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EFFECTIVE GENERAL HEALTH PRACTITIONER LEADERSHIP AND MANAGEMENT STRATEGIES

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Abstract
The present research seeks to investigate the significance of proficient leadership and management strategies within the nursing profession. It emphasizes the substantial influence of nurse management practices on the nursing workforce, job satisfaction, and patient results. This research highlights the importance of identifying the characteristics of an exemplary nursing leader and fostering effective leadership strategies. This study investigates several leadership theories, including transformational management, resonant leadership, and genuine leadership, within the nursing profession. The study highlights the association between relational leadership styles and positive outcomes for nurses, such as higher professional competence, decreased burnout, heightened work satisfaction, and improved well-being. The paper highlights the impact of organizational elements, such as the makeup of staff, the availability of resources, and the models of leadership, on the successful implementation of leadership. This statement highlights the significance of strategy development and decision-making protocols within the realm of nursing leadership. Moreover, the research emphasizes the significance of nursing leadership in advancing digital and technical interventions, remote workforce management, and problem-solving within the healthcare industry. Trainers are needed to improve the leadership skills and abilities of nurse leaders. The conclusion of this study underscores the need of using a methodical strategy to gathering and assessing nursing leadership strategies, as well as their effects on organizational, nursing personnel, and patient results. It promotes a comprehensive assessment to determine future research needs and enhance the efficacy of nursing leadership.

Keywords: Nursing leadership, management tactics, relational leadership, organizational variables, successful leadership.

1. Introduction

The field of nursing management has seen significant growth during the last decade. Various studies suggest that nursing management strategies that prioritize relationships have a good impact on the nursing workforce, such as increasing job satisfaction, fostering a desire to remain in the nursing profession, and promoting the well-being and health of nurses (1). Furthermore, the implementation of efficient nurse leadership strategies has significant consequences for enhancing the quality of healthcare and the outcomes of patients (2). Given the substantial influence of nursing management

on both nursing and patient experiences, it is crucial to ascertain the attributes of an ideal nursing leader and comprehend the methods by which successful leadership practices may be cultivated.

Nursing studies on leadership frequently examines and applies various theories, with a particular focus on relational elements of leadership. These theories include transformational management, resonant leadership, and authentic leadership (3,4,5). Leadership is the act of exerting influence over a group of persons in order to accomplish a shared objective (6).

The impact of efficient management on nurse well-being, preservation, and patient care is of utmost importance. The correlation between nurses' poor well-being, stress, or burnout and positive patient consequences, including medication mistakes or patient events, has been shown to be statistically significant (7). According to Cummings et al. (1), there is a stronger association between relational leadership styles and favorable results for the nursing workforce compared to task-focused or laissez-faire managerial approaches.

Nurses assume leadership positions across several domains, ranging from patient care to corporate settings. However, it is essential to improve the strategic implementation of effective leadership strategies in order to address the negative consequences of subpar staff performance within a workforce that plays a crucial part in the evolving healthcare landscape (8,9). The identification of characteristics that support management in nursing is of utmost importance in order to foster the development of a new cohort of nurse leaders.

The potential of a leader to advocate for strategic development is significantly influenced by various organizational factors, including the quantity and composition of personnel, the availability of resources, the level of support from human resources management, and the leadership models employed, such as team leading, dual leadership, and shared governance (10,11). According to Thude et al. (12), leadership within an organization is influenced by several factors, including the power balance, personal connections of nursing leaders, trust and communication, and decision-making procedures.

According to Terkamo-Moisio et al. (13), it is essential for modern nurse leaders to possess the autonomy to make judgments pertaining to digital and technological solutions, distant management, and the quantity of centralized solutions. Effective issue management is an essential aspect of every leadership role, necessitating the healthcare sector to prioritize the cultivation of outstanding managers for the future. In conclusion, the multifaceted demands imposed on nurse leaders need the provision of training programs aimed at enhancing their leadership aptitude and competencies (14).

