



The importance of leadership development in Nursing: Literature review



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ABSTRACT

The word leadership emerged around 1300 AD, although the term has been increasingly used in the last 200 years, especially in the English language. As a general and simplified concept, we can say that leadership is the process of guiding a group of people, transforming them into a team that generates results. It is the ability to motivate and influence the people managed, in an ethical and positive way, so that they contribute voluntarily and enthusiastically to the achievement of the team's and the organization's goals. Leadership is associated with incentives, incentives, and impulses that can motivate people to achieve the company's mission, vision, and goals. Leadership is a form of influence.

Influence is an interpersonal transaction in which a person acts intentionally to modify or provoke the behavior of another person (CHIAVENATO, 1999: 553-627). According to the author, leadership is a typical social phenomenon that occurs only in social groups. We can define it as the interpersonal influence exerted in a given situation and directed through the process of human communication to achieve one or more specific objectives.

Leadership is "the beginning and maintenance of structure in terms of expectations and interactions" (Stogdill, 1974, p.411). According to the author, leadership structures the team so that everyone has the same goal and exceeds expectations. through faith and self-transcendence.

Leadership is the process of influencing the activities of an organized group to achieve a goal (Rouch and Behling, 1984, p. 46). Therefore, leadership is controlling the actions of the group where everyone works together focused on these goals. the same goal.

Keywords: Leadership, Development, Performance, Nursing.



INTRODUCTION

Leadership, like motivation, leads us to the most subjective questions of the human being, those that have to do with our inner self, what moves us, what makes sense to us, to which we attribute meaning. According to Chiavenato (1992: 147), leadership is defined as the interpersonal influence exerted in a given situation and directed through the process of human communication towards the achievement of one or more specific objectives.

A good leader is much more than just someone who manages tasks. They must consider their employees as partners and motivate them to follow the organization's goals and mission. To do this, the manager must first identify with the company's vision and thus pass on confidence to others.

Therefore, leadership functions include all activities that affect people, that is, that generate the necessary motivation to put into practice the purpose defined by the strategy and structured in organizational functions. An important aspect of this concept is the word influence and not imposition. In fact, it is possible to impose certain actions on a subordinate when you have the power to do so.

In any case, it is impossible to impose the motivation with which everyone performs the same action. It is this motivation that requires leadership to improve. It is not enough for a leader to achieve the organization's objectives; it is necessary that the actions performed by subordinates be carried out of their own free will.

Among the challenges presented by a changing environment, organizations increasingly value managers who possess leadership skills. Anyone who aspires to be an effective manager must also be conscious of practicing and developing their leadership skills. To achieve this, the leader must develop strategies and adopt different and flexible leadership styles according to the demands of the situation.

Problem: In recent years, society has undergone an unprecedented process of radical transformation, and this has directly affected the way organizations and people are managed. In this way, significant changes were experienced in society, business and human relations.

In this new context, predictability, control, and bureaucracy increasingly lose space for innovation, autonomy and creativity. In the same way, it is observed that the boss leaves the scene and the leader enters.

Such changes reinforce the idea that, in the administrative universe, the main asset of a company is not technology, it is people, its intellectual capital. Without their will, it is unlikely to promote change or seek competitiveness, fundamental elements to stay in the market and seek success.



On the other hand, the participants of the organization expect opportunities for growth, as well as an environment in which organizational relationships are driven by trust and encouragement, that is, they say that they need someone who challenges them who awakens the desire for change, or even, in adverse situations. Someone who directs and makes them believe that changes are necessary and productive for the growth of the organization. Hence the importance of leadership, as only a leader is able to convey to the members of an organization the feeling of being protagonists of the change process.

Objective: With the new market trends, it is necessary for the leadership style to become innovative in order to obtain increasingly promising results through its continuous development.

Justification: This thematic approach was chosen because leadership is more than task assignment, it is being a professional with unique qualities. That's why knowing how to change and direct your social attitudes and strategies is what sets you apart when it comes to being more than a trained professional, especially when it comes to someone who leads people in an organization, in the desired way, in the results.

METHODOLOGY

A systematic review of the literature was conducted. The following steps were followed for the elaboration of this review: identification of the theme, sampling or research in the literature, extraction of the included studies and their evaluation, interpretation of the results and synthesis of the knowledge obtained. During the selection of the materials included in the review, the Internet was used to access the Simpoi, Semead, among other databases. The inclusion criteria were: documents that dealt directly or indirectly with the topic, published between 2022 and 2023, in Portuguese, developed only in Brazil. The search for data and analysis of the results was carried out between June and September 2022.

