

Nurses' Perception And Satisfaction Towards Superiors' Transformational Leadership In Health Care Facility At Hyderabad Sindh

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Abstract: Leadership plays an important role to influence the staffs towards the patients' outcome in health facilities. Current study was aimed to assess the perception and satisfaction towards supervisors' transformational leadership in Health care facility. **Methodology:** The cross-sectional method was adopted in present study. Data was collected using questionnaires. Questionnaires are circulated among the two (2) renowned Hospitals of Hyderabad, Sindh. The sample size of the survey is 92. The questionnaire based on the various factors which influence the perception and satisfaction of the subjects. Results and **Conclusion:** Nurses are not satisfied towards superiors in terms of Transformational Leadership. Based on results it is recommended that affected areas should be improved, further more studies should be needed on the factors identified through factor analysis.

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Keywords: Transformational Leadership; Perceptions towards Nursing Superiors; Expectations towards Nursing Superiors; Transformational Leadership in health facility.

1. Introduction

National Library of Medicines U.S (United State) defined Health Facility as Social Institution; Hospitals, Clinics and Specialized Care Units that provide health care to the individuals and community. The quality of that facility is depend on human resources (Specialized Doctors, Nurse Managers, nursing staff, paramedic & non paramedic staff) and Material resources (Medical equipment etc) that are used to improve patients' outcomes. Nurses play an important role in these health facilities to provide care to patients in primary, secondary tertiary level by collaboration of health professionals, in this way, having qualities of leadership in Nurse Managers or Nurse Supervisors make them able to create supportive and safe environment for the patients (Higgins and Elizabeth, 2015). In Specialized health care units, Superiors; Nurse Managers, Nurse Supervisors, Senior Staff Nurses, Matrons carry responsibilities to manage their wards by motivating and encouraging staffs to perform duties efficiently and effectively.

The Leader is one who influences individuals to achieve a task, empowering nurses and make them feel sense of responsibility, commitment and motivation which ultimately increase patients' outcomes (Albagawi et al., 2017). Nurse Managers use different leadership styles; Autocratic, Democratic,

Lazierfair, Transactional, Transformational etc. Transformational leadership defined as skills which stimulate individuals to achieve goal by creating morality and motivation among them (Vesterinen et al., 2012). Transformational leadership is associated with organization and individual outcomes by stimulating self-actualization, self-esteem and generating sense of self sacrifice for their organizational goals. These leaders have high self-determination and self-confidence (Khan et al., 2016). Nurse Supervisors, having transformational leadership skills can motivate and encourage sub-ordinates for self-growth, commitment towards organizational goals and self-sacrifice for Institute's goal over personal goals.

The term superior in this study refers to qualified Staff Nurse, Nurse Supervisor or Nurse Manager who is accountable for managing the ward. The purpose of the study is to assess the qualities of Transformational leadership among Superiors, Supervisors or Nurse Managers of two Hospitals of Hyderabad Sindh.

2. Literature review

Higgins, 2015, The Study researcher tested the hypothetical model to investigate the influences of nurses' perception of their managers' transformational leadership behavior. This model was based on

theoretical and research in management and nursing literature. The study research suggests nurse Managers should have knowledge and skills for creating positive response among the nursing staff so that healthcare unit can provide safe and effective health care to the patients. Hinteá, 2009, Hinteá and other researchers analyzed the functions of management and leadership in healthcare unit through pilot study in Romania to see how leadership is perceived by the medical staff. Study research reveals the significant variability among managers' perception on leadership styles and its staff. Ismail, 2010, The study research measured the relationship between transformational and transactional leadership styles and individual outcomes, consisting of 118 questionnaires collected from employees of US subsidiary firm in East Malaysia. The proposed study declares satisfactory among the individuals and leadership styles of their Leaders.