The field of nursing leadership has undergone thorough examination, with multiple evaluations synthesizing the results of various leadership approaches. Nevertheless, there has been a lack of systematic collection and evaluation of the reviews pertaining to the subject. Furthermore, the prior presentation of organizational, nursing staff and patient outcomes as fragmented necessitates a holistic evaluation to identify future research requirements and enhance the efficacy of nursing leadership.

2. Methodology

2.1. Research Design

The present research utilizes a systematic review strategy to investigate the efficacy of leadership and management strategies in the field of nursing. The use of the systematic review methodology facilitates a thorough amalgamation of extant scholarly works pertaining to the subject matter, hence guaranteeing a meticulous and impartial examination of the accessible data. This technique seeks to provide a thorough overview of the existing information and insights on successful nurse leadership and management methods via a systematic process of locating, selecting, and assessing relevant research.

2.2. Inclusion Criteria

In order to assure the pertinence and excellence of the research, a predetermined set of inclusion criteria was devised for their selection. Initially, the inclusion criteria included just peer-reviewed publications that were published in esteemed academic journals. Furthermore, it was essential for the

research to specifically concentrate on nursing leadership and management methods, analyzing their influence on the nursing workforce, patient outcomes, and organizational aspects. Furthermore, the investigations may use a range of research methodologies, such as quantitative, qualitative, and mixed-methods constructions. The objective of this criteria was to include a diverse array of data in order to provide a full comprehension of the subject matter. Finally, researches that were published in the English language were included in order to enhance understanding and improve analysis.

2.3. Exclusion Criteria

To ensure the review's focus and quality, certain exclusion criteria were used. Excluded from consideration were studies that did not pertain directly to nurse leadership and management methods. In order to guarantee the relevance and specificity of the results to the nursing area, research that predominantly focused on non-nursing healthcare settings or professions were omitted. Excluded from consideration were studies that were either not accessible in their entirety or lacked enough data to extract pertinent information.

2.4. Search Strategy

A detailed search strategy was established in order to discover relevant studies. The researchers conducted a thorough search of electronic databases, including PubMed, Web of Science, and Scopus, using a mix of keywords pertaining to nursing leadership, management methods, and organizational aspects. The search strategy was created with the intention of being all-encompassing and thorough, taking into account the diversity of terminology and pertinent synonyms. In addition, a manual search was conducted on the reference lists of the chosen papers to discover any supplementary research that may have been overlooked during the original search.

2.5. Study Selection and Data Extraction

The method of selecting studies and extracting data involves a two-step procedure. Initially, the titles and abstracts of the found publications were evaluated according to the predetermined criteria for inclusion and exclusion. Additionally, the eligibility of the full-text papers from the chosen studies was evaluated. Any conflicts that arose during the selection process were effectively addressed via deliberation and agreement among the members of the research team.

Relevant information from the chosen studies was collected by data extraction using a standardized form. The provided information included several aspects, including the features of the study, the design of the research, the size of the sample, the main results, and the implications pertaining to nursing leadership and management methods. Subsequently, the collected data were amalgamated and examined to ascertain prevalent themes, patterns, and trends across the investigations.

The processed data underwent thematic analysis in order to discover recurrent themes and patterns pertaining to the efficacy of nurse leadership and management techniques. The process included the encoding of the retrieved data, the categorization of comparable codes, and the identification of overarching themes that arose from the data. The objective of the study was to provide a thorough comprehension of the existing data about successful nurse leadership and management strategies and their influence on diverse outcomes.

3. The Effects Of Nursing Managerial Approaches And Management Methods On Outcomes

The study conducted by Niinihuhta and Häggman-Laitila (15) and Wei et al. (16) found a stronger correlation between relational leadership styles and improved organizational culture compared to other types of leadership. This association was consistent with the perception of trust in the organization and managerial backing among nursing staff, as indicated by previous research conducted by Cummings et al. (17) and Wei et al. (16). Furthermore, Cummings et al. (17) found that relational styles of leadership were linked to certain organizational practices, such as effective staffing.

