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Running head: IMPLEMENTING MODERN MANAGEMENT IN NURSING

Impact of Modern Management Techniques on Job Satisfaction and Nursing Burnout

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Executive Summary

Throughout the recent years, there has been occurrence of massive nursing shortages across the country. While there are many explanations as to why these shortages could be occurring, one very common explanation is that of poor leadership. As it now stands, the training for new leaders is a “trial by fire” style of orientation. New leaders either have a short training period consisting of minor introductions and gathering of various system access, or no training for their new position whatsoever. This style of orientation leads to poor outcomes for the leader as well as the team they are put in charge of. These new leaders, with no background in leadership and minimal support in their new role, may revert to the traditional tactics of managing people. The leader without leadership training will do the basics, enforce the rules and regulations of the organization. While this is major portion of their new role, without proper training the new leader reverts to managing people as a dictator, without compassion, understanding and empathetic thinking. This outdated way of management leads to poor morale amongst teams, decreased job satisfaction as well as increased turnover. Introducing new leaders to their new roles with an inclusive orientation is one way to ensure strong leadership.

The current and trending style of leadership is still primarily that of the outdated dictatorship. With education and training put into place for new leadership orientation, strong transformational leaders can be developed. Hospital organizations have the responsibility of developing nursing leadership, and nurse leaders have a responsibility to caregivers to foster engagement in nursing. Training and adoption of this transformational leadership style can have major effects on nursing job satisfaction and burnout. These leaders encourage caregivers to accomplish goals through motivation, they consider the individual, and find innovative solutions to promote positive nurse emotions (Wei et al., 2020). All of these actions help to build a trusting

relationship between nurses and their leaders. This trust creates a healthy and positive work environment. Therefore, it is imperative for organizations to develop their leaders and encourage them to adopt a more modern, transformational leadership approach.

1. Rationale for the Project

High turnover rates within an organization are results of poor leadership leading to a negative and unsupportive clinical climate (Wu et al., 2019). With poor organizational leadership comes poor organizational outcomes. The transformational leader can have major positive effects on the team they lead. Ensuring nursing job satisfaction has become a major focus of organizational leaders as to decrease burnout and turnover rates. Nurses, especially in today's climate, are experiencing exhaustion emotionally and physically. It is important that leaders are able to encourage and engage these employees in order to decrease these negative impacts on the organization and on the patient population. Not only does burnout cause nurses to lose interest in the work they were once so passionate about, it also increases the emotional and physical toll of the job. There is also a major negative impact on the patient population involved with nursing turnover. Nurses that are physically and emotionally exhausted can have compromised decision-making, critical thinking, and reaction times (Wei et al., 2020).

The goal of this study is to bring awareness to the necessity of proper training for new leaders. Implementing this time and attention for orientation will have positive effects on the organization and the success of organization goals. The current process of orientation for new leaders is unacceptable and will lead to unmet organizational goals as well as a decrease in patient satisfaction and care. Training the leader in the modern, transformational style will lead to motivated and engaged employees. The organization that supports the transformational

leadership style creates a culture and environment that supports change and participation (Luzinski, 2011).

2. Discussion of Literature

During a literature review, many studies were identified discussing the relationship between the nurse leader and nursing job satisfaction and turnover rates. When leadership is not directly mentioned, factors that can be influenced by leadership that contribute to nursing job satisfaction are scattered repeatedly throughout the studies. All of these studies bring awareness to leadership development. Training is necessary to develop strong, authentic and transformational leaders who are able to innovate, influence and implement change. Karlsson (2019) conducted a descriptive study to determine implications for nursing leadership that can increase nurses' intention to stay. The study identified particularities in nurse interviews and resolved that to increase nurses' intention to stay they required their needs for appreciation to be met, a better work environment, as well as personal and professional development opportunities (Karlsson, 2019). All of which can be influenced by training and developing strong nursing leadership.

Lee et al., (2018) discussed the relationship between the authentic leader and the nurses' intent to stay. The authentic leader is honest and holds integrity. This leader is trusted by their followers and helps to build and sustain that same trust within the organization. This study points out the importance of the relationship between nurse managers and nursing staff, because it not only sustains a healthy workplace, but also influences nurses' intent to remain in their current job (Lee et al., 2018). This study is one example of an indirect approach to influencing nursing leadership. The leader who is authentic has the ability to influence the workplace. And a nursing

work environment that is positive and supports nursing practice and professional development increases nurses' job satisfaction and intent to stay.

Mudallal et al. (2017) conducted a cross-sectional, descriptive study to investigate the influence of leader empowering behaviors (LEBs) on nursing burnout. The review findings suggest that many factors can have an effect on nursing burnout. The results of the study identify the importance of the leader in nursing and their ability to create a positive work environment by increasing the meaningfulness of their work, inclusion of nurses in workplace decisions, expressing confidence in nurses' ability to perform, providing autonomy and facilitating professional development (Mudallal et al., 2017).

A qualitative, descriptive study done by Wei et al. (2018) identifies strategies to be adopted by nursing leaders to cultivate resilience in nurses. Once these strategies are identified, training nursing leaders is necessary in order to put them into practice. The study concludes the message that nursing leaders have a responsibility and obligation to identify and model evidence-based practice in their work and to promote nursing resilience. The nurse leader is instrumental in creating a resilient workforce. Organizational commitment to developing leaders is vital not only to impact nursing staff but also to improve the outcomes for patients as well as the organization itself (Wei et al., 2018).

3. Project Stakeholders

In this case, nurses present as the stakeholders of the organization. The nurses have vested interest and are affected by decisions made by the organization. Nurses within the organization are in need of a change in leadership. Burnout in nursing is a global issue and can be majorly affected by leadership, therefore a change is essential for success of the organization.

