

ORIGINAL ARTICLE

Transformational Leadership Factors Effecting the Clinical performance of Nurses

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ABSTRACT

Background: Marking and valuable performance is the achievement of the transformational leadership style (TLS). Therefore, organizational goals can be achieved effectively and successfully by the practice of TL factors.

Objective: Evaluate the effect of transformational leadership factors (TLF) on the clinical performance of nurses.

Methodology: The research design was descriptive cross-sectional and 95 nurses participated. A sample was collected from services hospital Lahore (SHL). A random sampling technique was applied. Data was analyzed on a statistical package for the social sciences (SPSS) version 25.

Results: The results show that TLF has a great influence on the performance of nurses and the results were highly significant as grand results of transformational leadership factors $t(96) = 42.39, p \leq 0.001$ mean and SD (8.38 ± 49.56) . The highest scores were in the Idealized Influence with $t(96) = 34.29, p \leq 0.001$ mean and SD (8.84 ± 2.52) .

Conclusion(s): It is concluded that transformational leadership factors are based on 05 "Is" like idealized influence, Idealized behavior, Inspirational motivation, Intellectual stimulation, and Individualized consideration have positive effects on nurses' clinical performance.

Keywords: Transformational leadership, Leadership, Nurses, Practice, Performance

INTRODUCTION

Hospital is a health care delivery institute that provides two types of services to the community. One is health services and the second is administrative services. Nurses are responsible for these key services. Therefore, clinical job presentation must be committed by motivated and passionate nurses which may improve the quality of nursing care to organizational goals.¹ The success of the organization depends on the performance of the employee as well as the commitment of employees.²

Leadership is the action of a leader to lead and demonstrate force to get work done and accomplished the goal of the organization.³ Transformational leaders are role models, face challenges, think broadly, have the vision, motivation, and inspiration for their followers.⁴

Nurses' performance is defined as the formal demonstration of skills and ability. In addition, these are the observable behavior of nurses. In nursing, performance evaluation is the efficiency, competency, and effectiveness of nursing activities such as the nursing process practiced by nurses in the care of patients.⁵

TL emphasizes on actual problems, build comprehension, explain benchmarks, motivates, stimulates, and shapes the performance of employees to attain organizational goals efficiently and effectively.⁶ Literature reveals many styles of leadership such as transactional leadership (TS), transformational leadership (TL), and laissez-faire (LF) therefore; Transformational leadership (TL) is one of the most used styles in organizations. TL Plays a crucial role in the performance of organizations. According to Bass (1985),⁷ TL is one of the best styles to improve the individuals and performance of team.^{8,9}

This study revealed that the Pakistan context needs an environment where leaders encourage and motivate the subordinates to become effective and creative in directing

the fruitful results as well successful organizations. This study also suggests that in every organization the role of every manager is to be a leader instead of a manager only.⁸ Transformational leadership is an exercise through which leaders transform and innovate towards effective performance^{10, 11}. Previous research has shown that TL performs an important role in the success of institutions¹².

A cross-sectional correlational study among the nurses working at 21 public hospitals in Pakistan showed that transformational nursing leaders build trust among subordinate nurses in their work performance and nurses' innovative work behavior. Results indicated that successful nurses demonstrated a greater degree of improves work performance when they trusted their head nurses¹³.

Figure 1 show transformational leadership has five characteristics consisting on idealized attribute, idealized behaviour, inspirational motivation, intellectual stimulation, and individualized consideration

The First one is the idealized attribute that is the quality of the leaders in which the followers are proud to be associated with their leader. Second is idealized behaviour in which the leaders act as role models with high moral standards and ethical behavior.¹⁴ Third one is inspirational motivation, in which the leaders motivate, engage, persuade, and respect their followers to achieve the common goals of the organization.¹⁵ Forth one is intellectual stimulation, in which the leaders promote creativity, encourage innovation, support new ideas, and cheer independent thinking, the followers for the betterment of employees as well as the organization.¹⁴ The fifth one is individualized consideration, in which the leaders create a positive environment by coaching, mentoring, supporting, encouraging, and advising their followers.¹⁶

