

Nurses Opinions about the Transformational Leadership in Hospitals of Pune City

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Abstract

Transformational leadership in nursing is different from other industries. Nurses working pattern is different with different shift and many times they go through a lot of emotional changes with the patient care. Effective nursing leadership also engenders staff retention, job satisfaction, commitment, work unit climate and client satisfaction with the nursing care services provided to them. Transformational leadership globally plays a vital role in the health care system especially for patient care by nurses, because the performance of the staff nurses is directly linked to the leadership styles. Hence this study is aimed to assess the of nurses on transformational leadership style

Methodology: A Non-Experimental Descriptive Research approach used. The study was conducted among various Hospitals of Pune City. The selection of the sample was based on easy geographical accessibility, cooperation and availability of samples. The sample size for the study was 95, selected by using non probability convenience sampling technique from various Hospitals of Pune City who met the inclusion criteria. A structured modified questionnaire was developed based on the research problem, to get the information from the samples.

Result: The result of current study says 54.74% staff nurses given the opinion that their nurse supervisors are having average transformational leadership. 38.95% of staff nurses perception was their nurse supervisors are having good transformational leadership and 6.32% of staff nurses perception was their nurse managers are having poor transformational leadership qualities. The average score of staff nurses regarding their supervisor's transformational leadership is 3.1 to 4.2. Out of the four domains Individualism got higher points (79.72%) than other and improvements of subordinates got the lowest (64.65%).

Conclusion: The nursing leader transformational qualities in four main domain is analysed in this study. The overall competencies in nurse leaders analysed were knowledge, innovativeness, self-confidence, good communication skill, adaptability, teamwork, organisational skill etc. The result says that nurse managers are having average transformational leadership qualities.

Key words: Nurses, opinions, transformational leadership

Introduction

Leadership is not new, indeed Plato refers it to a higher function in humans, who can lead others to enlightenment and represents an ideal. However, the ways the individuals have influenced and directed the ideas have built in the 18th and 19th centuries. Leadership style is the manner and approach of providing direction and motivating people¹.

The term 'Transformational Leadership' has undergone a lot of investigations and discussions at various stages. James MacGregor Burns, an authority on leadership studies defined transformational leadership in 1978 as a process by which leaders raise the aspirations and motivations of others to higher levels by appealing to higher ideals and values" (Burns, 1978).² Increasing followers performance by motivating them to transcend

self-interest may not be sufficient in transformational leadership. Transformational leadership is most effective when the leader identifies the need in the subordinates and guide them to achieve the changes through inspiration.³

Nurse leaders have an important role in hospital .Staff nurses turnover is a the biggest problem faced by the nurse leader’s worldwide. If nurse leaders follow the transformational leadership, staff nurses will get more satisfaction towards the job and staff retention will increase. The nursing administrators, supervisors, the head nurses and nursing staff in team nursing all are the nursing leaders. Even student nurses were considered as leader for the patients⁴.

In transformational leadership, the head nurses need to be more visionary and with an inspirational approach. They tend to communicate a clear and acceptable vision and goals⁵. Head nurses have the key role in making the staff nurses capable of decision making, gratitude, Individuality and growth of them and the unit. Many hospitals need this type of adaptive and flexible leaders.^{6,7}

This study aims to find the opinion of the staff nurses regarding transformational leadership in their higher authorities.

Objectives:

1. To assess the staff nurses opinions regarding their nurse supervisors about the transformational leadership
2. To assess different qualities of transformational leadership like decision making, gratitude, individuality and attitude towards subordinates improvements.
3. To associate the transformational leadership score with selected demographic variables of staff nurses in hospitals of Pune city.

Tool :Tool consists of two sections. Section A consist of 5 demographic questions and the section B consist of 22 items of self-structured rating scalet to assess transformational leadership. It has 4 sub items including decision making, gratitude, improvement, and individualism.

Table 1 : Blue Print of the tool:

Sr. No	Items	Total questions	Score - maximum	Score - minimum
1	Decision making	5	25	5
2	Gratitude	4	20	4
3	Improvement of subordinates	8	40	8
4	Individualism	5	25	5
	Total	22	110	22

Total score was evaluated as 110 and the minimum score is 22 and the result choices are as follows Good transformational leader qualities – 80 to 110 , average transformational Leader qualities - 50-79 and poor transformational leader qualities – 22 to 49

Variables: Demographic variables used in this study were gender, marital status, education, position in hospital and employment type.

Inclusion criteria for nursing staff include:

1. Staff nurses above 21 years,
2. Staff nurses who can read and write English
3. Staff nurses who are willing to participate and
4. Staff nurses with minimum one year experience in hospitals after their education.

Research Methodology: A non-experimental, descriptive study was conducted in the staff nurses working in general hospitals of Pune city. The participants were working in various hospitals in Pune

city. Around 12 hospitals the participants responded to the study. Consent was taken from all the participants. A convenience sampling method used and 95 nurses participated in the study.

Analysis of Data:

Section A: Demographic details of staff nurses who participated in the study .

