



(REVIEW ARTICLE)



Review of the significance of professional values-based leadership and the value of nursing

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Abstract

This article is a component of a more extensive investigation into the value of nursing and includes literature search results from online resources. Understanding numerous leadership theories, including authentic, servant, and congruent leadership, is necessary to comprehend values-based leadership in nursing. The terms values-based, authentic, servant and congruent leadership were used to search electronic databases for relevant studies. The available research focuses on certain viewpoints within the three primary leadership philosophies that fall under the values-based leadership umbrella: authentic, servant, and congruent leadership. Only a small body of research demonstrates that values-based leadership can foster professional collaboration, improve nurse trust and voice, and promote staff wellbeing, empowerment, work satisfaction, patient-focused results, and excellent care. There needs to be more empirical literature on values-based leadership in nursing. Evidence reveals a connection between values-based leadership theories, fundamental nursing principles, and authentic, servant, and congruent leadership. Nurse managers ought to be aware of the possible advantages of a values-based leadership strategy for staff well-being increased professional collaboration and the nurses' voice, improved insight into clinical leadership qualities, and improvements in the caliber of patient care.

The results emphasize how crucial it is to comprehend values, their significance in nursing, and how values are created. The value of nursing is said to be affected by cultural change, globalization, technological improvement, and medical progress. These elements are essential to creating a better organized and scientific understanding of nursing, improving patient care within a supportive and harmonious organization, and increasing nurses' job satisfaction and retention. The results of this analysis have consequences for those who develop policies about recruiting, retention, and estimating the overall worth of nursing.

Keywords: Education; Globalization; Leadership; Nursing Leadership; Professional Ethics; Professional Identity; Professional Values; Recruitment and Retention; Value of Nursing; Values-Based Leadership

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1. Introduction

Values are aspirations and convictions that guide behavior and serve as the foundation for making decisions. Values in a profession are standards for conduct favored by professionals and professional organizations and create criteria for judging behavior. Nursing performance is founded on these ideals because the profession is grounded on professional ethics and ethical values. Altruism, autonomy, human dignity, integrity, honesty, and social justice are among the core ideals of nursing. The fundamental moral principles are commonly held by all members of society and reflect the compassionate and spiritual nature of the nursing profession. It is essential to define these values in each country since they are influenced by the cultural, social, economic, and religious factors prevalent in the community. Ethical norms serve as examples of professional principles. In actuality, ethical codes define the standards of professional behavior, care quality, and nursing practices. Complex ethical quandaries have arisen for nurses due to technological advancements and the expansion of nursing roles. If not handled effectively, such conundrums harm new nurses' capacity to make clinical judgments. The importance of promoting professional values has increased in nursing education due to the number and complexity of ethical challenges in care settings. The promotion of the nursing profession is centered on acquiring and internalizing values. Values become the norms in practice and direct behavior when they are internalized. Through education, values can be directly or indirectly taught, changed, and promoted. Every student comes to nursing school with a set of values that could change as a result of socialization. To ensure the future of nursing, professional values must be thoughtfully incorporated into nursing education. Students' ability to make ethical decisions independently will grow due to instruction in professional ethics and values. Nursing students initially learn professional values through the socialization process and the instruction of their school teachers. Cultivating a profession's ideals, attitudes, and behaviors is known as professional socialization. To understand a problematic phenomenon, a review, the broadest review method, allows its findings to include both experimental and non-experimental research simultaneously. It includes a variety of objectives, such as concept definition, a review of theories and supporting data, and an analysis of methodological concerns related to a particular subject.

2. Methodology

The Rapid Review Guidebook supports the evidence-informed decision-making (EIDM) process advocated by Dr. Dobbin, comprising the following steps. The employed process was called "Steps for Conducting a Rapid Review." We located and obtained relevant research evidence, evaluated its methodological quality, and synthesized it using the Health Evidence™ tool. To investigate the literature that bolsters knowledge of values-based leadership in nursing.

