

Transformational Leadership Educational Bundle for Nursing Supervisors and Nurses in-Charges and its Impact on Clinical Performances of the Nurses in the Labour Room

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Abstract

Background: In the process of transformational leadership, leaders and followers have mutual understanding and help each other to promote a higher levels of morale and motivation among them. Employees in the organization take ownership of their roles and responsibilities and perform the work activities out of expectation of the leaders, leaders describe only the goals and objectives of the organization.

Methodology: In this study quantitative research approach was used and one group pretest posttest quasi experimental research design was used. The study conducted in the labour rooms of selected maternity hospitals. The samples were nursing supervisors, nursing in-charges and nursing officers of the maternity wards and participants were chosen by adopting convenient sampling technique. Structured questionnaire was used, one tool consisted of 20 questions regarding knowledge on transformational leadership and another tool comprised of clinical performance evolution check list. Tools were validated by the experts and reliability values includes Cronbach's alphas were $r = 0.88$, & 0.96 for knowledge transformational leadership and nurses' job performance evaluation respectively.

Results: Majority of the nursing officers were falling under the category of age between 26 to 30 years. Around 62 % of the nursing officers have an experience of 6 to 10 years. Majority of the nursing officers have completed GNM qualification. About 40 % of the nursing supervisors and nursing in charges have completed BSc Nursing qualification. In pretest, majority of supervisors and in charges have poor knowledge regarding transformational leadership while in post test 77 % of subjects gained the good knowledge. In posttest majority of the nursing officers were competent in establishing the expected behavior of leaders, maintaining nursing process model, providing quality of the care and adequate information and education to the patients and relatives as per the requirement.

Conclusion: It is concluded that, as transformational leadership is successful in many domains of health care delivery system, and this study results showed that, using transformational is effective labour room and other maternity wards for successful maternal and newborn outcome.

Keywords: Transformational Leadership, Educational Bundle , nursing supervisors, nurses in-charges , clinical performances, labour room

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Introduction and background

Leadership is one of the most essential roles in each and every level of nursing cadres in the hospital. At the same time, effective leadership is required as per the situation demands. Nursing leaders always should remember that, the role of leadership is important to

provide the quality of the nursing care at the bedside in a safe and effective manner by influencing their subordinates. Nursing leaders need to focus to improve the work process on the subordinates as per the institutional and policy-making boards.¹

Transformational leadership is a leadership style, in which employees take ownership of their roles and responsibilities and perform the work activities out of expectation of the leaders. In this style of leadership, leaders describe only the goals and objectives of the organization. Employees find better ways to achieve to reach the goals instead of executing the work that was assigned from the top. In this leadership style, leaders inspire the nurses to mobilize themselves into the groups, raise morale, and wellbeing to attain common aims of the organization. The characteristics, model of transformational leadership is; each and every employee should frame their own goals based on organizational goals, it is a model for integrity and fairness, the performance of the workers perform work beyond the expectations, employees stand supportive pillar for leadership, leadership is able to stimulate the people's emotions and these leaders always motivate and inspire employees.²

Need for transformational leadership in Labour room

Nurses who work in the labour shall have a lot of patience, compassion, and empathy on maternal women as well as on family members. If a nurse is taking care of a primigravida woman who is in the labour, the nurse needs to stay with that woman for almost 14 to 16 hours. During this time nurses need to perform so many roles to keep the women and relatives supported psychologically and physically. Even nurses also require immense support from the women and relatives for the successful outcome of the pregnancy. Nurses have to perform numerous roles in the labour room such as Caregiver: this role includes the activities to support the women physically and mentally while conserving the dignity of the women during labour. Communicator: Nurses have significant role in nursing care such as communication with women and relatives, about the progress of the labour. Teacher: Nurses need to perform the role of an educator, so that she can give the education on different aspects of the nursing care during the progress

of labour. Client advocate: She has to be an advocate, timely progress of the labour need to be informed to her physician. Counselor: This is one of the important roles to counsel the women about family planning methods.

In the labour room, transformational leadership is very useful as it allows the nurses to take ownership in regarding patient care as per the policy and guidelines given by the organization. This leadership style is more applicable in the labour room, as it creates an environment where nursing officers shall provide the care to the parturient women and newborn beyond the expectation of leaders and organizational goals, by devouring higher levels of morale, job satisfaction, and work performance. In other domains, it was proved that transformational leadership has a greater impact in gaining the staff nurses satisfaction towards the work and reduced medication errors, improved relative satisfaction, improved medical records quality and improved the retention of staff nurses.

Therefore present researcher had applied the transformational leadership in the labour room and checked its effect on nursing officer's clinical performance in labour room.

