THE IMPORTANCE OF NURSING LEADERSHIP IN MANAGING INTERPERSONAL RELATIONSHIPS AMONG HEALTH TEAM

ABSTRACT

Objective: To highlight the kind of leadership that encourages good relationships among staff and identify the communication ideal for a healthy interpersonal relationship among members of the nursing staff. Method: a qualitative approach, review the Virtual Health Library (VHL), six articles were selected for analysis, extracted from the databases BDENF, LILACS and SciELO. Fell into two categories: 1) Leadership: a key factor in good management, 2) Interpersonal: steps to a healthy environment. Results: There was a need for nurses' performance not only in bureaucratic activities of the institution, but part of teamwork, with greater emphasis on communication and relationships of its components. Conclusion: We conclude that the behavior of leaders, directly affects the attitude of their subordinates, and management strategies are key to good team performance, and provides better conditions in the workplace.Descriptors: Leadership, Management, Interpersonal relations, Nursing.

RESUMEN

Objetivo: Destacar el tipo de liderazgo que favorece el buen relacionamiento entre los miembros del personal de enfermería. Método: un enfoque cualitativo, revisar la Biblioteca Virtual de Salud (BVS), seis artículos fueron seleccionados para el análisis, extraídos de las bases de datos BDENF, LILACS y SciELO. Se dividieron en dos categorías: 1) Liderazgo: un factor clave para una buena gestión, 2) Relaciones interpersonales: medidas para un ambiente sano. Resultados: Evidencióse a necesidad de atención del enfermero no somente en las actividades burocráticas de la institución, sino que participar de trabajo en equipo, dando mayor atención no a la comunicación y a relacionamiento con los componentes de la misma. Conclusión: Se concluye que el comportamiento de los líderes, interfieren al de manera directa a la actitud de sus subordinados, y estrategias de gerenciamiento son fundamentales para el bien desempeño de la equipo, y posibilita mejores condiciones de ambiente de trabajo. Descriptores: Liderazgo, Gerencia, Relaciones interpersonales, Enfermería.
INTRODUCTION

In the daily routine of the nursing team, interpersonal relationship stands out as a factor of paramount importance for the proper performance of their professional activities and in assisting the customer, since the team bonding clearly reflected in the work environment to which it is, and this has great influence on the quality of service being provided.

During the academic and professional life, several situations are perceived interpersonal conflict within teams. These can be derived by the difficulty of communication, misunderstanding of the differences, motivation generated in the workplace, or the neglect to the next, possibly caused by a lack of humanization in relations between people.

From these facts, emerges the perception of many interpersonal conflicts existing in the nursing teams within institutions. This troubled relationship, influenced by the hierarchical structure of each institution, the way professionals deal with adversity and how they intend to resolve their difficulties, promotes an environment of dissatisfaction with the service provided and the work environment in general. Such situations are common in many organizations, including healthcare organizations, and in general can affect the productivity and effectiveness of the parties involved, interfering in the results presented in this sector.1 certain sense, it is the nurse as team leader circumvent such situations and manage conflicts, so that it created a more appropriate and conducive to the sound development of the work.

According to Law No. 7.498/86, Art.11, item 1, § 3º, “the nurse responsible for planning, organizing, coordinating, implementing and evaluating nursing care services”. 2 It can be argued that the role of nurse is not restricted to efficiently perform techniques or procedures, more than that, we propose a comprehensive action care, which implies, among other things, develop communication skills.

Thus the object of this study is the role of the nurse as motivating nursing staff. Thus bounding up the following objectives: To highlight the kind of leadership that fosters good relationships in the team and identify the ideal communication for a healthy interpersonal relationship among members of the nursing team.

METHODOLOGY

This is a literature review of qualitative approach, in which "the object is translated into its subjectivism, i.e. on a non-measurable phenomenon, where data are adhered to throughout the project". 3 And since bibliographic data were gathered through research in online databases. The advantage of the literature is that "it allows the researcher to cover a range of phenomena much broader than that which could directly search". 4 The data were analyzed using thematic categories.

The research was performed in the Virtual Health Library (VHL), with the descriptors: Leadership, Management and Interpersonal Relations. We used the following databases: Database of Nursing (BDENF), Latin American and Caribbean Health Sciences (LILACS) and Scientific Electronic Library Online (SciELO) in the period January-March 2011. Noting that at first the words were used in isolation, where we obtained the following productions.
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Table 1: Scientific Productions, found in databases within the VHL chosen individually.