2.1. Search Strategies

Following a quick review of the study areas, the key search terms "nursing," "value," and "the significance of professional values" were developed.

2.2. The final search string is as below:

Nursing, "value," and "the significance of professional values." Four databases—Scopus, Google Scholar, PubMed, and the Cochrane Library—are used to conduct thorough searches for publications. In order to help disseminate knowledge of the grey literature, Google Scholar has been incorporated due to the abundance of articles on the value of nursing. Scopus, PubMed, and the Cochrane Library expertly provided peer-reviewed publication coverage.

2.3. Eligibility criteria

The literature search includes all articles, theses, and review papers published before June 2023 that dealt with nutrition and breast cancer.

2.4. Data Extraction

Two objective medical professionals examined the articles to ensure the selection's objectivity. In 80% of the situations, the two reviewers concurred on the final choice of articles for additional data extraction.

2.5. Results of the literature search

During the initial screening stage, 62 articles were reduced to things that might be relevant. Relevant articles had to be deleted because their names, abstracts, and book chapters were written in languages other than English. Based on the inclusion criteria, the Preferred Reporting Items for Reviews in the Health Evidence™ tool (Figure 1) showed 8 results.

This review adhered to the Preferred Reporting Items for Reviews (PRISMA).

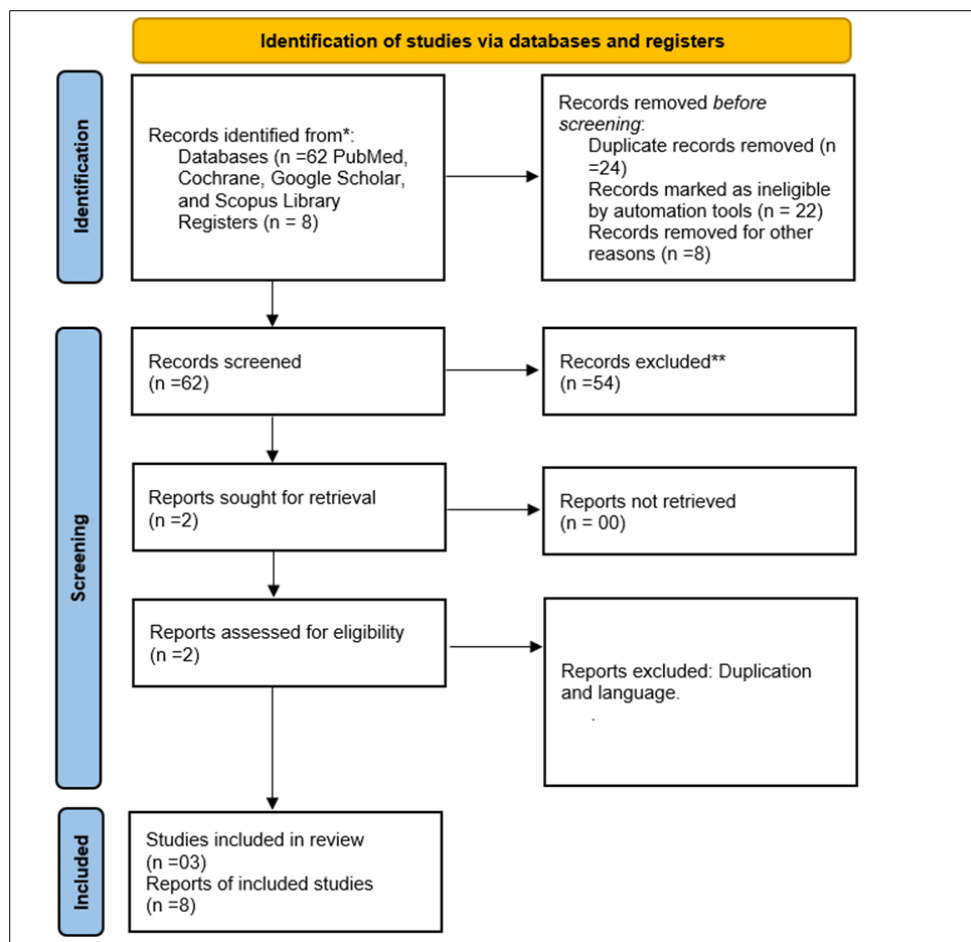


Figure 1 Preferred Reporting Items for Reviews (Health Evidence™ tool) [3]