Significance of the Study in the labour room

Nursing supervisors and nurse in charge practice the transformational leadership to empower the nursing officers to establish a good relationship with senior staff, junior staff, patients and their relatives and to meet the organizational objectives and it improves the morale, abilities, and interest of the nursing officers in the labour room. In the labour room, certain protocols and standards are already given by the Govt. of India, in which nursing officers can perform some defined nursing skills, when the patient is in a critical situation or in a condition where nursing care is essential in the labour room. In addition to this, if the transformational leadership is added, nurses are enhanced with self-esteem and motivate them to give their best nursing services in the labour room. Thereby it results into positive clinical outcome by reducing morbidity and mortality rate in the labour room.³

Objectives of the Study

1. To assess knowledge of nursing supervisors and nursing in-charges regarding transformational leadership

2. To assess the clinical performance of nursing officers after implementation of education bundle regarding transformational leadership on nursing supervisors and nurses in-charges

Null Hypothesis

1. There will not be significant improvement in the knowledge of nursing supervisors and nurse in charges related to transformational leadership after implementation of educational bundle.

2. There will not be a significant enhancement in the Nurses’ clinical performances after implementation of educational bundle

Methods and materials:

Research Design

The researchers have used a quasi-experimental pretest and posttest research design to execute the present study

Setting

The study was accompanied in the labour rooms of designated maternity hospitals.

Sampling techniques: A convenient sampling technique was used and selected all nursing supervisors and in-charges of the maternity wards

Subject Size

Nursing supervisors and in-charges altogether was 26 and nursing officers altogether was 52 who are willing to participate and working in the maternity wards. These participants have informed clearly regarding the study and its purpose.

Tools of data collection: In the present study three scales were used to collect the data

Structured Questionnaire on knowledge regarding transformational Leadership, which was designed by the researchers based on the material observed during review literature. It has two sections;

Section I: Consisted of items related to demographic variables of the participants of the study, such as age, sex, department, qualification, years of experience

Section II: Consisted of 20 questions regarding knowledge on transformational leadership

Knowledge was checked on below four components.

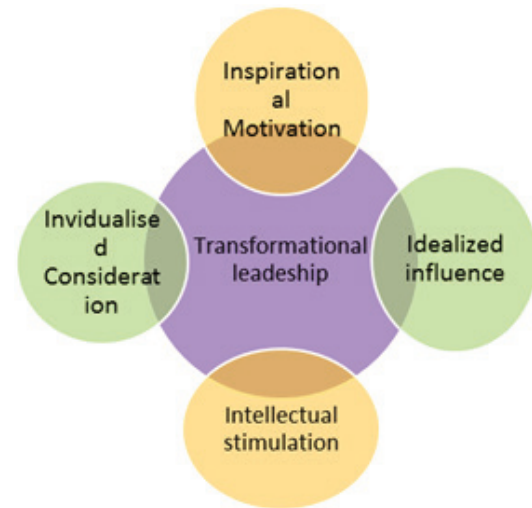


Fig 1: Components of the transformational leadership

Scoring Pattern was followed as below;

The one mark was given for the correct answer, and “zero was given for wrong answer.

Scores were given as below

- Excellent knowledge with scores >70%
- Moderate knowledge with scores between 50-70%
- Good knowledge with scores between 40-50%
- Poor knowledge with scores <40 %

Nursing officers’ Clinical Performance Evaluation was assessed by observational check list. It was comprised of two sections;

Section I: Consisted of demographic variables such as age, sex, section, qualification, years of experience, and marital status of the Nursing officers working in the labour room

Section II: Consisted of four components namely,

- i. Expected hospital behavior such as respect towards seniors and stakeholder, communication, coordination and comfort
- ii. Maintaining Nursing process model ; consisting

of assessment, diagnosis, implementation and evaluation

- iii. Providing quality of the care
- iv. Education to the patients and family members

Scoring pattern

The answers relating to performance component had arranged in using the 3 point Likerts scale, consisted as follows below.

Choices: Three for competent, two for needs improvement, and one for unacceptable.

Nursing officers are considered to be competent if

the scores on this scale is exceed 68% and incompetent otherwise

Validity and Reliability of tools: Tools were validated by the experts and Cronbach’s alphas score were $r= 0.88$, & 0.96 for knowledge transformational leadership and nurses’ job performance evaluation respectively.

