103 - USE OF LEADERSHIP AS A MANAGEMENT TOOL IN THE PROCESS OF WORK OF NURSES

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INTRODUCTION

When it comes to management of the nursing staff, the nurse is responsible for this role within the institution. The theme manager is present in various work environments, and the hospital is included in it. The nurses in their daily practice faces different situations that require decision making, flexibility, problem solving, conflict mediation, team coordination and planning to achieve organizational goals and customer and others (SIMÕES; FAVERO, 2003).

Some authors show that, when performing the activity of manager the nurse becomes responsible for coordinating the work team and for leading these people with the intention of achieving organizational objectives that benefit the team and the patient. Therefore, the nurse manager must be a true leader that must be prepared to develop the activities of their competence, considered as important within institutions, and that this task is performed correctly the nurse manager must develop their work considering each group member individually, respecting their individuality and still recognizing the ability and competence of each team member (GALVÃO; TREVIZAN; SAWADA, 1998; CUNHA, 2005).

It is understood that the nurse who performs the role of manager should also exercise the leadership role of the nursing staff, the leadership that according to Robbins (2002), can be defined as the ability to influence a group in order to pursue and achieve goals. The author reports that the influence of the leader can be formal as conferred by a high position in the organization, in which one can assume a leadership role simply because of the position he holds, or may arise naturally from inside a group . It is perceived that the nurse leader must, besides occupying a position requiring such practice also needs to strive to enhance this ability and stand out as the true leader of the group.

Amestoy et al. (2009) show that it is essential to emphasize the leadership as a management tool in the process of nursing work, because it is this leadership that assists nurses in team coordination, decision-making and coping with conflicts that may arise in the workplace .

The lead can be explained as a process of interpersonal influence that aims to achieve a goal. But to Cunha (2005) this phenomenon requires a special expertise related to the ability to understand and predict people's behavior, as well as to guide, control and change such behavior.

The relationship between leadership and management is essential in health services and nursing, were always valued the qualities administrative of nurse at the expense of leadership skills that has been required in recent decades with the changing paradigms in the health organizations, passing of a traditional and hierarchical vision of institutions to a vision of more flexible working in teams, with work units decentralized, where there is distribution of power and trust. When the nurse tries to relate the management with leadership authors estimate that this integration is desired by influencing the fulfillment of norms and routines, the forecasting and provision of material and environmental resources and contribute to the efficiency of the nursing management. (MARQUIS; HUSTON, 2005).

Trevizan et al. (1991) show that leadership is a process that needs to be developed with skill, ability and talent, which are liable to be learned. Given this process led distinguished the leader, determining if this leader can to incorporate or not the precepts of leadership. It is observed that the nurse stands out for so many activities it performs, which include intellectual work the coordination of actions of the nursing team, and also the assessment and management of human resources so that it can be performed patient care.

Conclude that the nurse manager is like a leader who must meet both the needs of the team and the patient. Providing the best working conditions and care that is given. And it must develop the skills necessary for a leader and promote an adequate and satisfactory management.

OBJECTIVES

This study aims to analyze the scientific production of nursing related to changes in the new leadership concepts and identify whether the assumptions of the new leadership approach are present in the practice of nurses that working in hospitals.

METHODOLOGY

Was conducted using the methodology of integrative review a detailed analysis of scientific publications with the intention of extracting data for analysis. By addressing integrative review authors try to define it as a methodological approach related to the revisions that has the feature to include experimental and non-experimental studies, that the researcher has a thorough understanding of the phenomenon analyzed. Also aggregates data from theoretical and empirical literature, and incorporate a wide range of purposes, such as definitions of concepts, review of theories and evidence, and analysis of methodological problems of a particular topic, and others. In this sense the integrative review may be viewed as a research methodology that provides the knowledge synthesis and the incorporation of applicability of results of significant research results in practice. (SOUZA; SILVA; CARVALHO, 2010).

Thus the method of integrative review, provides us synthesize multiple research about a particular subject in a systematic way so as to contribute to the theoretical development of a investigated theme, so the survey was composed of six steps, designed to facilitate the development of search.

Step 1: Choose central theme: Influence of leadership in the managerial practice managerial of nurses that working in hospitals;

Step 2: Definition of inclusion criteria: scientific articles complete and available, served in open access journals and electronic, published from July 2006 to July 2011, in Portuguese, obtained from electronic databases: Literature Latin American and Caribbean Health Sciences (LILACS) and Medical Literature Analysis and Retrieval Sistem online (MEDLINE), located using the descriptors "leadership in nursing" and "management in nursing", standardized by the words of Health Science (DeCS / Bireme);

Step 3: Observation of the information and/or structural data (author, title, year, purpose, methodology and results) that were compiled into electronic spreadsheets;

Step 4: Was performed analysis of summaries of selected articles;

Step 5: The articles selected in step 4 were evaluated in full. After the analysis, analyzed the publications containing assessment/analysis/discussion of the influence of leadership in nursing management;

Step 6: The analysis and interpretation of results were performed in descriptive form, enabling to observe, count, describe and classify the data, wich the intention of extracting the knowledge produced on the theme explored in the review of selected studies.