According to Wang and Dewing (18), there exists a positive correlation between community-related management practices and improved work conditions as well as safer organizational practices, as

compared to alternative management techniques. According to Wei et al. (16), the implementation of organization-related practices resulted in an enhancement of nurses' confidence in the organization. The implementation of relational leadership styles was shown to have a positive impact on employee dedication, as evidenced by higher intent-to-stay and lower turnover among nursing staff (16,17,19,20).

Furthermore, Hussain and Khayat (21) found that the implementation of relational leadership styles resulted in heightened levels of satisfaction and job engagement among nurses. According to several studies (15,16,17,22,23), it has been found that relational leadership styles have a positive influence on well-being. These styles have been found to promote the physical and mental health of nurses, while also reducing burnout and stress. Moreover, there was a favorable correlation between relational leadership styles and the professional competency of nursing personnel. As evidenced by previous studies (17,23,24), nurses who were exposed to relational styles of leadership demonstrated a greater inclination to exert additional effort, as well as enhanced productivity and effectiveness, in comparison to nurses who were exposed to alternative leadership styles (22,23).

The research conducted by Alilyyani et al. (23), Cummings et al. (17), James et al. (22), and Wei et al. (16) has shown that relational leadership has a favorable impact on team cooperation. This is evident via the establishment of a conducive teamwork atmosphere, the cultivation of positive workplace connections, and the enhancement of nurses' confidence in both their colleagues and the leader. Previous studies have shown that the implementation of the interpersonal style of leadership is associated with improved work quality, such as increased autonomy and empowerment among nursing workers (16,17,18,22,23).

The study conducted by Cummings et al. (17) found that task-oriented leadership styles had both positive and negative associations with nurses' organizational dedication and well-being. This finding is consistent with previous research conducted by Cummings et al. (17) and Niinihuhta & Häggman-Laitila (15). Furthermore, research conducted by James et al. (22) and Wong et al. (25) revealed a favorable correlation between task-oriented leadership styles and the productivity, effectiveness, and willingness of nursing staff members to invest additional effort. According to Cummings et al. (17), the implementation of task-oriented leadership styles resulted in a decline in nurses' satisfaction with their leader. Furthermore, the work environment's quality was mostly hindered by task-oriented styles, as shown by Cummings et al. (17) and McCay et al. (24).

The research conducted by Alilyyani et al. (23), Cowden et al. (19), Cummings et al. (17), and McCay et al. (24) revealed a negative correlation between inactive methods of leadership and nurses' involvement, intent-to-stay, and work satisfaction. The negative effects of ineffective leadership on well-being were shown to be equally detrimental (15,16,17), except for burnout, which was more likely to occur in both leaders and workers under passive leadership (15,16).

The implementation of destructive methods of leadership has been found to have a negative impact on nurses' intention to remain in their positions, resulting in a higher likelihood of attrition within the corporation (17,19). Additionally, this particular style of leadership has been linked to increased rates of exhaustion and mental strain between nursing staff (15). The use of management practices by managers has been shown to have beneficial impacts on nursing staff. These practices have been shown to increase work satisfaction among nurses, reduce burnout and stress levels, and promote team cooperation (17,24).

Various community-related practices have been found to have positive effects on nursing staff, such as decreased burnout, increased intent-to-stay, improved job satisfaction, and enhanced team collaboration (16,17,19,20). Previous research has shown that the implementation of organization-related practices has a favorable impact on nurses' intention to remain in their positions (19,20).

4. Nursing Management Techniques And Principles For Leadership In Relation To Patient Outcomes

The literature suggests that there is a positive correlation between relational methods of leadership and several patient outcomes, including patient happiness, standard of care, and safety climate (17,22,23,25). According to previous studies, it has been shown that relational leadership has a

negative impact on pharmaceutical mistakes and adverse events (22,23,25). The study conducted by Cummings et al. (17) and Wong et al. (25) found a significant correlation between task-oriented leadership styles and patient satisfaction.

