

00153 Impact of Leadership Style of Nurse Managers on Nurses' Satisfaction and Turnover—An Integrative Review

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Aims: To summarise and evaluate current literature on the leadership styles (and its impact) of nurse managers working in acute care settings.

Methodology: A comprehensive literature search was conducted using the databases of PubMed, CINAHL and Cochrane. Key words include: 'leadership' and 'nurse' and 'perception'. Studies were limited to those published in the last ten years (2007-2017) and in the English language. Thematic analysis was used to summarise the findings.

Result: 11 relevant articles were included in the review. 10 were quantitative in nature while one was a qualitative study. The main themes were:

Common leadership styles -

Among the seven studies included, the most common leadership style portrayed by Nurse Managers was transformational leadership. However, three other studies established that both transformational and transactional leadership were common leadership styles portrayed by Nurse Managers.

Association of leadership styles with nurses' satisfaction -

Association of leadership styles with nurses' satisfaction were measured in different ways across the studies. Overall, Nurse Managers with transformational leadership styles achieved higher satisfaction among nurses under their charge. However, two other studies concluded that both transformational and transactional leadership style can have positive relationships with nurses' satisfaction as well. On the other hand, one study indicated that transactional leadership style had a negative relationship with nurses' satisfaction.

Association of leadership styles with nurses' turnover -

Results differed across studies. Three studies supported that transformational leadership reduced nurses' turnover. However, one study concluded that transformational leadership had negative impact on nurses' turnover.

Conclusion: This integrative review had identified that transformational leadership style is associated with reduction of nurses' turnover and better nurses' satisfaction. However it is unclear whether transactional leadership styles or a combination of transactional leadership and transformational leadership could also be beneficial.