RESULTS AND DISCUSSION

Starting the search in certain databases, it was possible to find 485 publications for the descriptor "leadership in nursing," in Portuguese, these, 467 were excluded for not meeting all the inclusion criteria. When used the descriptor "nursing management", also in Portuguese, 404 publications were found. Of these, 392 were excluded for not meeting the basic requirements required. Of all the articles found was possible the evaluation and analysis of 31 articles.

In developing the survey the articles were divided into two broad categories. These categories are present in the daily life of nursing, for the day to day performance of the nurse is directed both to meet the needs of the institution, as the needs of the nursing staff. Of the 31 selected articles, 14 were related to the management of nursing services and 17 were on the leadership and management of the nursing staff.

Leadership and management focused on the work process

Analyzing this theme can be seen that the leadership in the role of the nurse managing a unit, in the perception of nurses themselves, is related to the actions of leadership and management. The activities as forecasting and provision of environmental resources and materials, preparing work schedules, distribution of activities and technical-assistance and other administrative activities are prevalent in the daily work of nurses. The planning activities coordination and evaluation of nursing care, are not prioritized in everyday nurse, and these functions are critical to the effective management of care and quality for the patient (SOUZA; SOARES, 2006). When the central theme is the unit of work, the activities of the nurse should have an impact on the patient, ie the administrative activities/management should benefit the patient, not just the unit or the team. For this reason some selected articles in this category assign the leadership and the management aimed at a better functioning of the unit, and this ensures good patient care (SANTOS, 1993).

The articles selected focused on this theme, mostly prioritizes the work process of the unit, ie the articles were associated with the process of managing the unit. The authors seek to uncover whether nurses know the real concept of leadership and try understand if nurses understand the leadership as a means of influencing the team to develop tasks to achieve a goal. Motta (1991) emphasizes that leadership is the ability to influence people to act in an ethical and professional in order to achieve common goals through of collective effort. During the analysis of the articles it was observed that the intention of the researchers was to outline the profile of leader and what are their duties, without citing the benefits that leadership provides to the team and the patient. Motta (2005) asserts that the management is the art of thinking, deciding and acting. The art of making things happen and get results. These results can be defined, planned, analyzed and evaluated, but must be achieved through people and a constant human interaction, in other words, refers to management as a process not only scientific and rational, but also as a process of human interaction which gives therefore a psychological dimension, emotional and intuitive. In this statement, gets explicit the importance of involving the staff in the process of the management, because the staff is the base, is the team who will carry out the activities, so the staff should be favored in order to benefit the patient.

Authors concerned to determine the importance of the nurse coordinating the work unit seeking theories related to leadership to support their research. Some researchers solved using the contingency theory as the foundation of their discoveries. This theory shows that there is no single way to lead, other words, each situation requires different ways of making the decision. In performing this research, Souza and Soares (2006), realize that nurses are still unable to identify the meaning of the word "leadership", they confuse their meanings and declare to be difficult to operate the same. This is evident in many other studies, the difficulty of understanding the function of the leader, eventually confuse the nurses interviewed and cause some discomfort about the subject. The little knowledge of these nurses is also described according to other authors mentioned and this can happen due to many factors, but one of them is related to low motivation during the graduation (COELHO, 2010).

Some styles of leadership are cited in order to determine the characteristic nursing management (NÓBREGA, 2008), or even try to unravel the leadership style that the nurse is able to follow (CASTRO, 2007). Some of the authors also seek to know the main conflicts faced by nurses within the institution, and use the theory interpretative of Culture of Geertz to contemplate this (PROCHNOW, 2007).

The theories are present in most of the studies analyzed, occupying the function of determining personal characteristics of nurses. Thus, the research evaluated show that the main focus of the nurse within the scope management is the process of work. The unit is first seen by the nurse, but this work with the unit bec0omes even more valuable when conducted to better conditions for patients that are hospitalized in given institution.

This way it is possible to observe that patient care is paramount within the nursing management. The leader can't exercise their function without first to worry about the quality of customer service. And for that reason is that the team's performance must be improved, for the well being of the patient within a given unit. The good performance of the nurse leader will cause improvement strategies of work, are even more effective.

Leadership and management focused on team

The selected studies that treat the theme of leadership and the management focused on the staff, highlight how the leadership and the management that has significant influence to the nursing staff. It is perceived then, from the reports of nurses and justification of the authors, as these themes are important in the routine of nursing within the institution and what advantages of those who use properly to work.

