

## The Role of Nursing Leader Empowering Behavior on Work Engagement and Intent to Stay in Hospital

Nazia Bukhari<sup>1\*</sup> Muhammad Afzal<sup>2</sup> Muhammad Azhar<sup>3</sup> Syed Amir Gilani<sup>4</sup>

1. BSN Student, Lahore School of Nursing, The University of Lahore, Pakistan

2. Assistant Professor, Lahore School of Nursing, The University of Lahore, Pakistan

3. Lecturer, Lahore School of Nursing, The University of Lahore, Pakistan

4. Professor, The University of Lahore, Pakistan

### Abstract

**Introduction:** The expanding interest of medical attendants is putting forth new chances to all attendants in private and government part healing facilities. Medical caretakers are in working distinctive healing centers and are the primary power of those doctor's facilities. Leader engaging conduct is a facilitative procedure where representatives see their pioneer to permit self-administration and self-authority of representatives. Pioneer enabling and their level of work commitment and aim to remain in their association of business. Practices can be seen by representatives as either empowering or oppressive. The reason for this examination was to look at the connection between the staff medical caretaker's view of their pioneer's utilization of engaging practices.

**Method:** Descriptive correlation study design was used. A convenience sample of nurses ( $N = 200$ ) employed in various nursing units within three hospitals completed survey related to perceived leader empowering behaviors, and the nurse's level of work engagement and intent to stay in his/her organization of employment.

**Result:** No critical contrasts were found between the staff attendant's age gatherings. No noteworthy contrasts were found in LEB when the example was separated into the staff attendant's age gatherings, instruction level a very long time in current office/unit, years in current healing facility, years in nursing, business status, and move worked.

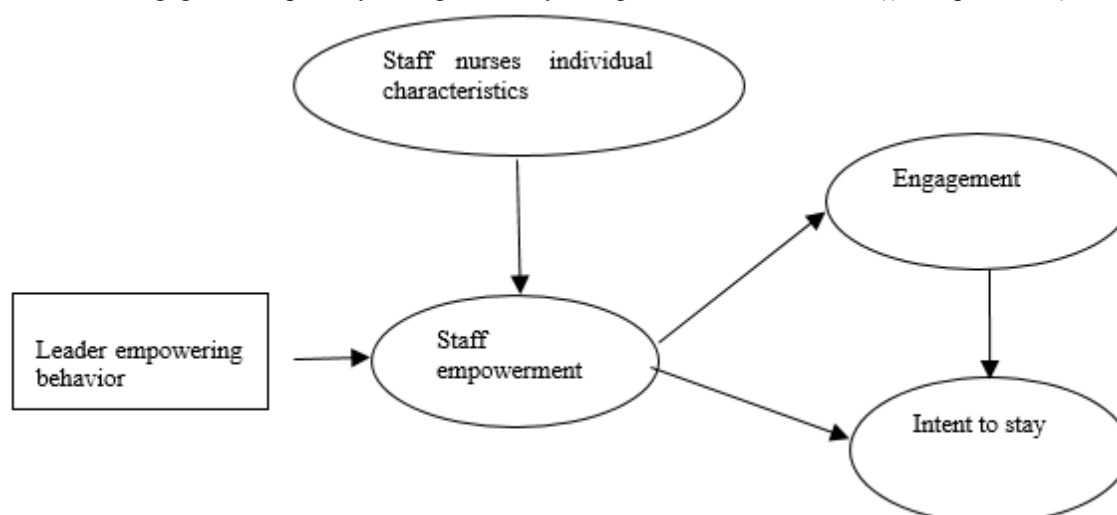
**Conclusion:** The aftereffects of the investigation feature the essentialness of pioneer enabling practices on staff nurture strengthening, work commitment, and plan to remain in their association.

