



Revista de Pesquisa Cuidado é  
Fundamental Online

E-ISSN: 2175-5361

rev.fundamental@gmail.com

Universidade Federal do Estado do Rio  
de Janeiro  
Brasil

Machado Blanco, Bruna; Cavalcanti Valente, Geilsa Soraia; Alves de Lima, Cristina; Lobo  
Oliveira, Ana Carolina; Bastos Correa, Marcela

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

Revista de Pesquisa Cuidado é Fundamental Online, vol. 5, núm. 3, julio-septiembre,  
2013, pp. 211-217

Universidade Federal do Estado do Rio de Janeiro  
Rio de Janeiro, Brasil

Available in: <http://www.redalyc.org/articulo.oa?id=505750941030>

- How to cite
- Complete issue
- More information about this article
- Journal's homepage in [redalyc.org](http://redalyc.org)

[redalyc.org](http://redalyc.org)

Scientific Information System

Network of Scientific Journals from Latin America, the Caribbean, Spain and Portugal

Non-profit academic project, developed under the open access initiative



## REVIEW

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

A IMPORTÂNCIA DA LIDERANÇA DO ENFERMEIRO NO GERENCIAMENTO DAS RELAÇÕES INTERPESSOAIS ENTRE A EQUIPE DE SAÚDE

LA IMPORTANCIA DEL LIDERAZGO DE ENFERMERÍA EN EL MANEJO DE RELACIONES INTERPERSONALES ENTRE LOS EQUIPO DE SALUD

Bruna Machado Blanco<sup>1</sup>, Geilsa Soraia Cavalcanti Valente<sup>2</sup>, Cristina Alves de Lima<sup>3</sup>, Ana Carolina Lobo Oliveira<sup>4</sup>, Marcela Bastos Correa<sup>5</sup>

## 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.

## RESUMO

**Objetivo:** Destacar o tipo de liderança que favoreça o bom relacionamento na equipe e identificar a comunicação ideal para um relacionamento interpessoal sadio entre membros da equipe de enfermagem. **Método:** abordagem qualitativa, revisão bibliográfica na Biblioteca Virtual de Saúde (BVS), sendo selecionados 6 artigos para análise, extraídos nas bases de dados BDENF, LILACS e SciELO. Emergiram duas categorias: 1) Liderança: fator fundamental para um bom gerenciamento; 2) Relacionamento interpessoal: medidas para um ambiente sadio. **Resultados:** Evidenciou-se a necessidade de atuação do enfermeiro não somente nas atividades burocráticas da instituição, mas participar do trabalho em equipe, dando maior atenção no a comunicação e ao relacionamento dos componentes da mesma. **Conclusão:** Concluiu-se que o comportamento dos líderes, afeta de forma direta a atitude dos seus liderados, e as estratégias de gerenciamento são fundamentais para o bom desempenho da equipe, e possibilita melhores condições no ambiente de trabalho. **Descritores:** Liderança, Gerência, Relações interpessoais, Enfermagem.

## RESUMEN

**Objetivo:** Destacar el tipo de liderazgo que fomenta las buenas relaciones entre el personal e identificar el ideal de comunicación para una sana relación interpersonal entre los miembros del personal de enfermería. **Método:** un enfoque cualitativo, revisar la Biblioteca Virtual en Salud (BVS), seis artículos fueron seleccionados para el análisis, extraídos de las bases de datos BDENF, LILACS y SciELO. Se dividían en dos categorías: 1) Liderazgo: un factor clave para una buena gestión, 2) interpersonal: acceso a un medio ambiente sano. **Resultados:** Hubo una necesidad para el desempeño de las enfermeras no sólo en actividades burocráticas de la institución, sino que forma parte del trabajo en equipo, con mayor énfasis en la comunicación y las relaciones de sus componentes. **Conclusión:** Se concluye que el comportamiento de los líderes, afecta directamente a la actitud de sus subordinados, y estrategias de gestión son clave para el desempeño buen equipo, y proporciona mejores condiciones en el lugar de trabajo. **Descriptores:** Liderazgo, Gestión, Relaciones interpersonales, Enfermería.