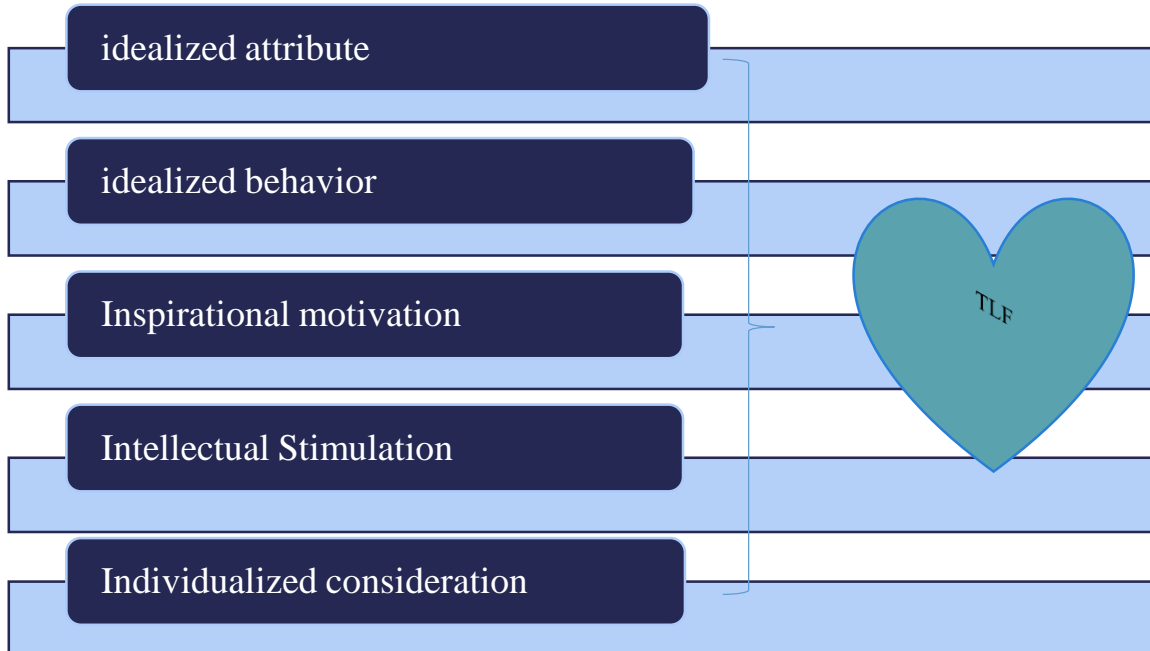
The Current study will be helpful for hospital administrators, nursing leaders, and stakeholders for making the strategies for the smooth running of the

organization. The current study aimed to evaluate the TL factors on nurse's job performance in clinical practice in Lahore, Pakistan. The Nursing performance issue is not addressed in Pakistan. Therefore, such an issue needs to explore and highlight the factors of transformational

leadership which are required for the improvement of the quality of nursing care.

Objectives: To assess the transformational leadership factors effect on the clinical performance of nurses

Figure 1 Conceptual Frame Work of Transformational Leadership Factors



HYPOTHESIS

Null Hypothesis

H₀. There is no effect of transformational leadership factors on the job performance of nurses

Alternative Hypothesis

H_A. There is effect of transformational leadership factors on the job performance of nurses.

METHODOLOGY

Study Design: A descriptive cross-sectional study was conducted from December 2020 to February 2021 in all in-patient departments of Services Hospital Jail Road Lahore, Pakistan (Services Institute of Medical Sciences). Services hospital is a big territory teaching hospital. It is affiliated with services institute of medical sciences (SIMS). The Services hospital Lahore (SHL) contained 1675 bedded hospital having 118 head nurses and 670 staff nurses working in different units. These units are 05 medical units, 05 surgical units, 05 gynae units, 09 operation theaters (OT), 03 ear nose throat units (ENT), 04 emergency units, 03 ophthalmology unit, 03 pediatrics units, 01 urology, 01 nephrology dialysis, 01 cardiac care unit (CCU), 02 Kangaroo mother units (KMU), 02 units of nursery, 01 government officer block (GOB), 01 neurology, 01 neurology surgery, 01 plastic surgery, 01 'C' block, 01 'D' block very very important patient (VVIP), 02 orthopedics unit, 02 medical and surgical intensive care units (ICU), 01 Maxillofacial unit, 01 thoracic surgery, 01 dermatology unit, 01 diabetes myelitis Centre, 01 infection control, and out-patient units.

