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Nurse Managers as Transformational and Transactional Leaders

Executive Summary

- 1. In an era when nurse managers are both critical to and responsible for innovation and performance, leadership style is critical to achieve both outcomes.
- 2. Transformational leaders move beyond the management of transaction to motivate performance beyond expectations through the ability to influence attitudes.
- 3. In a comparison of nurse managers and staff nurse assessments of leadership style, nurse managers rated themselves as more transformational than their staff personnel.
- 4. Staff nurses who perceived their managers as more transformational also demonstrated a higher organizational commitment.
- 5. While transformational leaders are more effective, nurse manager performance standards are often rooted in transactional characteristics.
- 6. Nurse managers can be taught transformational leadership skills including establishing clear expectations, creating shared vision, and ultimately inspiring stronger organizational commitment.

THE LEADERSHIP skills and abilities of nurse managers have long been recognized as making a critical contribution to the smooth operation of important units and the success of acute care hospitals. Their leadership role is increasingly gaining attention in relation to their contributions to staff attitudes and relationships. The first-line nurse manager is positioned in a unique proximity to the work itself and to the nursing staff engaged in patient care. Thus, the way the manager implements the leadership role can have a significant impact on the work environment and organizational commitment. The nurse manager who positively influences the work environment and fosters the staff's organizational commitment attains greater achievement at the unit level and enhances the organization's competitive advantage. Exactly how this occurs and the nature of the leadership behaviors exhibited by the nurse manager is not well-defined. This research clarifies the link between the nurse manager's use of transformational and transactional leader behaviors and the development of organizational commitment by registered nurse staff.

Many of the complex demands faced by today's health care leaders at the top of the organization are

also present at the unit manager level. As organizations grow, the distance between the chief nursing officer and the RN staff widens. Nursing staff must increasingly rely on the nurse manager's clinical expertise and leadership abilities, making the leadership role of the unit manager pivotal to unit performance. The "balancing dilemma effect" discussed by Bass, Steidlmeier, Avolio, and Belds, (1997) suggests the notion that leadership style and abilities cascade from one level to another in an organization. Acute care hospitals nurse staffs experience organizational and unit-level benefits from the cascading effects of leadership at the top. However, the unit-level nurse manager's close proximity to the work of patient care and day-to-day leadership interventions in this transaction. Thus dual leadership influences nurse questions about organizational commitment and the role and placement of the leader. How does organizational commitment

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