**Keywords-** Nursing Leader, Empowering behavior, intent to stay, Staff Nurses.

### INTRODUCTION

The increasing demand of nurses is offering new opportunities to all nurses in private and government sector hospitals. Nurses are in working different hospitals and are the main force of those hospitals (Ching, 2012). Reports of poor working conditions continue among persistent social protection improving. At the same time, nursing need threats continue as the nursing people ages. Activity methods that make empowering working conditions are likely going to hold medicinal supervisors who are fit the bill to leave, and attract future specialists to the calling. A couple of examinations have focused on pioneer practices and helper reinforcing recently and how these impact the working environment and staff engagement. Associations among pioneer empowering practices, helper refreshing and work engagement have been delineated. In any case, there is a gap in the sensible composition with reference to how pioneer empowering practices affect medicinal specialists' work engagement by making fundamentally captivating work environments (Cziraki & Laschinger, 2015). Nursing Manager gives the nursing staff accountability for work which He/she assigned and accountable to held staff for performance and results. She is capable to holds the people in the department for customer satisfaction. Nursing Leaders are relied upon to be responsible for staff nurture work fulfillment, including giving firm work gatherings and clarifying medical caretakers' categorized parts and helping them to discover reason and significance in their work. On the off chance that staff medical attendants neglect to accomplish these satisfiers, have nurture directors neglected to carry out their employments. It is more fitting for staff medical attendants and administrators to share the responsibility for work fulfillment (Oshima Lee & Emanuel, 2013). When nurses turnover rates are averaging above 20% in hospital administrators are challenged to heir and retain clinical nurses in a time. Nursing research finding shows that leadership styles of nurse manager's enhance retention of nurses in hospital (Force, 2015). Managers shares information that need to ensure high quality results to team members, and also provide information need to meet customer needs (Lin & Hsiao, 2014). Supervisors' impulse the staff to utilize the deliberate critical thinking techniques e.g. (seven stage critical thinking model). He/She will chance oversights on individuals' part if, over the long heave, she learn and create because of encounters to the sub-facilitators, and attempt to improve new thoughts regardless of whether there is a report they may not succeed (Kindipan, 2017). Leader in organizations are responsible for creating an environment that is productive as well as satisfactory for employees. He is also answerable for providing the direction and support to the employees for creating such environment (Wang, 2013). They don't promote the self-directed decision making power for issues how to get done. Due to lack of transformational leadership style not share the new information or ideas with sub-coordinators that's why nurses have poor knowledge about patient satisfaction and technology. As a result, so it is necessary to investigate

concepts and their linkage to increase job satisfaction and decreasing turnover in nurses. Leaders with a transformational initiative style improve distinctive 'additional part' execution in medical caretakers and this expands Nurses's facility viability. They do as such by setting up a feeling of self-viability yet additionally by intensifying their levels of commitment in the working environment (Salanova, Lorente, Chambel, & Martínez, 2011). Empowerment leadership includes Delegation of Authority, self-efficacy, information sharing, Accountability, Skill Development and Coaching. It can be referred as supervisors providing direction and support to their underneath workers for their improvement. Employees can perform their work activities under the supervision of their managers. Hence, they would have feeling that work they are doing is meaningful and feel being empowered (Kindipan, 2017). Providing information to supervisors giving the information to their subordinates about organization rules and policies, decisions and recent developments in the organization. By giving such information the employee satisfaction can be increased. With the inclusive information, subordinates can understand well about what happened in the organization and what is going to be happened. This gives the sense of significance in the work of employees (Kindipan, 2017). Leaders are taking comments of assistants or aids in decision making and problem solving process and encourage them to work or participate as a team member. With this drill employees can feel that they have the impression on the organization. This also boots the importance of their work. As this consequence, worker will feel being empowered and respected. All these factors increase the intent to stay in the organization and job satisfaction (Wang, 2013). Staff Nurses turnover rate is among the most shocking rates for proficient gatherings. Medical assistants' willful turnover affects medicinal services associations and patients. Medical caretakers' intentional turnover powers coordinate (e.g., publicizing and preparing new staff) and indirect expenses (e.g., low efficiency of new staff and diminished spirit of other staff) to medicinal services associations. According to Waldman and colleagues, the total cost for a newly hired nurse averaged 15,825 US dollars and the cost of reduced productivity ranged from 5,245 US dollars to 16,102 US dollars. Nurses' turnover results in inadequate nurse staffing, work overload and longer shifts and consequently is associated with lower nurses' job satisfaction. High turnover affects the morale of nurses and consequently their ability to meet patient needs and to provide quality care (Mosadeghrad, 2013). This examination demonstrated the significance for associations to execute administration practices that advance both high-quality nurse-administrator and nurse-doctor connections, since they increment medical Staff' relationship with their units. Individual emotional responsibility is a vital quality for holding a workforce and great medical attendants' relationship at group-level associations with the managers and doctors are instrumental in creating recognizable proof with the work unit. In this manner, the nature of relationship among staff individuals is an imperative factor in medical attendants' choice to take off (Galletta, Portoghese, Battistelli, & Leiter, 2013). Organizations require the constant application of effective and relevant leadership to maintain regulatory compliance, enhance customer satisfaction and financial performance, and optimize people management. Leaders in organizations are responsible for providing the direction and support employees need to create the environmental conditions that promote high levels of work engagement especially during necessary changes and transformations ((Kindipan, 2017).