Ethical Considerations: Nursing supervisors, nursing in-charges, nursing officers informed regarding the study purpose. Official consent was acquired from the hospital

Results

Table - 1: Distribution of nursing supervisors, nursing in-charges and staff nurses based on demographic characteristics

Variables		Nursing Supervisors		Nursing in-charges		Nursing Officers	
		n=8		n=18		52	
		f	%	f	%	f	%
Age in years	<25	0	0	0	0	12	23.08
	26 – 30	0	0	7	38.89	30	57.69
	31- 35	3	37.5	6	33.33	5	9.62
	Above 35	5	62.5	5	27.78	5	9.62
Sex	Male	0	0	3	16.67	12	23.08
	Female	8	100	15	83.33	40	76.92
Qualification,	GNM	7	87.5	13	72.22	44	84.62
	BSc Nursing	1	12.5	5	27.78	8	15.38
	MSc Nursing	0	0	0	0	0	0
Number of years of Experience	<5	0	0	0	0	22	42.31
	6-10 years	0	0	2	11.11	32	61.54
	Above 10	8	100	16	88.89	0	0

Table 2 -: Distribution of Nursing survivors and nursing in-charges based on their knowledge regarding Transformational leadership

n=26

Knowledge score	Pretest		Post test	
	f	%	F	%
0 – 5 (Poor)	16	61.54	1	3.85
6 – 10 (Average)	6	23.08	2	7.69
11 – 15 (Good)	4	15.38	20	76.92
16 – 20 (Excellent)	0	0	3	11.54

Table 3: Transformational Leadership Educational bundle for nursing supervisors and nurses in-charges and it’s impact on clinical performances

I. Expected hospital behavior

S.No	Parameters	Competent 3	%	Needs improvement 2	%	Unacceptable 1	%
1.	Positive attitude towards seniors, junior staff and patients	44	84.62	4	7.69	4	7.69
2.	Patient satisfaction and comfort	42	80.77	4	7.69	6	11.54
3.	Appropriate communication and coordination with staff and others	40	76.92	6	11.54	6	11.54

II. Maintaining Nursing process model

S.No	Parameters	Competent 3	%	Needs improvement 2	%	Unacceptable 1	%
1.	Assessment	40	76.92	6	11.54	6	11.54
2.	Diagnosis	36	69.23	10	19.23	6	11.54
3.	Planning	36	69.23	10	19.23	6	11.54
4.	Implementation	30	57.69	10	19.23	12	23.08
5.	Evaluation	28	53.85	12	23.08	12	23.08

III. Providing quality of the care

S.No	Parameters	Competent 3	%	Needs improvement 2	%	Unacceptable 1	%
1.	Hand washing before after procedure	44	84.62	6	11.54	2	3.85
2.	PV examination as per the WHO protocol	40	76.92	10	19.23	2	3.85
3.	Use of Sterile techniques in labour room	44	84.62	6	11.54	2	3.85
4.	Maintained partograph	30	57.69	10	19.23	12	23.08
5.	Administered oxytocin	44	84.62	6	11.54	2	3.85
6.	Provided privacy to the patients	40	76.92	10	19.23	2	3.85

IV. Education to the patients and family members

S.No	Parameters	Competent 3	%	Needs improvement 2	%	Unacceptable 1	%
1.	Preparation for childbirth	46	88.46	6	11.54	0	0.00
2.	family planning methods	40	76.92	6	11.54	6	11.54
3.	Postnatal care	40	76.92	6	11.54	6	11.54
4.	Newborn care	39	75.00	7	13.46	6	11.54
5.	Breast-feeding	39	75.00	7	13.46	6	11.54
6.	Postnatal visits	40	76.92	10	19.23	2	3.85
7.	Immunization	46	88.46	6	11.54	0	0.00

Discussion

Transformational leadership is one of the numerous current management classes; in this leadership style, leaders have idealistic behavior by motivating the

subordinates to take over the greater ownership in their clinical performance and execute the work in an organisation better than organisation's expectations.⁴

In the present study the results of posttest showed that, the knowledge of nursing supervisors and nursing in-charges regarding transformational leadership improved. Even the clinical performance of the nursing officers in the labor room improved in the posttest. Same findings found in one of famous journals published regarding effect of educational programme on leadership among head nurses⁵

In the present study, knowledge regarding transformational leadership among Nursing supervisors and in charges, had poor knowledge in pretest and in posttest remarkably knowledge levels increased. In this study four components of leadership styles were used. First one is to find out the expected hospital behavior of the nursing in charges working in labour ward the impact was observed for Positive attitude towards seniors, junior staff and patients in the labour ward, Patient satisfaction and comfort coming for labour process and Also appropriate communication and coordination with staff and others while working in the wards. Results revealed that 84.62 % were competent to practice a positive attitude towards seniors, junior staff and patients.⁶