Sample Size: A sample size of 96 Head Nurses was calculated with a 95% confidence level, 0.5 margins of error. A Simple random sampling technique was used.

Inclusion and Exclusion Criteria: Female nurse's ages ranged from 25 to 59 years with 5 years of experience. All diploma and degree holder female nurses having morning and evening shift nurses. Retired and on-leave nurses were excluded.

Ethical Considerations: Written consent was taken from the participants after the approval of the (IRB) committee of the University of Lahore. Written permission was taken from Services Hospital Lahore (SHL) for data collection. They were also intimated that there would be no risk and harm from this study.

DATA COLLECTION INSTRUMENT

Tool I Multifactor Leadership Questionnaire (MLQ): A self-administered questionnaire was designed from past research studies and used to collect data from SHL. It was contained in two parts, part one was demographic and part 2 was included 15 items that were consisted of main five components (1) idealized influence, (2) idealized behavior, (3) inspirational motivation, (4) intellectual stimulation, (5) individual consideration, all dimensions will be contained 3 items. A Questionnaire is on five points Likert –scale ranging from 1-5 scale.^{15, 17}

Data Collection Procedure: Data was collected at one point from the nurses of SHL.

Data Analysis Procedure: Data was collected through a questionnaire and analyzed by using Statistical Package

for Social Sciences (SPSS) version 25 software. Descriptive statistics were displayed in frequency, percentages, mean, and standard deviation.

RESULTS AND DISCUSSION

Demographic characteristics of participants (Head Nurses n=96)

Variables	No	%
Age in years		
25-35 Y	17	18
36-45 Y	30	31
46-60 Y	49	51
Gender		
Female	96	100
Male	00	00
Educational Status		
Diploma Nursing	82	85
BS Nursing	13	14
MS Nursing	01	1
Nursing Experience in Years		
5-10 years	8	8
11-20 years	27	28
21-30 years	56	58
31-40 years	5	6
Marital status		
Single	15	16
Married	80	83
Widow	1	1

Table 1 shows that majority were in the age group of 46-60 years. All respondents were female nurses. 83% married and 85 % having diploma holders. 58% respondents have 21-30 years' experience.

Table 2 describes the mean and standard deviation of transformational leadership practices, specifically: the factors such as idealized influence, idealized behaviour, inspirational motivation, intellectual stimulation, and individualized consideration made by the nurses that the nurses' leadership practice has significant effect on job performance. The entire mean of Idealized Influence with $t(96) = 34.29$, $p \leq 0.001$ mean and SD (8.84 ± 2.52), the grand mean of idealized behaviour with $t(96) = 40.53$, $p \leq 0.001$ mean and SD (8.82 ± 2.13), inspirational motivation with $t(96) = 34.15$, $p \leq 0.001$ mean and SD (8.39 ± 2.40), intellectual stimulation with $t(96) = 37.72$, $p \leq 0.001$ mean and SD (8.16 ± 2.12), and individualized consideration with $t(96) = 33.33$, $p \leq 0.001$ mean and SD (8.16 ± 2.40).

The overall result of transformational leadership factors $t(96) = 42.39$, $p \leq 0.001$ mean and SD (8.38 ± 49.56), therefore it is shown that transformational leadership has significant effect on nurses' job performance. The highest scores were in Idealized Influence with $t(96) = 34.29$, $p \leq 0.001$ mean and SD (8.84 ± 2.52), and lowest scores were in individualized consideration with $t(96) = 33.33$, $p \leq 0.001$ mean and SD (8.16 ± 2.40).