According Galvão (1990) is through the leadership that the nurse tries to reconcile the organizational goals with the goals of the nursing team, with the intention of achieving the improvement of professional practice and also an adequate nursing care. Hershey & Blanchard (1986) emphasize that the performance of the headed is a function of the leader, ie nurses are leaders responsible for the good performance of the nursing staff.

With the extension of studies seeking to understand the leadership and the management interfering in team work, the authors also seek to bolster their research on questionnaires that aim to analyze the style of leadership exercised by nurses and bring the same benefits to team members. In this sense, Barbara and Garcia (2009), conducted interviews with nurses and

technicians, seeking to understand the relationship between the different sources of power of the leader and the management styles of nurses, assessing their style of leading, determining that each style has its specificity , and the nurse should add them pondering their ups and downs.

Right now the theories are still looking at research. They emerge with even more force. In a study by Strapasson and Medeiros (2009) the authors used the principle of transformational leadership as the basis of research with nurses. This style of leadership has the ability to motivate both leaders as the led, still involves a vision of the future for both. This leadership is based on trust between leaders and led. This style also enhances the creativity and innovation and stimulates changings (MARQUIS; HUSTON 2005).

In some studies the authors chose to use situational leadership, which highlights in the fact that there is no single leadership style appropriate for any and all situation. (BALSANELLI; CUNHA; WHITAKER, 2008, SILVA e GALVÃO, 2007).

Another model of leadership found in the articles was the leadership based on the 14 principles of Deming. The study was conducted by Rocha and Trevizan and (2009) for the purpose of identifying the opinion of nurses regarding quality management implemented in nursing service in which works. The results of this research showed that, of the 14 principles the highest scoring was the 7 which relates to adopt and institute leadership, in other words leadership means to seek the elimination of failures, train the staff and guide them. On the other hand the principle 3 was the lowest scored cease dependence on mass inspection.

The leadership dialogical is also a of the theories cited Amestoy, et al. (2010), makes a reflective study, which highlights that the communication is as a bridge to successful of the leadership exercised by the nurse, and allows his team the performance of their actions through interrelations with the patient, institution, team medical and nursing staff, seeking to improve the quality of care provided.

In this respect, some authors are betting on a more modern leadership, like the leadership coaching. Within the research the nurses when defining leadership coaching understood as a process of high impact to increasing of productivity, commitment to the results and with the reality of people that presupposes willingness to cooperate. Much of the participants were found coaches (CARDOSO; RAMOS; D'INNOCENZO, 2011).

By observing so many theories focused on leadership and management, we can analyze the concern about being in harmony with the team, and its members are the most responsible for the smooth running of the group, and the leader who guides them, must have the ability to take decisions that benefit the team, so it will be inevitable the benefit to the patient and the proper functioning of the unit.

CONCLUSION

It was evident that nurses among his tasks assigned and practices assume administrative activities to meet the needs of organizations and in order to provide conditions for the realization of care.

Within the work toward the institution, it is perceived as the nurse are concerned about developing the forecasting activities and provision of environmental resources and materials, preoccupation with equipment, developing work schedules, distribution of technical- assistance activities, among other activities, forgetting of group work, where the intent is to exercise leadership. But when it bothers to analyze the management and leadership focused on the team, it is evident that the nurse's actions are related to a leadership style, ie it is necessary to fit a profile leader so it can reflect on a good administration relating to the nursing staff. It is observed a concern of nurses with the skills and characteristics present in people to establish healthy bonds.

Thus, the main concern is to develop a good relationship with the team, ie, to provide good leadership team so it can be guaranteed a good performance of it. This demonstrates that leadership is highlighted as a management tool in the process of nursing work, it helps in team coordination, decision-making and provide a favorable environment and more flexible for the work as a team to be developed, which facilitates actions focused on the quality of patient care.

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USE OF LEADERSHIP AS A MANAGEMENT TOOL IN THE PROCESS OF WORK OF NURSES

ABSTRACT

In the last decades with the change of paradigms in healthcare organizations about leadership, passing of a traditional and hierarchical vision to a vision of more flexible working, new leadership profiles have been required of nurses that develop the management in the health organizations. As a result of these changes, the leadership should be focused on the quality of health care, particularly in the management and assistance. Thus, considering the importance of this new paradigm of leadership for nursing, this study aimed to verify, in scientific production, if the assumptions of these new concepts of leadership are present in the practice of nurses working in hospitals. The study was developed through integrative review of nursing scientific production available online. The articles were classified into two categories that showed the work process and the leadership and management focused on team. It was evident that nurses in their practice assumes administrative activities to meet the needs of organizations, including those relating to administration of professional nursing staff and that in carrying out these activities has the concern to provide an enabling environment and more flexible to work be developed as a team, which facilitates the actions for the quality of patient care.

