

## Autonomy

### What contributes to autonomy?

- A sense of personal efficacy (Alexander, Weisman, & Chase, 1982)
- A good relationship with one's manager (Alexander et al., 1982)
- The [Professional Practice Model](#) (Pierce, Hazel, & Mion, 1996)
- A more participative management style (Ferguson-Paré, 1996)
- Being better-educated (Ferguson-Paré, 1996)
- A reduced workload (Ferguson-Paré, 1996)
- Membership of a professional organisation (Griffin, 1997)
- More years in the job (Griffin, 1997)
- Feeling you can speak up (Abate, 1998)
- Supportive management (Mrayyan, 2002)
- Non-autocratic management (Mrayyan, 2002)
- Conscientiousness (Kirkwood, 2006)
- Working in the private sector (Shacklock, Brunetto, & Farr-Wharton, 2012)
- Active teamwork practice (Ajeigbe, McNeese-Smith, Leach, & Phillips, 2013)
- An internal locus of control (Wu et al., 2014)
- Good relationships between nurses and doctors (Dubrosky, 2015)
- A lack of fear (Dubrosky, 2015)
- Trust and respect (Dubrosky, 2015)
- Experiencing a major depressive episode in the last year and higher absenteeism both *reduce* autonomy (Enns, Currie, & Wang, 2015)
- Nurses working in primary care feel more autonomy than those working in hospitals (Athey et al., 2016)

### The Benefits of Autonomy

- Lower mortality rates and lower 'failure-to-rescue,' rates (Rao, Kumar, & McHugh, 2017)
- Better safety performance (Ko, Jeong, & Yu, 2018)
- Increased job satisfaction (Sarata, 1984) (Finn, 2001)
- Improved motivation (McCloskey, 1990)

Increased commitment to the organisation (McCloskey, 1990)

Reduced turnover (McCloskey, 1990)

Improved perception of the quality of care being delivered (Rafferty, Ball, & Aiken, 2001)

Improved teamwork (Rafferty et al., 2001)

A feeling of empowerment (DeSisto & DeSisto, 2004)

Reduced frequency of moral distress (Papathanassoglou et al., 2012)

Improved collaboration between nurses and doctors (Papathanassoglou et al., 2012)

Increased confidence the team can meet its goals (Bularzik, Tullai-McGuinness, & Sieloff, 2013)

Better attitudes towards caring for dying patients (Iranmanesh, Razban, Ghazanfari, & Nejad, 2014)

Reduced risk of burnout (Madathil, Heck, & Schuldberg, 2014)

Reduced stress (Schiff & Leip, 2019)

A reduction in the bad effects of work-life conflict (Yucel, 2018)

### Doubts and scepticism

McCarthy (McCarthy, 1991) did *not* find a correlation between nurse autonomy and patient satisfaction. Niedz (Niedz, 1996) also found no statistically-significant relationship between patients' perceptions of service quality and nurses' perceptions of autonomy in practice. Blanchfield (Blanchfield & Biordi, 1996) found that significant differences existed between staff nurses' and nurse leaders' sense of staff-nurse autonomy "differences that can lead to serious misunderstandings and power struggles." De Cuyper (De Cuyper & De Witte, 2006) found that autonomy was not predictive of temporary workers' job satisfaction (although it was for permanent staff)

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