<table>
<thead>
<tr>
<th>Virtual Health Library</th>
<th>Descriptors</th>
<th>BDENF</th>
<th>LILACS</th>
<th>SciELO</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>184</td>
<td>555</td>
<td>262</td>
<td></td>
<td>1001</td>
</tr>
<tr>
<td>Management</td>
<td>227</td>
<td>1884</td>
<td>413</td>
<td></td>
<td>2524</td>
</tr>
<tr>
<td>Interpersonal Relations</td>
<td>422</td>
<td>1637</td>
<td>140</td>
<td></td>
<td>2199</td>
</tr>
</tbody>
</table>

After that first time, the aforementioned descriptors were grouped in pairs and three, using the same databases.

Table 2: Scientific Productions, found in databases chosen within the VHL, grouped in pairs and trio.

<table>
<thead>
<tr>
<th>Virtual Health Library</th>
<th>Descriptors</th>
<th>BDENF</th>
<th>LILACS</th>
<th>SciELO</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Management</td>
<td>26</td>
<td>70</td>
<td>11</td>
<td></td>
<td>107</td>
</tr>
<tr>
<td>Lead Interpersonal Relations</td>
<td>5</td>
<td>26</td>
<td>1</td>
<td></td>
<td>32</td>
</tr>
<tr>
<td>Management Interpersonal Relations</td>
<td>7</td>
<td>12</td>
<td>2</td>
<td></td>
<td>21</td>
</tr>
<tr>
<td>Lead Management Interpersonnel Relations Interpersonal</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td></td>
<td>2</td>
</tr>
</tbody>
</table>

With the results, there was a reading considering the titles of scientific productions found so grouped in pairs and trio, noting that there is low productivity on the topic, where he highlighted the importance of the development of this research.

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RESULTS AND DISCUSSION

We carried out a survey of the data needed to search through the Virtual Health Library (VHL) where 6 articles were selected for analysis, with 1 being found in the database of BDENF, 1 in the database and 4 in the LILACS database SciELO.

After reading, two categories were created:

1. Leadership: a key factor for good management.
2. Interpersonal relationship: steps to a healthy environment.
Table 4: Description of potential bibliography after selective reading

<table>
<thead>
<tr>
<th>Scientific Production</th>
<th>Year</th>
<th>Author</th>
<th>Database / Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict</td>
<td>2005</td>
<td>Aguilera</td>
<td>S bib / Thesis / Interpersonal organizations</td>
</tr>
<tr>
<td>Phenomenology</td>
<td>2004</td>
<td>Universidade de São Paulo</td>
<td>SB / Brazil / Thesis healthy</td>
</tr>
<tr>
<td>Addressing the</td>
<td>2000</td>
<td>School of Nursing</td>
<td>SB / Brazil / Thesis healthy</td>
</tr>
<tr>
<td>Nursing staff of a</td>
<td>2006</td>
<td>University of São Paulo</td>
<td>SB / Brazil / Thesis healthy</td>
</tr>
</tbody>
</table>

Leaderships - 2004 Goldsmith, ILAC / Article / Leadership is a continuous learning in the LS training of key factors for leadership management.

Practice nursing and 2007 Spagnulo et SolERO / Article / Leadership is a continuous learning in the LS training of key factors for leadership management.

Communication: 1998 Trelles, SCIO / Article / Leadership is a continuous learning in the LS training of key factors for leadership management.

Leadership in the 2001 Ribera et SolERO / Article / Leadership is a continuous learning in the LS training of key factors for leadership management.

Communication Trends 2010 Santos et SolERO / Article / Leadership is a continuous learning in the LS training of key factors for leadership management.

The material was divided into two categories as follows:

1st Main Topic: Leadership key factor for a good management

Focusing on Communication and Leadership in Nursing, the authors describe how the nurse manager just returned to service needs of its unity, to comply with standards and regulations, focusing on what is advocated by the institution, especially the medical staff. This form of management generates a real unmet customer needs and promotes a dissatisfaction of the nursing staff. However, the authors emphasize that the nurse should not act solely on bureaucratic activities of the institution, but J res: fundam. care. online 2013. jul./set. 5(3):211-17 should mainly participate in the work of his team, giving more attention with regard to communication and the relationship of the components. For management of any organization, the communication process is an essential factor to ensure that activities occur efficiently and effectively should happen constantly in order to provide information and understanding needed to conduct tasks, and above all, motivation, cooperation and satisfaction in their positions.