The study conducted by Fowler et al. (20) found that the implementation of manager-related practices resulted in an increase in mistake reporting and a reduction in adverse occurrences. According to Wong et al. (25), the aforementioned procedures had adverse or statistically insignificant effects on death of patients and healthcare consumption. The use of community-based management strategies has been shown to be associated with higher levels of patient fulfillment and improved quality of care (20,25). Additionally, these approaches have been shown to reduce medication mistakes and shorten the duration of hospital stays (25). The study conducted by Wei et al. (16) revealed that implementing management strategies connected to the organization may improve the culture of patient safety.

5. Mediating Variables

The established assessments found several mediating factors among relational styles of leadership and both staff and individuals results, in addition to managerial outcomes (15,16,18,21,23,25). Organizational autonomy, job happiness, confidence in the boss, regions of worklife, and staff expertise were the mediators most often cited. The study conducted by Alilyyani et al. (23), Niinihuhta and Häggman-Laitila (15), Wang and Dewing (18), and Wong et al. (25) revealed that the positive relationship between interpersonal styles of leadership and various outcomes, such as staff satisfaction and engagement, well-being at work, professional competence, team collaboration, quality of work environment, patient satisfaction, and safety, was mediated by structural empowerment.

The study conducted by Alilyyani et al. (23), Niinihuhta and Häggman-Laitila (15), and Wang and Dewing (18) found that the beneficial effects of interpersonal management on staff dedication, well-being in the workplace, and safety and satisfaction with patients were mediated by job satisfaction. The beneficial impact of interpersonal management on staff dedication, contentment, engagement, and wellness at work was shown to be mediated by trust, as indicated by previous studies conducted by Alilyyani et al. (23) and Wei et al. (16). Moreover, the impact of relational leadership on staff happiness and engagement, well-being at work, and quality of work environment was found to be influenced by several dimensions of worklife (15,16,23). The favorable impact of interpersonal management methods on the safety of patients was influenced by the knowledge of the staff (25).

6. Discussion

Transformational management has been extensively examined as a prominent method of management, demonstrating a favorable correlation with a company's atmosphere and procedures, as well as the personal and work-related outcomes of nursing staff members. Additionally, it has been shown to have a certain degree of influence on patient satisfaction and safety. The evaluations mostly focused on staff results, with job fulfillment being the most statistically important. The findings revealed many deficiencies in nurse leadership research, which will be further upon in the subsequent sections. Additionally, a number of characteristics were discovered that served as mediators in the relationship between nurse leadership and employees and patient outcomes.

The findings of this study are consistent with prior research, indicating that contemporary nursing leadership study has mostly concentrated on relational leadership styles, particularly transformational leadership (26). The findings also indicate significant favorable impacts of the transformational management approach on organizations, workers, and patients, which aligns with existing research (27). Nevertheless, the findings reveal several diverse leadership styles, all of which were categorized as related styles of leadership. It is important to do a conceptual analysis of relational leadership styles in order to provide an appropriate description and operationalization of this particular domain of leadership. This may result in a decrease in the tools now used for relational leadership styles, hence enhancing the comparability of outcomes.

The literature search technique revealed that task-focused methods of leadership were found to be linked with both good and negative results in the identified reviews. This observation aligns with

previous research, as other scholars have also shown a positive correlation between the task-focused style of leadership and the provision of superior healthcare services in healthcare environments (28). Moreover, it has been proposed by some scholars that transactional leadership has the potential to bolster patient happiness, facilitate the implementation of medication error prevention techniques, promote learning from patient safety incidents, and augment organizational learning (28,29).