<sup>1</sup>Nurse (UNESA), Specialist in Occupational Health Nursing (St. Camillus), MS in Nursing Care by EEAAC / UFF; Email: enfabrunablanco@gmail.com. Address: Street Augusto Rush, 45, Bl.15, Apto.502, Colubandê, São Gonçalo, RJ - Tel./Fax: (21) 3710-7458<sup>2</sup>PhD in Nursing (EEAN / UFRJ), Associate Professor, Department of Nursing Fundamentals and Administration EEAAC / UFF. E-mail: geilsavalente@yahoo.com.br. <sup>3</sup>Doctorate in Nursing (EEAN / UFRJ), Assistant Professor at the University Estácio de Sá - UNESA. E-mail: cris\_alves@uol.com.br. <sup>4</sup>Graduated in Nursing (UNESA) Email: anawolf\_10@yahoo.com.br. <sup>5</sup>Graduated in Nursing (UNESA) Email: marcelabc@bol.com.br.

**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 setor.<sup>1</sup> 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,

J. res.: fundam. care. online 2013. jul./set. 5(3):211-17

organizing, coordinating, implementing and evaluating nursing care services". <sup>2</sup> 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". <sup>3</sup> 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". <sup>4</sup> 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.

**Table 1: Scientific Productions, found in databases within the VHL chosen individually.**

Virtual Health Library				
Descriptors	BDENF	LILACS	SciELO	Total
Leadership	184	555	262	1001
Management	227	1884	413	2524
Interpersonal Relations	422	1637	140	2199

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.**

Virtual Health Library				
Descriptors	BDENF	LILACS	SciELO	Total
Lead Management	26	70	11	107
Lead Interpersonal Relations	5	26	1	32
Management Interpersonal Relations	7	12	2	21
Lead Management Interpersonnel Relations Interpersonal	0	2	0	2

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.

J. res.: fundam. care. online 2013. jul./set. 5(3):211-17

Continuing research began a deeper reading of the obtained material which raised in determining the specificity of the subject, and then in developing the final step for obtaining material to be used in the composition of the bibliography potential. Right now, were excluded from the bibliographies with unnecessary information and use of material that would be relevant to research.

**Table 3: Potential Bibliography (after the slash) found after selective reading compared to relevant data research, only with descriptors grouped in pairs.**

Virtual Health Library				
Descriptors	BDENF	LILACS	SciELO	Total
Lead Management	26/1	70/1	11/4	6
Lead Interpersonal Relations	5	26	1	0
Management Interpersonal Relations	7	12	2	0
Total	1	1	4	6

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**

BIBLIOGRAPHY POTENTIAL				
Scientific Production	Year	Author	Database / Type / Location	Categories
Conflict as organizational phenomenon: Identifying and addressing the nursing staff of a public hospital	2005	Agostini <sup>11</sup>	BDENF / Thesis / School of Nursing, University of São Paulo / BDENF / Thesis / School of Nursing, University of São Paulo	Interpersonal relationship: steps to a healthy environment
Leadership: continuous learning in nursing management	2004	Gaidzinski, Peres e Fernandes <sup>7</sup>	LILACS / Article / e Brazilian Journal of Nursing	Leadership: a key factor for good management
Practice nursing and health communication: a study of literature review	2007	Spagnuolo e Pereira <sup>5</sup>	SciELO / Article / Rev. Science and Public Health	Interpersonal relationship: steps to a healthy environment
Leadership and communication in the setting of nursing management	1998	Trevizan, Mendes e Fávero <sup>3</sup>	SciELO / Article / Rev. Latin American nursing	Leadership: a key factor for a good management
Interpersonal Relationships in the average level of nursing	2001	Ribeiro e Pedraõ <sup>10</sup>	SciELO / Article / Brazil. Magazine of Nursing	Interpersonal relationship: steps to a healthy environment
Communication Team and Nursing Management in Relation to Health Care Institutions	2010	Santos e Bernardes <sup>5</sup>	SciELO / Article / Gaucha Magaz. Of Nursing	Leadership: a key factor for a good management

The material was divided into two categories as follows:

**1<sup>st</sup> 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.<sup>5</sup>

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



Blanco BM, Valente GSC, Lima CA *et al.*

*The importance of nursing...*

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.

## **2<sup>nd</sup> 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." <sup>10</sup>

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." <sup>11</sup>

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.

