Autumn Ford PICOT

Question:

Within the nursing staff, how does the transformational leadership approach compared to the authoritarian leadership approach affect the nurses' feelings of empowerment in the workplace?

Summary:

The type of leadership style that nursing leaders utilize influences employees' empowerment and sense of autonomy in the workplace, which directly correlates with employee potential and performance. The book _Understanding Stress at Work_, states: "Studies have also examined factors associated with greater estrangement. Thus, Sarros and colleagues report that authoritarian, inflexible, less empowering leadership leads to employee estrangement and alienation. They also suggest that transformational styles of leadership avoid these losses by providing workers with the support they need to handle complex job demands effectively." The authors of the article _Nurses' Perceptions of Nurse Manager Leadership Styles_ define transformational leaders as those who "motivate employees by inspiring them and providing them with individual attention, while also stimulating their intellectual needs." They go on to say that transformational leadership "encourages subordinate empowerment" with a direct correlation to motivation and job satisfaction because "evidence has shown that empowered nurses shift their self-perceived role from being a subordinate to that of a collaborator". Empowering nursing staff gives them a sense of responsibility, improved job ownership, and builds trust and motivation. In comparison, according to research conducted in the article _Paternalistic Leadership and Innovative Behavior: Psychological Empowerment as a Mediator_, authoritarian leaders exert absolute control that demands of the employee unquestioned obedience, thereby inflicting a feeling of powerlessness and dependency. This micromanaging style of leadership hinders negatively impacting employee empowerment by hindering autonomy and stifling innovation and efficacy in the work environment. With the unilateral decision making that comes with authoritarian leadership, "hinders an employee's sense of having choice in regulating and initiating actions" which in turn leads to a decrease in feelings of meaning and purpose in their work. Because "empowerment enhances the ability of individuals to implement their opinions and ideas, resulting in a higher level of innovation", the authoritarian leadership style thereby diminishes employees' ability to form and bring to fruition novel ideas and practices to the workplace, decreasing overall motivation and growth.

Conclusion:

In conclusion, after researching regarding the impact of transformational and authoritarian leadership styles, there is a direct correlation between each style of leadership and feelings of empowerment in the employee. Transformational leadership fosters an environment of empowerment, innovation, trust, growth, and autonomy, whereas authoritarian leadership stifles employees by creating an environment of total submission and dependency on the leader, leading to feelings of powerlessness. Because authoritarian leaders make unilateral decisions, "employees feel uninvolved and can become complacent". (Abakov, et al. 2017) When employees feel like their voices are heard, and that they have input in workplace matters, they

are more productive and have more satisfaction in their jobs. "Transformational leadership in nursing has been associated with highly performing teams and improved patient care." (Albagawi, et al. 2017)

Work Cited:

Primary Source

Albagawi, B., Laput, V., Pacis, C., & AlMahmoud, T. (2017). Nurses' Perceptions of Nurse Manager Leadership Styles. *American Journal of Nursing Research*, *5*(1), 22–31. https://doi.org/10.12691/ajnr-5-1-3

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Tertiary Source

Dedahanov, A., Bozorov, F., & Sung, S. (2019). Paternalistic Leadership and Innovative Behavior: Psychological Empowerment as a Mediator. *Sustainability*, *11*(6), 1770. https://doi.org/10.3390/su11061770