Table 2: Descriptive Statistics of Head nurses' Perception about Transformational Leadership Skills

Transformational Leadership Factors	Mean	SD	t	p
Idealized Influence (II)				
1. I realize that others are proud to be associated with me.	2.89	.928	30.47	.000
2. I do well for the team beyond my interest.	2.93	.874	32.83	.000
3. I perform in a way to maintain the respect of others.	3.03	.876	33.90	.000
Total	8.84	2.52	34.29	.000
Idealized Behaviour (IB)				
1. I discuss about important beliefs.	2.86	.841	33.36	.000
2. I reflect moral and ethical values of conclusions.	2.89	.738	38.30	.000
3. When others achieve opportunities I prompt pleasure.	3.07	.798	37.73	.000
Total	8.82	2.13	40.53	.000
Inspirational Motivation (IM)				
1. I talk optimistically about the future.	2.82	.894	30.92	.000
2. I provide recognition / rewards when others reach their goals	2.77	.852	31.86	.000
3. I help others finding purposeful meaning in their work.	2.80	.790	34.76	.000
Total	8.39	2.40	34.15	.000
Intellectual Stimulation (IS)				
1. I re-evaluate thoughtful scenarios whether they are applicable.	2.61	.827	31.03	.000
2. I satisfy when others meet agreed-upon standards.	2.75	.725	37.14	.000
3. I provide others with new ways of looking at puzzling the things	2.80	.776	35.37	.000
Total	8.16	2.12	37.72	.000
Individualized Consideration (IC)				
1. I manage time for teaching and training.	2.55	.832	30.05	.000
2. I support others to improve their work strength.	2.84	.886	31.43	.000
3. I entertain others as an individual rather than fellow of a team.	2.77	.876	30.97	.000
Total	8.16	2.40	33.33	.000
Overall Total	42.39	8.38	49.56	.000

There are many factors of leadership that may affect nurses' performance. Therefore, the current study indicates that transformational leadership factors have influence on nurses' performance. The results further reveal that amongst the all five factors, the idealized influence have the greatest effect on nurses; job performance. Moreover, this study displays that participants perform in a way to maintain the respect of others, as shown by mean $3.03 \pm .876$.

Arif and his colleagues support in this study that respect and encouragement influence nurses' performance¹³.

According to Yavuz (2020), performance may be attained through passion, role model, and enthusiasm.¹⁸ According to Loo and his colleagues highlights the need for leaders that their behavior can be helpful for the positive change and organizational commitment.¹⁹ According to

Hidayat et al, that TL is the most popular style of leadership in government organizations for motivation and innovation.

This study reveals that individualized consideration factor, as the leaders follow the principles, care for the individual needs, and support them in their personal problems.²⁰ According to Moghadam, TLF has significant effects on employee satisfaction as well as performance.²¹

This result was supported by²² who done a study on “impact of transformational leadership on employees motivation in the telecommunication sector defined that individualized consideration have low score as compare to other factors similar to the current study.

Furthermore, the result a was ²³ who conduct study on “transformational leadership and employ creativity” revealed that transformational leadership had a superior role to do in the performance and creativity of employees.

CONCLUSION

Transformational leaders work beyond their interests, motivate followers, increase their willingness, take risks, face challenges with bold steps as it build trust, and confidence to do a good job. Therefore, increase the motivation level by providing new ideas and encourage them to share their thinking, concepts, and new approaches. Transformational nursing leaders said to be trust builders.

Recommendations: If the hospitals’ administrators want to improve the nurses’ job performance, they must consider their participation in making the hospital strategies and policies. Because nurses explicit their clinical problem and suggest its solutions as they are frontline soldiers.

Periodical meetings must be arranged by the managers to discuss nurses’ issues and try to resolve them with mutual understanding and collaboration.

Provide continuing education program as seminars, workshops, and in-service about leadership to improve nurses’ leadership skills which ultimately nurses job performance.

Positive effects can be achieved with a supportive environment and listen to the need of each employee individually.

Limitations: For the generalization of results, a large sample size could be used. This study was confined to only one hospital public hospital. More than one hospital can be involved for further studies. There are very few studies are on the nursing directors, nursing supervisors, and head nurses, so it is recommended for further studies on this topic among nursing leaders.

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