Table 2: Distribution of demographic data in terms of frequency and percentage. n=95

Sr. no	Demographic variable	Frequency	Percentage (%)
Gender			
1	Male	35	36.84
2	Female	60	63.16
Designation			
1	Head nurse	14	14.74
2	Senior nurse	62	65.26
3	Junior nurse	19	20
Type of employment			
1	Permanent	64	67.37
2	Temporary	31	32.63
Marital status			
1	Married	75	78.95
2	Unmarried	17	17.89
3	Divorced	2	2.11
4	Widowed	1	1.05
Educational Level			
1	Diploma	28	29.47
2	Bachelor's	60	63.16
3	Master's	7	7.37

Section B : Opinion of staff nurses regarding their nurse supervisors on transformational leadership

n=95

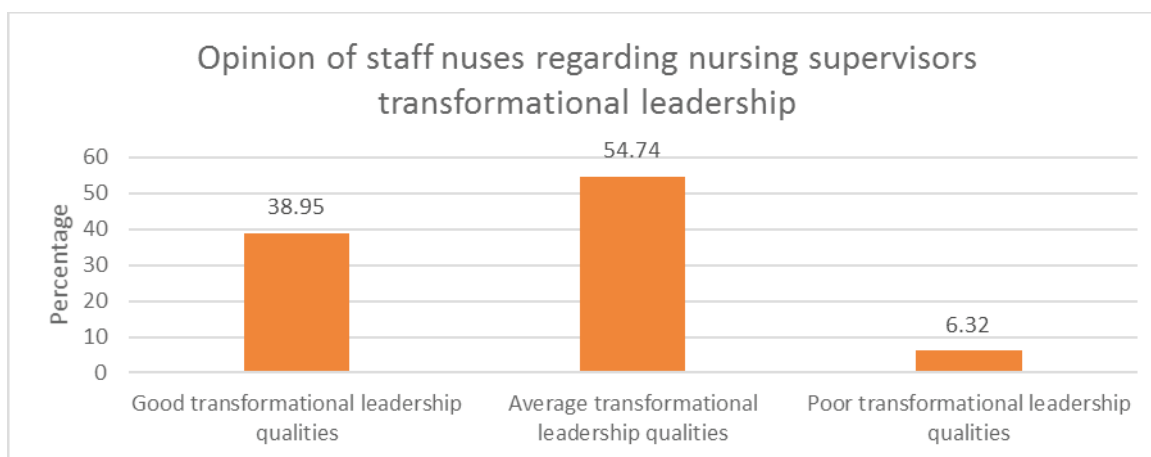


Figure 1: opinions of staff nurses regarding nursing supervisors transformational leadership.

54.74% of staff nurses given the opinion that their nurse supervisors are having average transformational leadership. 38.95% of staff nurses perception was their nurse supervisors are having good transformational leadership and 6.32% of staff nurses perception was their nurse managers are having poor transformational leadership qualities.

Table 3: Staff nurses opinion regarding nurse supervisors of transformational leadership qualities

n=95

Sr. No	Items	Score - maximum	Average Score Obtained	Percentage (%)
1	Decision making	25	19.35	77.4
2	Gratitude	20	13.74	68.7
3	Improvement of subordinates	40	25.86	64.65
4	Individualism	25	19.93	79.72

The average score of staff nurses regarding their supervisor’s transformational leadership is 3.1 to 4.2. Out of the four domains Individualism got higher points (79.72%) than others and improvements of subordinates got the lowest (64.65%).

Section D : Association between Staff nurses opinion and demographic variables

Table 4: Describes the data related to association of Staff nurses opinion with selected demographic variables

n=95

Sr. no	Demographic variable	Good TL	Average TL	Poor TL	Probability
A	Gender				
1	Male	12	21	2	0.79
2	Female	25	31	4	
B	Position				
1	Head nurse	10	4	0	0.049
2	Senior nurse	18	39	5	
3	Junior nurse	9	9	1	
C	Type of employment				
1	Permanent	21	39	4	0.19
2	Temporary	16	13	2	
D	Marital status				
1	Married	28	44	3	0.09
2	Unmarried	8	6	3	
3	Divorced	0	2	0	
4	Widowed	1	0	0	
E	Educational Level				
1	Diploma	8	17	3	0.199
2	Bachelor's	25	33	2	
3	Master's	4	2	1	

The Freeman-Halton extension of the Fisher exact probability was used in this study. None of the demographic variables are significant with the findings except the position. It signifies that opinions will get change according to the position. It also explains that throw the experience of being in higher position, helps the staff nurses to understand the transformational leadership.

The study result shows that individuality and decision making skills are good in the leaders. Nurses today work in the environment, where they need to face a lot of challenges and obstacles. Nursing leaders need to train the staff nurses and should provide a supportive environment where there is growth is notified in junior level nurses also.

Ethical consideration: Ethical approval of the study taken from Symbiosis College of nursing ethical committee. Informed consent was taken from the staff nurses working in different hospitals of Pune city. Informed the responders regarding the data collection procedure. The collected data was used only for research purposes and kept confidential.

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Conclusion

The nursing leader transformational qualities in four main domain is checked in this study . The overall competencies of nurse leaders need to be checked are knowledge, innovativeness, self-confidence, good communication skill, adaptability, teamwork, organisational skill etc. These can be checked in future studies.

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