Khan, 2016, the study research reveal the different types of Leadership theories which are:

1. **Great-Man Theory:** According to great man theory leaders are born and are superhuman as in nature.
2. **Trait Theory:** This theory is based on two traits emergent traits; hereditary and effectiveness traits; achieved by life experience.
3. **Contingency Theories:** According to this theory person become leader due to internal and external environment. It is also known as Situational Leadership as intermediate between task-oriented and relationship oriented.
4. **Style and Behavior Theory:** According to this theory the person achieve some leadership skills which enable to perform as a Leader. Three principal leadership styles of this theory are democratic, Laissez faire and autocratic.
5. **Process Leadership Theory:** This theory introduced new term "Servant Leadership". According to this theory the person who is servant by nature can be leader for his follower as he focuses on social issues and raise voice for his followers.
6. **Transactional Theory:** This type of leadership is often known as contingent-reward leadership. In this type of leadership leader influences his followers and give reward on achieving the objectives
7. **Transformational Theory:** This theory is different from previous theories due to involvement of the followers in activities related towards the

organization. The leader empowers followers by motivating and positive attitude.

3. Material and Methods

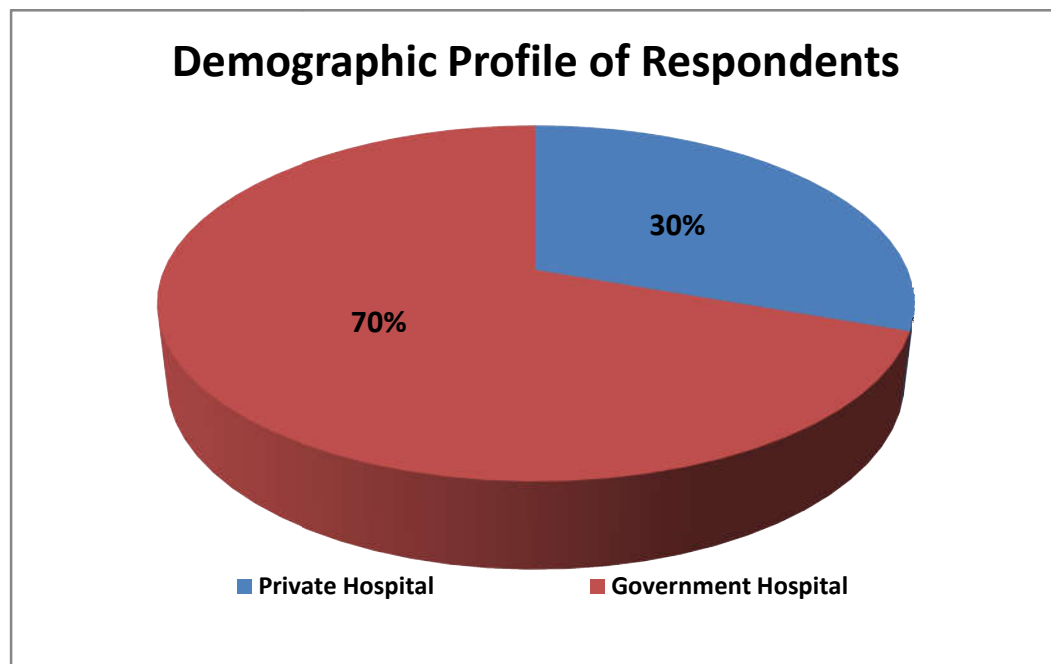
The Descriptive study was used to determine the perception and satisfaction of superiors' Transformational Leadership of two; Public and Private Health facilities of Hyderabad Sindh. 92 Nurses were selected; 28 from Private Hospital and 64 from Government Hospital. A cross sectional study design was used to gather information from Nurses. The questionnaire was used to collect the information from respondents. Questionnaire was semi structured in format with 22 items. The questionnaire contains two parts. First part was consisted of demographic information like Hospital name, Qualification, Gender, Age etc whereas the second part of questionnaire contains the information regarding different statements about superiors/ Nurse Managers/ Nurse Supervisors/ in order to find out the perception and satisfaction towards Transformational Leadership styles of Superiors / Nurse Managers / Nurse Supervisors of two Health Facilities. Descriptive statistics based on frequency and graphs. SPSS- v.22 and Microsoft Excel were used to analyze and interpret the data.