Thus, it is emphasized that “there is no leadership without communication. Leadership exists because human relationships work, there must always be an element capable of leading a group and, therefore, communication is the key. “6 He states that the nurse plays a key role as an element of communication in organizational systems. So “continuous learning leadership, requires organizational environments where workers must learn to take risks, leave comfortable positions and try new ideas and experiences, reflect humbly and honestly about experiences to educate themselves continuously.”

Communication is a resource for successful leadership provided by nurses, because this allows the professional performance of its shares through inter-customer relations, institution, medical staff and nursing staff, seeking to improve the quality of assistance.

Some authors say that it is already a commonplace to say that at the heart of leadership is the ability to communicate. Thus, communication is central to the exercise of influence on the coordination of group activities and thus for the realization of the leadership process. The successful leader is related to their ability to communicate with other […]

They understand that the leader is the central focus of communication because it acts as
a "monitor, disseminator and spokesperson for the team. The leader is the person able to channel the attention of those involved and direct it toward shared ideals."

Therefore, the leader must pay attention to behaviors that will define how the communication of a person. The best approach to take is that of assertive behavior, where "people communicate in a direct, honest, proper, without infringing the rights of others. The position of an individual is expressed and clear. "This is because this approach allows a dialogue without offenses, assaults and no derogatory words and intentions.

[...] It is considered communication as an integral part of care, so it is a working tool of the nurse and her team, which needs to be researched so that its results can contribute to the expected advances in the field of health care. The authors believe that there is a deficiency, due to the difficulty in addressing the issue within the nursing team, which to them means an impediment to appreciation of the subject in the professional environment.

2nd Main Topic: Interpersonal relationship: steps to a healthy environment

Some authors claim that the way to changes in the relationship is flexible and democratic, that for them "promote mental health by encouraging the development of healthy personalities, replacing traditional practices that hinder the performance, as the old and rigid discipline, treating cold and formal for a more participant, more human." 10

After analyzing the data, it is concluded that the type of leadership is the democratic ideal, because in it the leader understands the needs of subordinates, communicates clearly, with respect, paying attention to what they have to express themselves, making decisions together with the team, being more participatory, encouraging a good relationship between leaders and followers and also making it enjoyable relationship within the team. "The nurse is the responsible team member can contribute rethinking their management style, working closer to employees and making them partners and not their subordinates, for only then the changes can be introduced and nursing may occupy more space in society." 11

Regarding the type of communication that will allow a healthy interpersonal relationships among members of the nursing team, believed to be the type of communication where people respect each other, care about what the other has to say, is willing to absorb and fully interpret the message sent, even if you have a different view, since the ideas and opinions are particularities of each. This communication, as described in the course work, it is possible through assertive behavior.

It is believed that personal differences put people in a group of harmony, creating a poor working relationship, past leaders, led and reflecting on the group as a whole. However, it should be bypassed through a relationship that has good communication as a principle, but not without considering the human peculiarity, since individuals have different desires and needs, and regardless of the ease of understanding or administrative convenience, not specific strategy is for everyone to have a good performance as professionals, even for that to be good communication is not just the leader available to have good communication with the group, but it is also necessary that the group is willing to interact in ways productive, seeking a healthy relationship with their leader, seeking good conditions in the workplace.
These actions are part of the principle is that of nursing care, and we believe that the team reflect quality care is imperative that she be cared for by their leader.

**CONCLUSION**

This issue should be addressed more in health units, including continuing education events / permanent, since it aims to enhance the professional knowledge, which includes not only technical expertise but also those who provide better conditions work in this case, interpersonal relationship.

It is hoped that this research will generate a reflection in the form of leadership adopted today by some nurses in order to be seen by them that care should not be a privilege only the customers, but there should also be a concern with care on caregivers and that should be a factor of reflection by professionals of the healthcare team, particularly nursing, by composing the most populous area, but must be practiced within the team, with respect to human dignity and, whatever his office.

**REFERENCES**


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