Research Framework: Leader Empowering Behaviors Influence on Staff Nurses' Empowerment, Engagement and Intent to Stay Model (Kindipan 2017).

## METHODS

Descriptive correlation study design was used. A convenience sample of nurses ( $N = 200$ ) employed in various nursing units within three hospitals completed survey related to perceived leader empowering behaviors, and the

nurse's level of work engagement and intent to stay in his/her organization of employment.

## RESULTS AND DISCUSSION

Most of participants perceived their leader as one who demonstrated leader empowering behaviors. Based on the frequencies of the scores within the domains of the instruments, most participants perceived their nurse leaders held them accountable for their performance, delegated authority according to their level of responsibility, included them in work-related decisions and communicated information needed to meet the needs of their customers. Most of the nurses also perceived that their leader encouraged trying new and manager provides frequent opportunities to develop new skills. In this chapter discussed results of this study and placing the findings in context of the literature and previous study results. The study sample characteristics will be discussed. Additionally, the results of this study of the influence of leader empowering behaviors on staff work engagement and intent to stay will be discussed. The staff nurse's demographics in relation to leader empowering behaviors, work engagement, and intent to stay will be presented. The limitations of the study, future implications, and recommendations for future research in this area are presented. The age of the Participants ranged from 21 to 36 years of age with the 25 – 28-year-old age range comprising the highest 139. The majority of nurses were female (98 %) and male was only 2 %. According to U.S Department of Labor, Bureau of Labor Statistics (2014) findings that 90% of registered nurses were women and 10% were men. According to Kindipan, I. (2017) Majority of participants was female 89.62 % and male was 8.96%. The education of the participants in this research most the nurses were diploma holder. The higher percentage of participants with a BSN may be due to the Magnet status of the participating hospitals. Magnet status hospitals place greater emphasis on the pursuit of higher education (Kindipan, I. 2017). Most of the nurses worked in their current department between 1 – 4 years ( $n=96$ ). And most of the nurses work experience was 5 to 8 years and percentage was 53%. Majority of these participants day and night rotation duties (39.6%). The typical participant worked full time and primarily on the day shift. These results were consistent with a survey of registered nurses indicating that 79% of nurses were employed full time and worked an average of 38.4 hours/week (AMN Healthcare, 2013). Most of the nurses in this study perceived that their leader as one who demonstrated leader empowering behaviors and leader encouraged trying new and manager provides frequent opportunities to develop new skills. According to Kindipan, I. (2017) Most of the staff nurse perceived their leader as one who was empowering and demonstrated strong leader empowering behaviors. This was inconsistent with the findings reported in the other two studies about leader empowering behaviors and empowerment among staff nurses. The nurses in these studies perceived their leader's behaviors to be somewhat empowering (Cziraki & Laschinger, 2015; Peachey, 2002). In this study, nurses were reported their feeling empowered by their leader's empowering behavior based on their interaction with their leader which is in contrast with the way nurses in other studies felt empowered based on their interactions with the patient, family, physicians, and working with other nurses as a team (Chandler, 1992, Greco, 2006). Nurses in other studies viewed empowering leaders as leaders who facilitated meaningfulness on the job (Cziraki et al., 2015; Lee et al., 2016). In this study there was a significant difference in intent to stay between the different categories of number of years working in current hospital. However, there was no clear pattern with every other tenure range being significantly different. These findings were consistent with the findings of Chen et al., (2014) indicating that senior and more experienced nurses more often stayed in their current hospital compared to younger inexperienced nurses.

## CONCLUSION

The results of the study highlight the significance of leader empowering behaviors on staff nurse empowerment, work engagement, and intent to stay in their organization of employment. Within the complexity of healthcare work environments, nurses are expected to adapt to constant and rapid change in their work environments while staying compliant with all the regulatory and practice standards. The energy required to achieve these expectations makes it challenging for staff nurses to stay constantly engaged and commit to staying in their organization of employment. Leaders play a pivotal role in empowering staff and influencing staff nurse's work engagement and intent to stay in their organization to ensure positive organizational and patient outcomes.

