The Perception of Decision Involvement and Shared Leadership between Nurse Managers and Registered Nurses in Jordanian Hospitals

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Abstract

Background: The future of healthcare organizations is faced with many challenges. A consistent goal remains to deliver high quality, cost efficient patient care. Nurses are an integral component needed to achieve this goal. Nurses, as an essential element of nursing unit structure, play an important role in decision making that guides patient care efforts in their units. Enhancing decisional involvement had positive effects on nurses and, as a result, patient outcomes. Investigating nurses' perception of decisional involvement, and trying to understand the influence of shared leadership and nurses' demographic data on nurses' decisional involvement can be a starting point to enhance the decision-making process for nurses in Jordan.

Purposes: The purposes of this study are to assess the perception of nurse managers and registered nurses regarding the actual and preferred level of decisional involvement. To understand the influence of nurse's demographic data (gender, age, working sector, educational level, working unit, and years of experience) on nurses' perceptions of decisional involvement. And to identify the relationship between nurses' decisional involvement and implementation of shared leadership that affect nurses practice in Jordanian hospitals.

Methodology: A quantitative approach with a descriptive correlational design using a survey method was used to allocate the participant. A convenience sample of 354 nurses were surveyed using the Decisional Involvement Scale. Data were collected from four hospitals located in Amman, Jordan. Data were analyzed using Statistical Package for the Social Science (SPSS 26.0). T-test and ANOVA test were used to answer research questions.

Results: The sample included 287 registered nurses, and 67 nurse managers. The participants were representative of the target population; 33% were 25 years of age or younger, 62% female, over 35% had at least 5 years of nursing experience, and 76% hold a Bachelor's degree in nursing. The study results showed that there is a difference between registered nurses' actual and preferred DI. These differences were statistically significant. For nurse managers; there is a statistically significant difference between managers actual and preferred DI. For nurses' demographic data; there were statistically significant difference between nurses' actual and preferred DI in related to working sector, educational level, and working unit. But there were no statistically significant between nurses' perception of actual and preferred DI and gender, age, or years of experience (total and current). For shared leadership; Actual DI levels were higher for those with shared leadership participation than those without shared leadership participation. For Preferred DI, there was no statistically significant between those with shared leadership participation and those without shared leadership participation.

Conclusion: The study findings revealed that registered nurses have low levels of actual and preferred DI, implying that the authority for decisional involvement lies within managers' abilities. In consistence, Nurse Mangers perceived that registered nurses have a low level of involvement in decision-making process, but they desire more shared decision making with RNs. Nurses' demographic data that were identified to impact on actual or preferred DI included working sector, educational level, and working unit. No difference was found in actual or preferred DI in relation to gender, age, or years of experience. The implementation of the shared leadership in the nursing unit was associated with a perception of greater involvement but not with a greater preference for participation. The study findings were in consistence with what was found in the literature, and reflect the perception of Jordanian nurses regarding decisional involvement.

Key words: decisional involvement, demographic data, Jordan, nurse, nurse manager, perception, registered nurse, shared leadership.