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The organizations administration also presents as stakeholders of the organization. Without proper training of organizational leaders, burnout and decreased job satisfaction will continue to occur. The organization sets goals to be achieved and carried out through management. Poor leaders in management are unable to motivate and encourage their teams to work towards and achieve organizational goals. With implementation of leadership training, leaders will be able to accomplish goals through motivation of their teams, considering individual members of the team, and creating innovative solutions in order to promote a positive emotional culture among the team (Wei et al., 2020).

It cannot be minimized in saying that patients also play a role as stakeholders. Patients are consumers of healthcare. For the most part, patients have the ability to choose which organization will provide their care. If patients are unhappy with the outcomes of their care they may choose a different organization in the future. Poor leadership affects healthcare staff which eventually has an effect on patient care. Patients have the power to choose their provider, which is an important factor for organizations to remember when considering leadership training.

4. Proposed Outcomes

Healthcare is continuously growing and adapting, therefore healthcare providers are responsible for continuously adapting with it. In this same sense, healthcare provider's needs are continuously changing. It is the responsibility of the organization to develop leaders that are capable of meeting the needs of healthcare providers as to increase job satisfaction and decrease nursing burnout. The goal of this implementation is to identify gaps in current leadership skills and practices and train them to align with a more modern approach to leading their teams. The outcomes of this implementation include 1: Employee evaluation of leader to identify need for development.; 2. Identify particular skills in need of development for individual leaders.; 3.

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Engage leaders in ongoing training and development to align them with organizational standards.; 4. Assist leaders in applying new management techniques into practice.; 5. Continuously re-evaluate and develop new and existing leaders within the organization to improve nursing retention and increase job satisfaction.

5. Evaluation Design

Evaluation of current leaders is planned to be ongoing, with leadership opportunities offered multiple times per year. Quarterly, evaluations will be sent out to varying departments for employees to send anonymous feedback regarding their leaders. The participants will complete a questionnaire (Appendix A) and submit them to the education department designated team member. These evaluations will be used to make decisions regarding who is to participate in continued education in leadership development.

6. Timetable/Flowchart

Throughout previous semesters within the Nursing Administration program, the PICOT question was developed. The question began as an investigation into the aspects of leadership that negatively affect nursing job satisfaction, and has since developed into an identification of the need to train and develop leaders to positively affect nursing job satisfaction and to decrease nursing burnout. Flow charts for project implementation and evaluation were identified in the current semester as well as the creation of the project summarization. The presentation will be presented to University peers April 2021.

7. Data Collection Methods

Data collection for this study was done through a review of previous studies that identified factors within leadership that influence nursing job satisfaction and burnout. The strengths and weaknesses of each independent study were taken into consideration. After

implementation of leadership training, data collection will be completed to assess outcomes and need for follow-up training. Employee and leader surveys will be collected and reviewed by the hospital education department and decisions to include additional face-to-face interviews will be discussed.

8. Evaluation Discussion

There is not currently a practice or protocol in place for evaluating and improving leadership. The facility does provide random opportunities for leadership development, but there is no protocol for new or struggling leaders at this time. Giving individual departments the opportunity to evaluate current leadership not only gives the organization an opportunity to improve, but also takes the first step in increasing nursing job satisfaction by engaging them and including them in the matters of their workplace. Discussing the implementation with senior leaders as well as human resources, they believe this is a necessary step forward for the organization.

9. Costs/Benefits

The cost of this project is presented in terms of outsourced professional leadership speakers, supplies and food. Development Dimensions International (DDI) is a global leadership consulting firm that provides assistance to organizations for hiring, promoting and developing exceptional leaders. The cost of this program varies depending on the size of the group assigned to the program. This cost will be analyzed and considered in the final cost analysis for this project. Office supplies such as paper, index cards, pens, as well as the printing of information provided by DDI average \$20 per attendee. Breakfast, snacks and lunch provided throughout the training average \$20 per person, the total price will vary with the amount of participants.

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Employees attending the training will range from 10-20 participants. Participant salary will be paid through the education budget during this orientation.

Increasing competence of organizational leadership will stand to greatly benefit the organization, far outweighing the cost of this implementation. The increasing nursing shortage and continuance of nursing burnout and turnover is having negative impacts on hospital financial standings. Implementing this time and attention to the root of the problem, and improving leadership, is how this organization will come out on top. Improved leadership brings improved retention and nurse engagement, all of which lead to better patient outcomes and achieved organizational goals.

Conclusion

Implementation of ongoing training opportunities for new and existing leadership is important for organizational success. Mudallal et al., (2017) concluded that the results of his study indicate that nurses' feelings of empowerment can reduce feelings of burnout; this result also supports the importance of the leadership role in nurses' work environment. Developing leaders is the responsibility of the organization. Fostering education for leaders in enhancing meaningfulness of work, creating opportunity for participation in decision making, and expressing confidence in the work being done can help to grow and develop strong teams within the organization. The current process of randomized leadership training with no set strategy is not beneficial to meeting organizational goals. New and existing leaders are struggling, which leads to hardships on their teams and in the end leads to negative patient outcomes. Nurse leaders have the power to build a resilient nurse workforce and affect nurse burnout (Wei et al., 2018). Therefore, it is recommended that a protocol be put into place for ongoing training and evaluation of new and existing leaders within the organization.

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Appendix A

Evaluation Tool (Evaluation of Leader)

My leader makes me believe there is meaning in the work that I do. That my work can make a difference in the organization.

1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

My leader is open to honest feedback and gives me opportunity to express my opinion.

1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

My leader expresses confidence in my ability to do my work.

1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

My leader openly communicates with me regarding ways that I can improve in my work.

1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

My leader encourages autonomy within the department.

1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

Total _____