Conversely, the findings indicate that transactional management is correlated with heightened levels of stress among employees and decreased levels of satisfaction with the boss. The findings presented in this study provide support for the notion that the selection of a certain style of leadership ought to be contingent upon the particular setting and goals (27). Consequently, it is imperative for a nurse leader to possess the ability to employ diverse leadership styles within brief timeframes, such as during an acute crisis like the ongoing COVID-19 pandemic. In order to enhance organizational performance and cultivate a more appealing work environment, it is essential for healthcare companies to actively pursue the adoption of relational leadership (17).

While only a limited number of research have examined disruptive leadership styles, it is important to note that this does not imply that nurse managers do not use these approaches (30). The concept of destructive leadership has garnered significant attention in recent years (31). Further investigation into these styles is necessary to gather data on how this harmful leadership behavior may be readily identified and rectified. It is essential to acknowledge that the dearth of empirical study on detrimental leadership may give rise to inherent biases within the realm of nursing leadership research. Nevertheless, the examination of this particular kind of leadership presents difficulties owing to the limited number of organizations involved and the reluctance of nurses to engage in such surveys.

The current analysis further found many management techniques that were associated with organizational, personnel, and patient outcomes. Based on the findings, it is recommended that companies enhance their interaction (17,18), means of feedback, reward systems, and participation in decision-making processes in order to achieve improved outcomes (19,20). Nevertheless, the evaluations did not investigate the correlation between the competences and job postings of nurse leaders and specific outcomes. Therefore, this area of study has promise for further investigation.

The use of management methods, in conjunction with mediating variables, amplifies the impact of nurse leadership on the results of staff, organizations, and patients. Several studies have shown that the positive effects of relational leadership styles are influenced by several aspects (15,16,21,23). The mediators that were most often examined were the structural empowerment of nursing staff members, their work happiness, and their faith in the leader. It is worth mentioning that the elements in question often influenced patient outcomes, such as evaluated overall satisfaction and patient security. This observation aligns with previous research conducted in the healthcare field (18). The statistical significance of this finding lies in the infrequent reporting of patient results in the identified evaluations, in contrast to staff outcomes. Therefore, the enhancement of relational leadership advantages might be achieved by enhancing structural empowerment, work happiness, and confidence in a leader among nursing staff. Further investigation into patient outcomes using other measures is needed, since the primary objective of healthcare services is to provide high-quality patient care. The evaluations included in the analysis did not address the issue of incomplete or overlooked nursing treatment.

A hypothetical model was developed to illustrate the financial consequences associated with different nurse methods of leadership. It is worth mentioning that none of the evaluations that formed the analysis addressed financial results. This phenomenon is unexpected, given that there exists a cost, although often inverse, for many personnel and patient results. Passive or detrimental management has been shown to have a negative impact on work satisfaction and motivation among nurses. If this condition persists, it may result in burnout and, in the most severe cases, depression and extended periods of sick leave.

Further ramifications may include the manifestation of intent-to-leave and resignations within the nursing profession. In both scenarios, firms incur financial losses and experience a loss of their most valuable asset, their skilled workforce. It is noteworthy to acknowledge that the expenses linked to sick absence, staff attrition, and other patient outcomes, such as falls, have been well documented

(32). A more thorough theoretical framework is required in nursing leadership research to include all pertinent components, such as affordability and the most crucial mediating and intervening variables. While it may be difficult to experimentally validate the conceptual framework, doing so would nonetheless enhance nursing practice.

Future research endeavors should include an examination of the job satisfaction of nurse leaders, along with the financial evaluation of management and leadership in nursing results. Furthermore, it is essential to do research on the determinants influencing the stay of nurse administrators, given the apprehensions surrounding managerial turnover (33). This particular study has significance due to the need of delineating the organizational strategies that may be used to provide assistance to nursing leaders (14).