## ACKNOWLEDGEMENT

Start with the name of **Allah** who is Beneficent and Merciful, the source of knowledge and wisdom of mankind, who blessed us the ability to fulfill this task in limited time period. I would like to thank the following people who in many ways contributed to this piece of work. I would like to thank my Parents and Husband to support me for higher education. I would like to thank The Principal of Lahore School of Nursing (Mr. Muhammad Afzal), who allowed me to do this study and guided me. I would like to thank the subject faculty also, Mr. Muhammad Afzal for being my guider and the greatest inspiration for my work when I had no idea to perform a research work. I am indebted to my Preceptor Mr. Muhammad Azhar and admire the way in which she explained very difficult concepts in very simple ways. Would like to acknowledge my family members, without their help this project was not possible. I would also like to thank all the participants and my colleagues. Their participation made this study

possible. It is a great pleasure to have all of these wonderful people in my life. I thank the management of The University of Lahore.

## REFERENCES

- Afsar, B., F. Badir, Y., & Bin Saeed, B. (2014). Transformational leadership and innovative work behavior. *Industrial Management & Data Systems*, 114(8), 1270-1300.
- Afsar, B., & Masood, M. (2017). Transformational Leadership, Creative Self-Efficacy, Trust in Supervisor, Uncertainty Avoidance, and Innovative Work Behavior of Nurses. *The Journal of Applied Behavioral Science*, 0021886317711891.
- Carpenter, C. J., Boster, F. J., Kotowski, M., & Day, J. P. (2015). Evidence for the validity of a social connectedness scale: Connectors amass bridging social capital online and offline. *Communication Quarterly*, 63(2), 119-134.
- Ching, Y. (2012). *Empowering leadership behaviours and work outcomes: mediating role of psychological empowerment and moderating role of need for achievement*. Dissertation). Hong Kong Baptist University, Kowloon Tong, Hong Kong.
- Cziraki, K., & Laschinger, H. (2015). Leader Empowering Behaviours and Work Engagement: The Mediating Role of Structural Empowerment. *Nursing leadership (Toronto, Ont.)*, 28(3), 10-22.
- Echoles, F. E. (2016). *Strategies for Mitigating Nurse Turnover in Eastern and Northern Virginia*. Walden University.
- Galletta, M., Portoghese, I., Battistelli, A., & Leiter, M. P. (2013). The roles of unit leadership and nurse–physician collaboration on nursing turnover intention. *Journal of advanced nursing*, 69(8), 1771-1784.
- Kanter, R. M. (1977). (1977a). Men and women of the corporation. New York: Basic Books.
- Kindipan, I. (2017). *THE ROLE OF LEADER EMPOWERING BEHAVIORS ON WORK ENGAGEMENT AND INTENT TO STAY AMONG STAFF NURSES IN ACUTE CARE HOSPITALS*.
- Lin, R. S.-J., & Hsiao, J.-K. (2014). The relationships between transformational leadership, knowledge sharing, trust and organizational citizenship behavior. *International journal of innovation, management and technology*, 5(3), 171.
- Mosadeghrad, A. M. (2013). Occupational stress and turnover intention: implications for nursing management. *International journal of health policy and management*, 1(2), 169.
- Mudallal, R. H., Othman, W. a. M., & Al Hassan, N. F. (2017). Nurses' Burnout: The Influence of Leader Empowering Behaviors, Work Conditions, and Demographic Traits. *INQUIRY: The Journal of Health Care Organization, Provision, and Financing*, 54, 0046958017724944.
- Orgambidez-Ramos, A., & Borrego-Alés, Y. (2014). Empowering employees: Structural empowerment as antecedent of job satisfaction in university settings. *Psychological Thought*, 7(1), 28-36.
- Oshima Lee, E., & Emanuel, E. J. (2013). Shared decision making to improve care and reduce costs. *New England Journal of Medicine*, 368(1), 6-8.
- Salanova, M., Lorente, L., Chambel, M. J., & Martínez, I. M. (2011). Linking transformational leadership to nurses' extra-role performance: the mediating role of self-efficacy and work engagement. *Journal of advanced nursing*, 67(10), 2256-2266.
- Usman, I. (2010). The effect of leadership on performance management, good governance, internal and external satisfaction in study programs. *China-USA Business Review*, 9(5), 8.
- Wang, D.-S., & Hsieh, C.-C. (2013). The effect of authentic leadership on employee trust and employee engagement. *Social Behavior and Personality: an international journal*, 41(4), 613-624.
- Zareen, M., Razzaq, K., & Mujtaba, B. G. (2015). Impact of transactional, transformational and laissez-faire leadership styles on motivation: A quantitative study of banking employees in Pakistan. *Public Organization Review*, 15(4), 531-549.