelines The Care Home Handbook Graham

Mulley,Clive Bowman,Michal Boyd,Sarah Stowe,2014-10-21 I would recommend each Home purchase a copy Ian Turner Chair Registered Nursing Home Association Identifies a gap in the sector and offers a practical means of addressing the need Des Kelly OBE Executive Director National Care Forum The Care Home Handbook has one aim to improve the care and wellbeing of residents in care homes It informs reminds and refreshes the reader s knowledge enabling care homes to meet the essential standards of care required of them Aimed at all nurses and healthcare assistants working in care homes this invaluable unique and jargon free resource will help staff deliver skilful care prevent poor practice and build knowledge and confidence when working with older people Grounded in everyday practice this handbook promotes professional and person centred care that is safe high quality caring and compassionate It features sections on the resident s journey values and standards core nursing skills common clinical conditions medicines management infection control and risk *Midwifery &*

Women's Health Nurse Practitioner Certification Review Guide Beth M. Kelsey, Jamille Nagtalon-Ramos, 2017-05-01

Midwifery Women's Health Nurse Practitioner Certification Review Guide Fourth Edition is a comprehensive review designed to help midwives and women's health nurse practitioners prepare for their certification exams. Based on the American Midwifery Certification Board (AMCB) and the National Certification Corporation (NCC) test blueprints, it contains nearly 1 000 questions with answers and rationales representing those found on the exams. The Fourth Edition also includes a new chapter on well woman care, menopause and beyond.

Occupational Stress in South African Work Culture Nasima MH Carrim, J. Alewyn Nel, Riana Schoeman, 2021-01-30 This book explores avenues for organisations to better understand the origins of occupational stress so as to enable their managerial employees to effectively manage stress levels. By way of the work locus of control as a personality variable, the book identifies stressors both within and outside the organisation that underpin high stress levels in organisational culture. In grappling with what is required in the new workforce of Generation Y millennials in a hyper-networked and mobile age, the authors present examples from everyday professional situations in South Africa to contribute to critical understanding of today's working world. By applying neuroscientific principles developed from a foundation of empirical research, the authors introduce the concepts of a red zone and blue zone to explain differences between the brain areas controlled either by its stem/limbic areas or the limbic cortical cortex areas respectively. This becomes a psychological shorthand for describing and applying knowledge to encourage practitioners in leadership and management roles to achieve desired behaviour outcomes and to establish a framework for understanding employee values and worldviews. The book is relevant to practitioners, postgraduate students and researchers interested in industrial psychology, personality psychology, business management and human resources.

Nursing Leadership John Daly, Sandra Speedy, Debra Jackson, 2003-11-01 Nursing Leadership covers contemporary concepts in leadership and management and their application to nursing practice. In addition to covering the fundamentals, a wide range of current topics are addressed, including change management, contemporary approaches to nursing care delivery, developing research-based practice, cultural change processes, shared governance, development, quality of work life issues, quality work environments and industrial relations. Nursing Leadership provides a fresh, innovative approach to the topic and is designed to stimulate interest in theory and concepts as well as providing the reader with strategies that can be readily tested and applied in practice.

Health planning reports subject index United States. Health Resources Administration, 1979

Effective Management in Nursing Eleanor J. Sullivan, Phillip J. Decker, 1992 An introduction to basic theories and concepts of nursing management is provided in this book, which demonstrates how they are used in day-to-day practice. The book's broad base of contributors affords a well-rounded perspective on every important aspect of nursing management, including management styles, basic survival skills, innovation and creativity, critical thinking and recruiting staff. Emphasis on a number of hot topics, including research, team building, case management, group process and group conflict, is increased in this new

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