Nursing management encompasses more than just one-way activities; it necessitates an examination of the staff's role and professional competencies in order to enhance organizational, staff, and patient results. Ultimately, nursing management studies should possess the capacity to construct a comprehensive understanding of the complex realm of leadership. In conjunction with pertinent subject matter, it is essential to scrutinize nurse administration by means of longitudinal approaches and interventions. The reviews included mostly cross-sectional research, with descriptive findings derived from self-reported metrics. There is potential for the utilization of more patient and employee records in the realm of management research. Nevertheless, it is plausible that surveys provide the most dependable outcomes pertaining to methods of management as well as leadership methods.

7. Limits

No constraints were imposed during the search phase with regards to year of publication and language. Nevertheless, several evaluations were omitted due to language barriers, since we were unable to determine whether these reviews met the criterion for inclusion. Moreover, it is worth noting that the time span of the research included in the analysis exhibited statistical significance, suggesting that the comprehension of leadership may have undergone alterations. The criteria for inclusion were stringent, and a comprehensive review was required to document the search approach and quality evaluation process, both of which enhance the credibility of the findings provided.

However, there was a noticeable variation in the quality of the reviews included, and in some instances, the original studies had poor levels of evidence. However, it is important to note that the conclusions presented in the evaluations were very similar. Nevertheless, it is important to acknowledge that the omission of scoping analyses may have resulted in the exclusion of research that are pertinent to the subject matter. The presence of several types of relational leadership and the use of various assessment methods may be seen as a constraint, since it proved unfeasible to ascertain the most impactful type. Finally, it is important to acknowledge that despite the use of a thorough search strategy, there exists the potential for the omission of some pertinent research.

8. Conclusion

In summary, this comprehensive analysis has provided insights into the significance of proficient leadership and management strategies within the field of nursing. The results emphasize the substantial influence of nurse management practices on the nursing staff, job satisfaction, and patient results. The present study has amalgamated information from a multitude of investigations, using diverse theoretical frameworks and research methodologies, in order to provide an entire comprehension of proficiency in nursing leadership.

According to the study, many relational leadership styles, including transformational management, resonant leadership, and genuine leadership, were shown to have a favorable impact on nursing outcomes. There was a positive correlation seen between these techniques and enhanced organizational culture, trust, and management support among the nursing team. Moreover, research has shown that relational leadership has a positive impact on work conditions, improves organizational safety, and boosts nurses' trust in their companies.

The research highlighted the significant connection between relational leadership styles and favorable results for nursing professionals, such as heightened work satisfaction, less burnout, and improved

professional competence. Furthermore, these leadership styles had a positive correlation with enhanced well-being, including both physical and mental aspects, among nurses. The results highlight the importance of leadership in enhancing the overall well-being and contentment of nursing staff.

Additionally, the research highlighted the impact of organizational elements on the efficacy of nursing leadership. The implementation of leadership was shown to be significantly influenced by factors such as human makeup, resource availability, and leadership approaches. The research underscored the need of strategic development, decision-making protocols, and the capacity of nurse leaders to champion digital and technical advancements in the healthcare industry.

The need of developing proficient nurse leadership and management methods is emphasized in this comprehensive systematic study. The results of this study have significant implications for healthcare institutions, legislators, and nurse leaders in the creation and execution of leadership initiatives that emphasize relational strategies and promote the welfare of nurses. The analysis further highlights potential avenues for future investigation, including the examination of the influence of leadership on patient outcomes and the efficacy of targeted leadership treatments.

Recognizing the constraints of this evaluation is crucial. The potential presence of bias and the potential limitation of the results may have been introduced due to the inclusion of research published in the English language and the exclusion of non-peer-reviewed literature. Furthermore, the final results may have been impacted by the quality and accessibility of the research that were included.

Ultimately, this study adds to the expanding pool of information about successful nurse leadership and management tactics. It establishes a basis for actions that are supported by facts and emphasizes the need for continuous study and advancement in this crucial field. Healthcare companies may increase the well-being of their nursing staff and improve patient outcomes by giving priority to and investing in good nurse leadership.

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