

Head Nurse Management Style and Staff Nurse Burnout in Central Hospitals, Lao People's Democratic Republic

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Background and Significance

- **Health care organizations need to respond to rapid changes.**
- **Good management will result in good performance outcomes in organization.**
- **Management style is important to nurse manager that impact staff nurses to improve nursing services and provide good quality nursing care.**

Background and Significance (Ctd)

- Likert (1967) has identified four main systems including; 1) exploitive-authoritative system, 2) benevolent-authoritative system, 3) consultative system, and 4) participative group system. Each system is characterized by management style differences in six major categories: leadership, motivation, communication, decision making, goals, and control.

Background and Significance (Ctd)

- Burnout is very important concept that related to prolonged stress at work that developed when the demands of work and the individual's capacity was imbalanced for long period of time (Gulalp, Karcioglu, Sari, & Koseoglu, 2008)
- According to Maslach, Jackson, & Leiter (1996), they described burnout as emotional exhaustion, depersonalization, and reduced personal accomplishment

Background and Significance (Ctd)

- In Lao some units have high workload such as ICU or ER, the head nurse cannot call for more nurses for these units. They need to have order from the doctors, who are in the top management of hospital level

Background and Significance (Ctd)

- Staff nurses with head nurse rarely have participated in decision making, planning, or evaluating processes nevertheless not complete
- However, it is required participation from all levels of staff as a policy of the ministry of health (Policy of Ministry of health, 2008)

Background and Significance (Ctd)

- Work load of Laotian nurses when it compare with
- WHO (2005)
 - Patient:nurse ratio of 15:1 (OPD)
 - Patient:nurse ratio of 3:1 (IPD)
- In Thailand,
 - the patient:nurse ratio 20:1 (OPD)
 - The patient:nurse ratio 5:1(IPD)
- In Lao, the patient:nurse ratio for all 3 study hospital were
 - OPD was 29:1 and 8:1 for IPD
 - OPD was 20:1 and 12:1 for IPD
 - OPD was 15:1 and 8:1 for IPD

Background and Significance (Ctd)

- Some nurses work 24 hour-shift
- All staff nurses work 64 hours/week
- There were 46 nurses resigned from nursing profession (2009)
- There were 19 nurses moving from one hospital to another

Research Objectives

1. To determine head nurses' management style as perceived by staff nurses in central hospitals, Lao People's Democratic Republic.
2. To determine the level of staff nurse burnout as perceived by staff nurses in central hospitals, Lao People's Democratic Republic.
3. To examine the relationship between head nurse management style and staff nurse burnout in central hospitals, Lao People's Democratic Republic.

Frequency and percentage of head nurse management styles as perceived by staff nurse (n=285)

• Management style	Frequency	Percent
• Exploitive authoritative	0	0.00
• Benevolent-authoritative	69	24.20
• Consultative	210	73.70
• Participative	6	2.10

Mean score, standard deviation and levels of staff nurses burnout the three subscales of Maslach Burnout Inventory (n=285)

Dimension of burnout	Mean	SD	Level
• Emotional exhaustion	15.80	6.22	Low
• Depersonalization	6.74	3.33	Low
• Personal accomplishment	14.34	8.70	High
Degree of burnout			Low

Relationship between head nurse management style and staff nurse burnout as perceived by the subjects (n=285)

• Burnout p value	r	
	Management	
• Emotional exhaustion	-0.07	0.19
• Depersonalization	-0.11	0.05
• Personal accomplishment	0.03	0.56

Implications

- Hospital administrators should be more concerned with some staff nurses who still have moderate and high scores on emotional exhaustion and depersonalization dimensions
- Nurse educators should develop more programs or workshops regarding management to head nurses and senior staff as well as staff nurses so that they will have more knowledge and skills.
- Nursing researchers should be encouraged to conduct more research studies on the topics of management, leadership, and human resource management to develop their quality of nursing care and nursing profession.

Recommendations

- 1. This study measures head nurse management style as perceived by staff nurse in Vientiane only. Further research is needed to study with other provinces in Laos.
- 2. Further research study should be more focused on factors related to management style of head nurse and burnout.
- 3. Qualitative research should be done since there have not had many research studies in Laos.

The results of this study could be used by nursing administrators to understand the importance of setting up a management style training program to improve their head nurses' knowledge and skills.

