

Predominantly practiced leadership styles of chief nursing officers in healthcare organizations

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Objective: The objective of this research was twofold. 1) To identify which leadership style is predominant in magnet and non-magnet hospitals and 2) To determine if the servant leadership style was more suitable in the healthcare environments than transformational leadership style?

Participant: There were ten (n = 10) voluntary participants recruited from various acute care hospitals in the Tri-state area (New York, New Jersey, and Pennsylvania). In some instances, these participants were interprofessional who managed multiple key units of the organization i.e., nursing and operations. Forty percent (n = 4) participants worked in a magnet setting; whereas, sixty percent (n = 6) participants worked in a non-magnet facility. All participants were either Chief Nursing Officers (CNO) or Chief Nursing Executives (CNE) for this research.

Method: A qualitative study design was utilized for this research. A leadership research tool was developed for this study. The data collection consisted of pre-interview questionnaires as well as a 60 min virtual interview with each participant individually. The virtual interview was conducted using a combination of direct and open-ended questions with the participants. The data were analyzed using a thematic approach post-interview.

Result: The ultimate response rate for this study was 100%. Fifty percent (n = 5) participants believed that they practiced servant leadership style and the remaining fifty percent (n = 5) believed that they practiced transformational leadership style; however, post-interview, it was determined that forty percent (n = 4) practiced transformational, while thirty percent (n = 3) practiced servant leadership, twenty percent (n = 2) practiced situational leadership, and ten percent (n = 1) practiced visionary leadership style. Thirty percent (n = 3) participants believed that the servant; whereas seventy percent (n = 7) believed that the transformational leadership style was most beneficial for magnet hospitals. On the other hand, sixty percent (n = 6) of participants believed that the servant and forty percent (n = 4) believed that the transformational leadership style was most beneficial for non-magnet hospitals. Furthermore, eighty percent (n = 8) participants believed that the servant leadership style was best for any healthcare organization.

Conclusion: This research finding demonstrated that transformational, servant, and situational leadership styles were predominantly being practiced among the participants. In summary, participants believed that transformational for magnet and servant for non-magnet hospitals were the best-suited leadership styles.

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Biography

Haroon Malak has more than 10 publications in various periodicals and works as a doctor, business administrator, and scientific researcher.

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