(PRISMA) flow diagram of the literature screening process

3. Results and discussion

A thematic analysis was utilized to synthesize and further review the literature. It resulted in the development of numerous themes that shed light on the results and consequences of approaches to values-based leadership described for nursing staff, organizations, and the healthcare industry. However, the literature's methodological quality could have been more consistent and predominated.

The data search turned several papers that discussed various aspects of empowering work settings. Values-based leadership, which prioritizes meaningful connections and a feeling of community, supports social capital and fostered nurse retention. When positive workplace role models reinforced a pleasant work environment, this positively impacted mental health and job satisfaction. Research backed up these conclusions, identifying the positive effects of job satisfaction and commitment to the organization when managers exhibited values-based leadership and were considered to bring more excellent citizenship behaviors to the work environment, exhibited through politeness, dignity, and respect. The application of values-based leadership within an organization reduced nurses' stress and encouraged a commitment to remain.

According to the author of the Servant Leadership Survey, most respondents were content with their jobs, and there was a strong association between job satisfaction and opinions of the servant leadership traits of humility, empowerment, responsibility, and authenticity.

Research on improving job satisfaction through congruent leadership could have been more precise, but early signs indicate that it empowers approachable leaders and fosters a healthy work environment. Likewise, authentic leadership boosted job satisfaction and nurses' job satisfaction and performance by promoting organizational empowerment and a related decline in burnout, tiredness, and cynicism. From the standpoint of servant leadership, values-based

leadership promotes greater job satisfaction and morale, healthier working relationships, higher ethical standards, and professional development. Additionally, servant leadership can enable increased research capacity and improved patient care. Authentic leadership, particularly values-based leadership, is significantly linked to improved worker well-being, reduced burnout, and an increased sense of belonging. It was found that nurses supported by preceptors who showed high levels of authentic leadership experienced higher engagement, were encouraged to be positive, and experienced less burnout and emotional exhaustion. This was especially true during the transition from student to qualified nurse. These findings were corroborated by research examining the connection between authentic leadership and flourishing and discovering strong associations between staff vitality and an authentic leadership style. It was discovered that servant leadership improved mutual trust and high-quality social interactions. Placing values at the center of the business has demonstrably improved employee satisfaction. Trust in the leader was crucial for personnel to be encouraged and allowed to express issues. Moreover, the trust might enhance patient care quality and worker engagement. A congruent leadership perspective suggested that trust increased when managers displayed high levels of authentic leadership, a view supported as a general attribute of values-based leadership, and indicated that servant leadership offers the potential for non-stereotypical 'quiet' leaders to lead. Leaders in positions of 'control' were rarely seen as trustworthy or appropriate. Similar to this, studies on congruent leadership found that emphasizing leaders without managerial or positional authority increased follower trust and promoted the "voice" of grassroots leaders, bringing leadership's focus back to the clinical field.

The World Health Organisation (2010) highlighted interprofessional teamwork and education as crucial for enhancing patient care, raising job satisfaction, and lowering stress among healthcare professionals. Authentic leadership, which emphasizes self-awareness and role modeling, reliable connections, and shared decision-making, significantly links empowerment and professional environments to improve interprofessional and collaborative working qualities.

