

Leadership Practice Recommendation 2: Empower Staff

1.2 Nurse leaders create or contribute to an empowering work environment.

Empowerment in the workplace leads to:

- Increased job satisfaction for nurses (Cummings et al., 2010; Hatcher & Laschinger, 1996; Huffman, 1995; Laschinger, Finegan, Shamian & Casier, 2000; Laschinger, Almost & Tuer-Hodes, 2003; Laschinger & Havens, 1996; Roche & Duffield, 2010; Upenieks, 2003b; Whyte, 1995)
- Improved occupational mental health (Baguley, 1999; Hatcher & Laschinger, 1996; Hatcher, 1993; Howard, 1997; Laschinger & Havens, 1997; Laschinger et al., 1999; McBurney, 1997; O'Brien, 1997)
- Increased perception of autonomy and control over nursing practice (Cummings, 2004; Huffman, 1995; Laschinger & Havens, 1996; Laschinger & Havens, 1997; Laschinger, Sabiston & Kutzscher, 1997)
- Increased staff motivation (Kanter, 1979; Peachy, 2002)
- Increased respect and appreciation for the leader (Nespoli, 1991)
- Improved organizational commitment (Beaulieu, Shamian, Donner & Pringle, 1997; Dubuc, 1995; Howard, 1997; McDermott, Laschinger & Shamian, 1996; McKey, 2002; Peachy, 2002; Tucker & Edmondson, 2003; Wilson & Laschinger, 1994)
- Improved work effectiveness and performance (Laschinger & Havens, 1996; Laschinger & Havens, 1997; Laschinger, Finegan, & Shamian, 2001a; Laschinger et al., 1999; Peachy, 2002; Tucker & Edmondson, 2003)
- Improved retention of staff (Gokenbach, 2004; Govers, 1997; Laschinger, Finegan & Shamian, 2001b; Laschinger, Finegan, Shamian & Wilk, 2000; McKey, 2002; Upenieks, 2003b)
- Improved patient outcomes (Boyle, 2004)

Excerpt from the RNAO *Developing and Sustaining Nursing Leadership*, (2nd edition, 2013), page 36