Blanco BM, Valente GSC, Lima CA *et al.*

*The importance of nursing...*

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**

1. Moura JL et al. O Gerenciamento de Enfermagem e a Administração de Conflitos no Atendimento em Emergência Hospitalar. Rev Enferm UFPE on line [periódico on line] 2011 jan/fev; [citado 18 mar 2011]; 5(1): [aprox. 7 telas]. Disponível em [http://www.ufpe.br/revistaenfermagem/index.php/revista/article/view/1190/pdf\\_275](http://www.ufpe.br/revistaenfermagem/index.php/revista/article/view/1190/pdf_275).

2. Lei 7.498/86, de 25 de junho de 1986. Dispõe sobre a regulamentação do exercício da Enfermagem e dá outras providências. Disponível em: <http://www.abennacional.org.br/download/leiprofissional.pdf>. acesso em: 05 de fevereiro de 2011

J. res.: fundam. care. online 2013. jul./set. 5(3):211-17

3. Figueiredo AM; Souza SRG. Como elaborar projetos, monografias, dissertações e teses - da redação científica à apresentação do texto final. Rio de Janeiro (RJ): Lúmen Júris; 2005.

4. Gil AC. Como elaborar projetos de pesquisa. 4ª ed. São Paulo (SP): Atlas; 2002.

5. Santos MC, Bernardes A. Comunicação da equipe de enfermagem e a relação com a gerência nas instituições de saúde. Rev Gaúcha Enfermagem [periódico on line] 2010 jun; [citado 31 mar 2011]; 31(2): [aprox. 8 telas]. Disponível em <http://www.scielo.br/pdf/rgenf/v31n2/22.pdf>

6. Spagnuolo RS; Pereira MLT. Práticas de saúde em enfermagem e comunicação: um estudo de revisão da literatura. Ciência e Saúde Coletiva [periódico on line] 2007 nov/dez; [citado 20 mar 2011]; 12(6): [aprox. 8 telas]. Disponível em [http://www.scielo.br/scielo.php?script=sci\\_arttext&pid=S141381232007000600021&lng=en&nrm=iso&tlng=pt](http://www.scielo.br/scielo.php?script=sci_arttext&pid=S141381232007000600021&lng=en&nrm=iso&tlng=pt).

7. Gaidzinski RR, Peres HHC, Fernandes MFP. Liderança: aprendizado contínuo no gerenciamento em enfermagem. Rev Bras Enferm on line [periódico on line] 2004 jul/ago; [citado 10 mar 2011]; 57(4): [aprox. 3 telas]. Disponível em [http://www.scielo.br/scielo.php?script=sci\\_arttext&pid=S0034-71672004000400015&tlng=pt](http://www.scielo.br/scielo.php?script=sci_arttext&pid=S0034-71672004000400015&tlng=pt).

8. Trevizan MA, Mendes IAC, Favero N. Liderança e comunicação no cenário da gestão em enfermagem. Rev Latino-Am Enfermagem [periódico on line] 1998 dez; [citado 27 jan 2011]; 6(5): [aprox. 6 telas]. Disponível em <http://www.scielo.br/pdf/rlae/v6n5/13863.pdf>.

9. Marquis BL; Huston CJ. Administração e liderança em enfermagem: teoria e prática. 4ª ed. Porto Alegre(RS): Artmed; 2005.

10. Ribeiro MILC, Pedrão LJ. Relacionamento interpessoal no nível médio de enfermagem. Rev bras enferm on line [periódico on line] 2005 mai/jun; [citado 20 jan 2011]; 58(3): [aprox. 5

Blanco BM, Valente GSC, Lima CA *et al.*

*The importance of nursing...*

telas]. Disponível em

[http://www.scielo.br/scielo.php?pid=S0034-71672005000300011&script=sci\\_arttext](http://www.scielo.br/scielo.php?pid=S0034-71672005000300011&script=sci_arttext).

11. Agostini R. O conflito como fenômeno organizacional: identificação e abordagem na equipe de enfermagem de um hospital público [dissertação]. São Paulo (SP): Programa de Pós-Graduação em Enfermagem, Universidade de São Paulo; 2005.

**Received on: 05/05/2011**

**Reviews required: No**

**Approved on: 16/11/2011**

**Published on: 01/07/2013**