4. Results & Discussion

The number of nurses surveyed is 92. The questionnaire designed on the basis of different factors to be observed for the perception and satisfaction of the respondents. Table 1 and Figure 1 indicates Demographic Profile of Respondents across two Health Facilities and Table 2 and Figure 2 shows Age wise Distribution of Respondents. From the Demographic Profile, nurses were age group of 17 – 22(60%), 23-29(30%), 30-36(8%) and 37-43(2%). Majority of nurses were between 17 to 22 years. The main factors which were analyzed through questionnaires were superiors' self-determination and self-confidence, assigning challenging tasks to subordinates, sense of creativity, trustful network of superiors, reward and recognition, empowering the staff, good communication skills, helps staff in critical situation, open environment to share ideas and motivation for organizational goals.

Table 1. Demographic profile of Respondents

| Health Facilities | Respondents |
|---------------------|-------------|
| Private Hospital | 28 |
| Government Hospital | 64 |
| Total | 92 |

**Figure 1. Demographic profile of respondents****Table 2. Age-Wise Distribution of Respondents**

| Age Range | Respondents |
|-----------|-------------|
| 17-22 | 55 |
| 23-29 | 28 |
| 30-36 | 07 |
| 37-43 | 02 |
| Total | 92 |

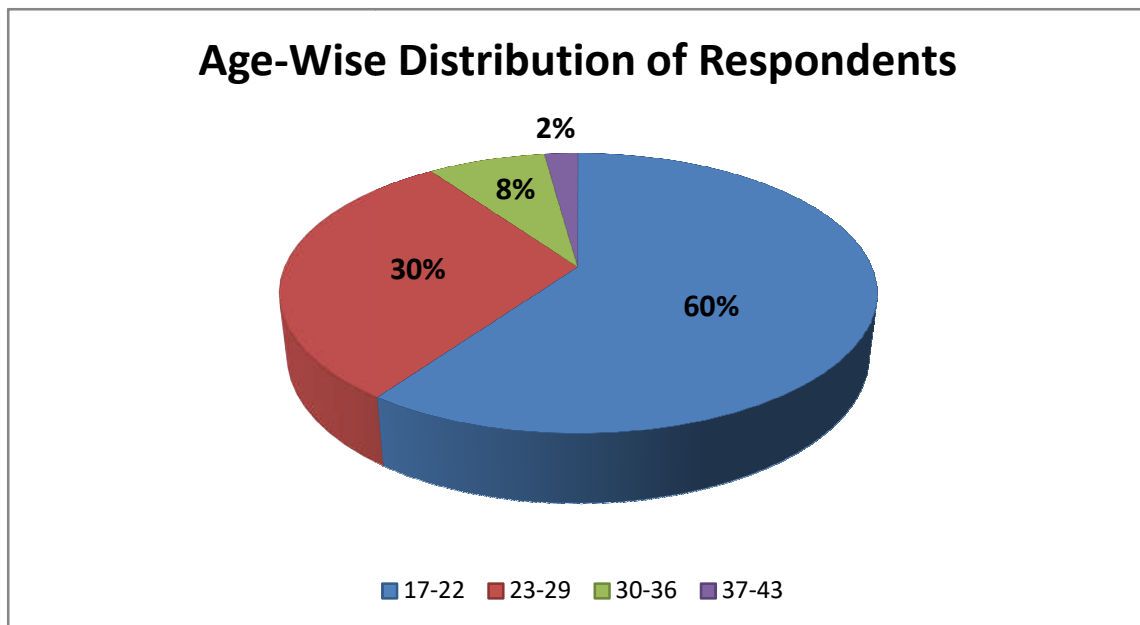


Figure 2. Age-wise distribution of respondents

Table 3 and Figure 3 shows nurses are Strongly Agree 12(13%), Agree 19(20%), Neutral 8(8%), Disagree 16(18%) and Strongly Disagree 37(41%), Precisely Strongly Agree & Agree 31 (33% from 100%), Neutral 8(8% from 100%) and Strongly Disagree and Disagree 53(59% from 100%).