THEORETICAL FRAMEWORK

POPULATION MANAGEMENT

It was only at the end of the last century that companies and society in general began to understand that the success of organizations depends essentially on people and, in this context, they should be treated as partners and not as resources (CHIAVENATO, 2022). According to the author, although people have always been important to organizations, it was only around 1990 that the human factor began to be valued. Even Chiavenato highlights the importance of the sector in recent years, mentioning that: "Human



resource management has been responsible for the excellence of high-performance organizations and for the contribution of intellectual capital that symbolizes, above all, the importance of the human factor in the information age. According to the authors, in the information age, we are witnessing the beginning of people management, which assumes the role of internal consultation, being one of the most important tools for the success and growth of the organization. To achieve good professional performance, the administrator must have three types of skills, which according to the creator of this typology, Lima, Déborah Karine Silva de. *Nursing leadership in the operating room: concept analysis*. BS thesis. Federal University of Rio Grande do Norte, 2023, are technical, human, and conceptual.

The function of people management is to connect the interests of the organization with those of employees, always with the aim of increasing productivity. Managing people is a complex task, where people must be treated as individuals with personal and professional characteristics. Because "it can strengthen or limit the strengths and weaknesses of an organization, depending on how they are treated". Silva, Maria Fernanda Brusamolín, and José Antonio Cescon. (2023).

In this context, people management can be defined not only by the activities it develops, but also by the results it adds to the organization, through an analytical view that integrates the interests of the organization from the employees, taking into account its characteristics.

METHODOLOGICAL ASPECTS

To carry out the bibliographic research, academic magazines and newspapers, books, among others, were used. Among the authors of the books studied, Eva Maria Lakatos and Marina de Andrade Marconi, who wrote about scientific methodology; Manolita Correia Lima, who wrote about the production of Articles and Robert K. Yin, who wrote about the Case Study Method.

GASPARINO, Renata Cristina; FERREIRA, (2023) Thelen Daiana Mendonça when she states that the qualitative approach to a problem is justified, above all, because it is an adequate way to understand the nature of a social phenomenon. Rey (2005) explains that qualitative research, despite not traditionally using the concept of sample, which is defined through statistical meanings of a population group or universe, is also a way of producing knowledge, and it allows us to face problems that by their nature.

They involve large group studies, such as community and institutional studies. Information was collected from the organization's employees, where we were able to



identify the lack of a leader who really has the necessary characteristics for the development of the leadership process within the organization.

DATA ANALYSIS

More than leadership, leadership is getting a group of people to work as a team and generate the results that the company wants. To achieve this, a leader must possess skills and influence the people they work with, adding qualities such as commitment, determination, and vocation. The leader is a strategic agent in the organization. Good results and business growth depend largely on this.

Leadership development allows individuals to acquire qualities that can make them leaders and helps managers develop their leadership qualities to become more productive and better managed. It is essential for companies that occupy not only the highest positions in a company, but also in the mid-level segment. However, most companies approach leadership in a superficial way and do not know how to define its importance.

Leadership generally refers to personal dimensions such as communication skills, problem-solving skills, motivational skills, personal attractiveness, aspirations, etc.

Leadership development allows the leader to understand the problems and issues of the workers and focus on solving those problems. It also allows managers to know the importance of employee motivation, which is arguably the main reason for high employee productivity.

It improves managers' ability to make accurate and immediate decisions regarding the quality of work, market conditions, business strategies, action plans, etc. By developing all leadership skills, the leader also develops a set of values related to his business life and productivity, which can help him to be firm in his decisions and obligations.

To build a relationship of trust with their employees, the leader must provide a clear vision of the organization's objectives and promote that the personal success of each employee will build success in the final result of the work. Therefore, an organization that has a leader with these characteristics will develop a strong and profitable relationship.

FINAL CONSIDERATIONS

People management, especially leadership, plays an extremely important role in the organization, as human capital is a vital part that determines the success or otherwise of a business. The relevant point of this work is to address the style, qualities and elements that characterize leadership associated with success and results-oriented, introducing it into the organization, so that gradually let us achieve our purposes.



According to the considerations presented in this article, we see that leadership plays a very important role in the organization's results. If motivation is the energy that people need to be more productive and satisfied in their work environment, it is essential to have leaders who can stimulate this energy in one way or another, either by example or by a more subordinate action, the leader is responsible for influencing and seeking results with his team.



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