KEYWORDS: Nursing Leadership, Management.

UTILISER DU LEADERSHIP COMME UN OUTIL DE GESTION LE PROCEDE DE SOINS

RÉSUMÉ

Dans les dernières décennies avec les changements de paradigmes dans les organisations de soins de santé sur le leadership, passant d'une perspective traditionnelle et hiérarchique pour une vue d'ensemble des travail plus flexible, nouveau profils de leadership ont été requis du personnel infirmier qui développent de gestion dans les organisations de soins de santé . En raison de ces changements, la direction devrait être concentré sur la qualité des soins de santé, en particulier dans la gestion et l'assistance. Ainsi, compte tenu de l'importance de ce nouveau paradigme de leadership pour les soins infirmiers, cette étude visait à vérifier, dans la production scientifique, si les hypothèses de ces nouveaux concepts de leadership sont présents dans la pratique des infirmières travaillant dans les hôpitaux. L'étude a été élaborée grâce à un examen d'intégration de production scientifique des soins infirmiers disponible en ligne. Les articles ont été classés en deux catégories qui ont montré le processus de travail ainsi que la direction et gestion de l'équipe concentré sur. Il était évident que les infirmières dans leur pratique suppose les activités administratives afin de répondre aux besoins des organisations, y compris celles qui ont trait à l'administration du personnel infirmier et que dans l'exercice de ces activités est soucieuse d'assurer un environnement favorable et plus flexible pour travailler être développé comme une équipe, ce qui facilite les actions en faveur de la qualité des soins aux patients.

MOTS-CLÉS: leadership, gestion des soins infirmiers.

LA UTILIZACIÓN DE LIDERZGO COMO HERRAMIENTA DE GESTIÓN EN EL PROCESO DE TRABAJO DE ENFERMERÍA

RESUMEN

En las últimas décadas con los paradigmas cambiantes de las organizaciones de salud sobre el liderazgo, pasando de una visión tradicional y jerárquica para una visión del trabajo más flexible, nuevos perfiles de liderazgo han sido requeridos de las enfermeras que desarrollan la gestión en las organizaciones sanitarias. Como resultado de estos cambios, el liderazgo debe centrarse en la calidad de la atención sanitaria, en particular en la gestión y asistencia. Por lo tanto, teniendo en cuenta la importancia de este nuevo paradigma de liderazgo para la enfermería, este estudio tuvo como objetivo verificar, en la producción científica, si los supuestos de estos nuevos conceptos de liderazgo están presentes en la práctica de las enfermeras que trabajan en hospitales. El estudio se desarrolló mediante la revisión integradora de la producción científica de enfermería en línea. Los artículos se clasificaron en dos categorías que mostraron el proceso de trabajo, el liderazgo y la gestión centrado en la equipo. Era evidente que las enfermeras en su práctica asume las actividades administrativas para atender las necesidades de las organizaciones, incluidas las relativas a la administración del personal de enfermería y que al llevar a cabo estas actividades se refiere a crear un entorno propicio y más flexible para el trabajo ser desarrollado como un equipo, lo que facilita las acciones para la calidad de la atención al paciente.

PALABRAS CLAVE: Liderazgo, Gestión de Enfermería.

A UTILIZAÇÃO DA LIDERANÇA COMO INSTRUMENTO GERENCIAL NO PROCESSO DE TRABALHO DO ENFERMEIRO

RESUMO

Nas ultimas décadas com a mudança dos paradigmas nas organizações de saúde sobre a liderança, que passam de uma visão tradicional e hierarquizada para uma visão de trabalho mais flexível, novos perfis de liderança vêm sendo exigidos dos profissionais enfermeiros que desenvolvem a gerência nas organizações de saúde. Como decorrência dessas mudanças, a liderança deve estar voltada para a qualidade da atenção à saúde, sobretudo na gerência e na assistência. Assim, considerando

a importância desse novo paradigma da liderança para a enfermagem, este estudo teve como objetivo verificar, na produção científica, se os pressupostos desses novos conceitos de liderança estão presentes na prática de enfermeiros que atuam nas instituições hospitalares. O estudo foi desenvolvido através de revisão integrativa, da produção científica da enfermagem disponível online. Os artigos foram classificados em duas categorias que evidenciaram o processo de trabalho e a liderança e gerência voltada para a equipe. Ficou evidenciado que o enfermeiro em sua prática assume atividades administrativas para atender as necessidades das organizações, entre elas as referentes à administração dos profissionais da equipe de enfermagem e que no desempenho dessas atividades tem a preocupação de proporcionar um ambiente favorável e mais flexível para o trabalho ser desenvolvido em equipe, o que facilita as ações voltadas para a qualidade da assistência ao paciente.

PALAVRAS CHAVE: Liderança, Gerenciamento, Enfermagem.