

Relational leadership practices in the workplace can lead to positive outcomes for the nursing workforce, healthcare organizations, and patients

Cummings GG, Tate K, Lee, S, Wong CA, Paananen T, et al. [Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review](#). International Journal of Nursing Studies. 2018;85:19-60.

What is the context of this review?

- Currently, there is a nursing shortage in many healthcare organizations around the world.
 - This shortage can impact how nurses perform at work, their relationship with other care providers, and patient care.
- Leadership plays an important role in helping team members motivate each other to achieve shared goals.
- There are many studies that explore how leadership in healthcare settings positively impacts the satisfaction and performance of healthcare workers, the healthcare organization as a whole, and patient care.
- However, there is a limited understanding of the role of leadership in the nursing workforce.

Box 1: Coverage of OHT building blocks

This review addresses [building block #6](#):

- 1) defined patient population
- 2) in-scope services
- 3) patient partnership and community engagement
- 4) patient care and experience
- 5) digital health
- 6) leadership, accountability and governance (domain 47 - proactive provider engagement at all levels)**
- 7) funding and incentive structure
- 8) performance measurement, quality improvement, and continuous learning

What question is being addressed?

- What is the relationship between different nursing leadership styles and outcomes for the nursing workforce and their work environments?

How was the review done?

- Several online databases were searched to find studies that explored the outcomes of different leadership styles in the nursing workforce.
- The authors were supported by funding from a New Investigator Award, Canadian Institutes of Health Research (CIHR), a Population Health Investigator award, and the Alberta Heritage Foundation for Medical Research (AHFMR).

How up to date is this review?

- The authors searched for relevant studies published up to May 2009.

What are the main results of the review?

- The authors found a total of 18,693 studies, 53 of which were deemed relevant.
- The outcomes of nursing leadership were grouped into the following categories:
 - Staff satisfaction with work, role and pay
 - Higher job satisfaction was associated with styles of leadership that focused on socio-emotional (forming relationships with other people in their lives), inspiration, and transformational leadership (creating a vision to guide change)
 - Job satisfaction was reported to be lower with task-focused forms of leadership (putting more emphasis on structures, plans, and schedules)
 - Staff relationships with work
 - Studies reported that organization commitment (employees' relationship with their employer) was higher with transformational leadership, supportive leadership, and charismatic leadership (connecting with people on a deeper level)
 - Organizational commitment was reported to be lower with task-focused leadership forms of leadership (putting more emphasis on structures, plans, and schedules)
 - Nurses' intent to stay was higher with consideration leadership (being supportive)
 - Staff health and wellbeing
 - Anxiety, emotional exhaustion, and stress were reported to be lower with transformational and empowering leadership, and other forms of supportive leadership
 - Dissonant leadership (reaching goals created by the organization) and management by exception (less contact with managers) was associated with poorer nurse emotional health
 - Work environment factors
 - The climate and culture of workplaces was improved with leadership styles that focused on improvement and change oriented leadership
 - Teamwork between physicians and nurses increased with resonant leadership (working on emotional intelligence to meet group goals)
 - Productivity and effectiveness
 - Transformational, charismatic, and change-oriented leaderships improved productivity of individuals, teams, and organizations
 - Productivity was reported to be lower with task-focused forms of leadership

How confident are we in the results?

- This is a moderate-quality systematic review with an AMSTAR score of 7/9.

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