Table 3. Overall perception and satisfaction towards Transformational Leadership

| Responses | Respondents |
|-------------------|-------------|
| Strongly Agree | 12 |
| Agree | 19 |
| Neutral | 08 |
| Disagree | 16 |
| Strongly Disagree | 37 |
| Total | 92 |

It significantly indicates that nurses in two said hospitals are dissatisfied with the Superiors' Transformational Leadership styles. The result of this study confirms that Transformational Leadership skills are not possessed by the most of superiors which is vital component for motivating and encouraging the staff towards the Organizational Goal. It reveals that most of nurses are not aware about the protocol of work nor they have given open environment to share ideas and issues to the supervisors.

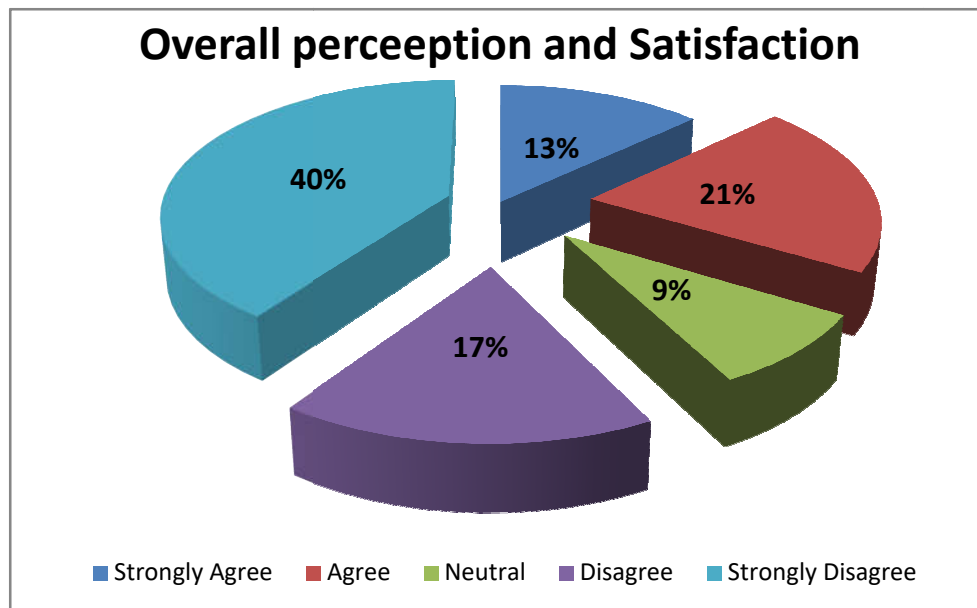


Figure 3. Overall perception and satisfaction towards superiors' transformational leadership

5. Conclusion

Most of nurses in said health facilities are not satisfied with Superiors' Transformational Leadership styles. It is recommended that affected areas should be improved. Further studies should be needed on the factors identified through factor analysis.

Recommendation:

Leadership plays an important role to influence the staffs towards the patients' outcome in health facilities. New models of learning should be implemented to polish the nurses' knowledge and skills as new technology and techniques have been emerged in medical field. Furthermore workshops should be conducted in every health facility to enhance the competency of Nurse Managers and Nurse Supervisors.

Limitations:

It was cross-sectional study with limited time and respondents belonging to only 2 health facilities. If this study form conducted longitudinally and taken large number of participants from different hospitals then the expected result would be more reliable.

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