

## **CHAPTER 5**

### **CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS**

In this chapter, the conclusions of study are presented on the basis of the findings and discussions. Implications of the findings and recommendations are also addressed.

#### **Conclusion**

The purposes of this study were to determine head nurse management style, to determine the level of staff nurse burnout as perceived by staff nurses, to examine a relationship between head nurse management style and the staff nurses burnout in central hospitals, Lao People's Democratic Republic. This study was conducted from May to August, 2010 at three hospitals. The subjects were 285 staff nurses from 3 hospitals. The research instruments used for data collection were a set of questionnaires that were composed of three parts: the Demographic Data Form, The Profile of Organizational Characteristic (POC), and the Maslach Burnout Inventory (MBI). The reliability of POC and MBI were .92 and .80 respectively. Descriptive statistics and Pearson's product moment correlation coefficient were employed for data analysis. The results were presented as follows:

1. The study showed that a significant or majority (73.70%) of the nurses perceived the management style of the head nurses to be consultative. Staff nurses perceived overall management style as consultative system ( $\bar{X} = 4.29$ ,  $SD = 0.48$ ).

Meanwhile, benevolent-authoritative system was 24.20 percent, and participative system was 2.10 percent.

2. The results showed that emotional exhaustion and depersonalization were rated as low level ( $\bar{X}=15.80$ ,  $SD=6.26$ ,  $\bar{X}=6.74$  and  $SD=3.33$ , respectively), while personal accomplishment was rated as high level ( $\bar{X}=14.34$ ,  $SD=8.70$ ). This indicated the degree of burnout was low.

3. There was a negatively significant relationship between head nurse management style and depersonalization of staff nurse burnout ( $r = -.11$ ,  $p=0.05$ ). There was no relationship between management style and emotional exhaustion and personal accomplishment.

## Implications

The findings of this study have important practical implications for nursing and hospital administration, nursing service, nursing education, and nursing research.

1. This study provides basic information for hospital and nurse administrators to understand the importance of setting up a management style training program to improve their head nurses' knowledge and skills. Further, hospitals should set up continuing education programs for head nurses and senior nurses to update their knowledge and skills of management style and provide more opportunities and budget for head nurses to attend seminars or workshops outside the hospital. Acknowledgement and rewards of head nurses who are good role models should be continually supported. They should enhance working team and participation from all staff nurses.

2. Hospital administrators should be more concerned with some staff nurses who still have moderate and high scores on emotional exhaustion and depersonalization dimensions. They should provide more welfare to staff nurses such as reducing work shifts to 12 hour per day. Also payment of night shift should be increased, including free meals. Reducing the frequency and intensity of this burnout is essential to promote job satisfaction and to retain nurses, and eventually improve the quality of nursing care.

3. 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.

### **Recommendation**

1. After conferences and workshops of management style have been conducted, then management style can be measured again. This study measured head nurse management style as perceived by staff nurses in Vientiane only. Further research is needed to study with other provinces in Lao, PDR.

2. Further research study compare management style of head nurse should be more focused on factors related to management style of head nurses and burnout.

3. Qualitative research should be employed to explore management style and burnout among staff nurse in Lao, PDR.

4. 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.