The second component was on maintaining the nursing process model, results revealed that 76.92 % of nurses were competent to do an assessment of the patient, 69.23 % were able to identify a nursing diagnosis for the mothers in the labour ward, 69 % were able to plan nursing care as per the identified nursing diagnosis, 57.69 % had implemented planned nursing care on their patient to improve the health of the mother and baby.⁷

The third component was on providing quality of care. Providing quality of care in their patients admitted in the labour room is very important to improve the health of their patients which can help to obtain an early discharge if the health of the client is improved early and the client recovers at earliest and also to improve the standards of nursing care provided to patients admitted in labour ward. The nurses were examined for certain parameters that are practiced to improve their quality of care in the labour and to reduce infection among patients. These parameters were hand washing before and after the procedure, PV examination as per the WHO protocol, Use of Sterile techniques in the labour room, Maintained partograph, Administered oxytocin, provided privacy to the patients. It was

observed 84.62 % of nurses were competent to perform hand washing have practiced hand washing before and after the nursing procedure, they performed in their patients while delivering care in the labour ward were infection control measures are important to maintain a healthy environment for the mother and baby. Per vaginal examination procedure which is performed in the labour room and is covered under the umbrella of different indications were as contraindications. It is one of the important procedures and comes in essential care during the nursing care of the mother. A nurse working in the labour room should be very well confident and skillful to perform PV examination and also should strictly abide by the WHO protocols for the PV examination procedure. 76.92 nurses were competent to perform PV examination as per WHO protocols and followed all the guidelines to perform the procedure.⁷ Similarly, sterile techniques in labour rooms is an important point to be considered by the nurses which will reduce infection as well as will improve the effectiveness of care and procedure. 84.62% of the nurses were identified who use sterile techniques in implementing nursing care while caring for their patients to provide them with quality care and recover soon return back home early with good health. 11.54 % of the nurses were lacking in the uses of Sterile techniques in the labour room and needed improvement.

The role of a nurse working in the labour room is very important and with that maintaining partograph comes into action. As she has to maintain the Partograph for all her patients to monitor their progress towards successful labour and also to maintain the health of mother and baby to reduce all the complications which can be prevented if the nurse in the labour room maintains the partograph on time and accurately. When the researcher investigated among the sample of this study about the recording of partograph, it was identified that 57.69 % of the nurses were competent to maintain the partograph and 19.23% needed improvement to maintain the partograph.⁹

Oxytocics are the drugs of varying chemical nature that have the power to excite contractions of the uterine muscles. Among a large number of drugs belonging to this group, Oxytocin is an important one and is extensively used in clinical practice. Hence, a nurse working in a labour ward should be completely well versed with the complete knowledge about oxytocin

its uses, indications, contraindications, side effects and appropriate administration process. Knowledge about the oxytocin administration in the nurses working in the labour room is tested and the results say that 84.62 % of the nurses were competent in administering oxytocin with an appropriate method to their patients and 11.54% of the nurses needed improvement in the method of oxytocin administration to their patients.

The fourth component is education to the patients and family members. Educating patients is the process by which health professionals impart information to patients about the care and all-important what they should know about their health and medical conditions also their caregivers that will alter their health behaviors or improve their health status. The health education helps patients make informed decisions about their future care. Results reveal that 88.4 % of them had gained an education in preparation for childbirth. This study results in education on family planning methods among the patients and their family member reveal that 76.9 % had complete education on family planning and 11.54 % of them needed improvement in their education on family planning.

Newborn care is a part of postnatal care to be given to the mother and baby after delivery. Mother and Family members should be well educated about the essential newborn care and complication to be prevented. The study result on the education of patients and family members on newborn care says that 75% of them had education on Newborn care and 13.46 % of them needed improvement in their education on Newborn care.

Education on Breastfeeding, Postnatal visits, and Immunization should be given to all mothers before their discharge from the hospital by the nurses which will help them to keep track of their future visits, understand the importance of Breastfeeding for their newborn and Advantages of timely immunization to be given. This study results say that 75 % of them had an education on breastfeeding and 13.46 % needed improvement in their education about Breastfeeding. Also results say that 76.9 % of them had education on Postnatal visits and 19.23 % needed improvement in their education about postnatal visits. The study results also say that 88.4 % had complete education of immunization and 11.54 % needed improvement in the education about

Immunization.

Conclusion

It is concluded that, as transformational leadership is successful in many domains of health care delivery system, and this study results showed that, using transformational is effective labour room and other maternity wards for successful maternal and newborn outcome.

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Conflicts of Interest: Nil

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