In general, nurses' views towards collaboration were more favorable than doctors', according to reports that nurses had a more favorable self-perception as servant leaders. Research on congruent leadership has significantly emphasized defining clinical leader characteristics, with Coventry and Russell (2020) finding that clinical nurse educators had these traits. Approachability, clinical competency, good communication, and being motivated by their values have been recognized. Patient care and patient-focused outcomes have yet to be extensively studied. In a survey designed to test a theoretical model, the relationship between authentic leadership and perceived patient care quality was explored, and it was discovered that nurse managers who exhibited these behaviors encouraged and promoted views of high-quality care. Supplementary cross-sectional research indicated that where nurse managers exhibited authentic leadership qualities, there was a decrease in adverse patient-focused outcomes and an increase in perceptions of favorable safety cultures. In the community environment, nurses operate autonomously and make crucial clinical decisions that have long-lasting effects on patients and their families. Management challenges and behaviors. A holistic approach supported by servant leadership tenets was found to promote growth.

Begat et al. contend that the recent significant change in organizational and personal culture experienced by nurses is "putting additional pressure on nurses." These circumstances allow nurses to have various life views and expectations, which can be conflicted and heterogeneous and profoundly affect their value system. The cultural values of people who have already immigrated to a country can be significant in a multicultural society and can be seen in particular occupational groups. These beliefs also influence nurses' personal decisions in their family, religious, and social surroundings.

There currently needs to be more research on the advantages of contemporary nursing in a worldwide setting. Since values form the foundation of society and, more importantly for this study, influence how nurses engage with one another and patients and how satisfied they are with their work, a significant portion of the literature in this review has emphasized the implicit need for knowing values. Although it would make sense to start with patient satisfaction or outcomes when examining the worth of nursing, our study had other focuses. Knowledge of the moral principles that guide modern nursing will enable nurses to collaborate with a shared knowledge of their objectives. This should also enable a broader understanding of nursing practice, emphasizing the value of fundamental, primary nursing care and advanced clinical tasks. However, when these ideals are discovered, several obstacles prevent their incorporation into nursing practice. Compared to more technically complex clinical nursing duties, fundamental nursing care is less valued in society.

There needs to be a change of perspective to overcome these numerous obstacles. The nursing union is one of the few organizations with the ability and authority to affect such change. If nurses have shared ideals, they can come together as a strong organization and begin to shape how governments and policymakers view the nursing profession and how they think about it. We can speculate as to how this might occur. The paucity of study in these areas leaves no clues as to how adjustments might be made or what might happen. We can only infer that a unified nursing workforce will

promote higher job satisfaction levels, ultimately resulting in better patient care. This is only possible if nurses know the importance of nursing and what it entails. Building the appeal of nursing as a viable and prosperous profession is necessary, as is solving the recruiting issue and creating a career-focused solid workforce.

In addition to highlighting historical nursing principles, the literature review also touched on the effects of globalization, culture, and emerging medical technology. We agree with Malone's argument that "nurses themselves must promote the value of nursing" and that we must use the available data to show how our work improves patient care.

4. Conclusion

The results of this review have effects on several levels of policymakers. Governments must recognize the connection between health challenges and domestic and foreign policy. Problems with national and international security, protection, human rights violations, and humanitarian law cause widespread illness and disease. Long-considered essential components of health care policies, recruitment and retention of personnel—what kind, how many, for what needs—have repercussions on elementary and secondary education, taxation, and the general well-being of society. Nurses must have a comprehensive understanding of the importance of nursing to the larger global economy to participate in policymaking at high levels. Even if there is a need for more high-caliber research material that can be used to understand values-based leadership, several elements connect and increase comprehension of these many theories. As a result, common themes aid in describing and illuminating features of values-based leadership that focus on the various strategies and their practical application. Each argues in favor of implementing, or at the very least contemplating, a values-based leadership style in nursing. These theories are especially significant since ethical leadership techniques relate to the general professional ideals of the nursing profession. These primarily emphasize enhancing teamwork, patient-focused outcomes, employee well-being, job happiness, and the "voice" of nurses to increase their involvement and impact in clinical practice.

Compliance with ethical standards

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There are no conflicts of interest, according to the authors.

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