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IMPACT TRANSFORMATIONAL LEADERSHIP TRAINING COURSE IMPROVED STAFF NURSES' PERFORMANCE AND WORK SATISFACTION

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ABSTRACT

A panel of seventeen professionals reviewed the instruments and provided their opinions on their content validity. Methods for gathering information included a transformational leadership training course, a structured and semi-structured questionnaire, and other similar tools. Data collection began in July 2022 and continued until the end of February 2023 after a pilot study. We provided self-administered questionnaires after obtaining written authorization. A pretest was administered. This study's intervention was a planned transformational leadership educational programme that covered topics such as various leadership styles, transformational leadership components, workplace management, communication, team building, conflict management, and the Six Sigma 5 "S" activities for efficient and effective patient care management: sort, set, shine, standardize, and sustain. After the first and third months, the investigator and the trained research assistant in the control group and the study group took post-tests. A computer system called SPSS (Statistical Package for the Social Sciences) was used to analyse the data. Research shows that subordinate staff nurses' performance and happiness on the job are significantly impacted by the transformational leadership educational course of head nurses. Nursing practice, education, administration, and research can all benefit from the findings of this study, which show that a transformational leadership educational programme significantly boosts nursing staff performance in areas such as workplace management communication, team building, and conflict management.

KEYWORDS: Leadership style, health care organization's (HCOs), communication, management

INTRODUCTION

Leadership style is a critical factor in healthcare quality, according to several sources. If a company wants to achieve its goals, strong leadership is one of the most important factors. There is strong evidence that shows a favourable correlation between successful leadership styles and reduced side effects and high patient satisfaction levels. Also, leadership style is a key factor in the quality of healthcare provided by nursing homes, according to many research. An successful management system that fosters a patient safety culture is closely associated with transformational leadership. Furthermore, there is evidence in the literature linking empowered leadership to improved patient outcomes, namely via the promotion of higher levels of nursing knowledge, enhanced staff stability, and less turnover. Inspiring, keeping, and sustaining experienced workers is an indirect way that effective leadership impacts mortality rates. Despite the abundance of research highlighting leadership's significance, very few have sought to link certain leadership styles to healthcare quality indicators or patient outcomes.

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Due to their diverse resources and cutting-edge methods, health care organizations' (HCOs)—with hospitals at its core—are recognized as big and complicated modern organizations'. Knowledge, skills, and individual motivations of human resources determine how well HCOs function. Consistent leadership is necessary to produce high performance and expand workers' capacities to improve the quality of care and results, given the significance of this resource. Leaders of quality improvement processes must be adept at coping with ambiguity and encouraging societal changes in attitude and practice. A leader is someone who can inspire their followers to work together towards a common objective over the long haul. In addition to fostering a culture of teamwork and adaptability, this method also helps establish and achieve organizational goals and strategies. As an age-old method, it involves rearranging the circumstances and the expectations and views of the participants.

According to research, ineffective leadership and communication are the main causes of health care system difficulties. Low levels of patient happiness and societal health might be the consequence of ineffective leadership in health care organization's (HCOs), which in turn could raise costs, decrease efficiency and effectiveness, and dissatisfy personnel. Through effective leadership, a quality-focused organizational culture may be fostered, resulting in fewer disputes, more efficient and productive teams, happier personnel, better hospital performance, and the achievement of individual and collective objectives. Research on leadership has been sparse in the health care industry, with the majority of research focusing on industrialized nations and fields other than medicine.

Managers' lack of knowledge in leadership and organizational Behaviour skills, stemming from insufficient on-the-job training and, in many instances, managers' skepticism about the value and need of acquiring such knowledge, was a major issue in leadership.

Managers' inconsistency weakened leaders' influence and authority, two of leadership's most essential qualities. Time is a factor in all of our desired improvements to the situation, including personnel. Unconsciously, we lose the drive to pursue long-term goals when we don't know how much longer we have this job. "When your coworkers anticipate that you won't be around for much longer than your predecessors, they stop putting their faith in you, stop making an effort to make you happy, and they're not scared when you're unhappy." Leadership roles are held by people in a wide range of organizations and educational institutions. Executives, administrators, teachers, aides, managers, and so on all fall under this category. A leader's principal responsibility is to point followers on the correct path. Everyone has to know the rules, regulations, laws, principles, and standards of the company so they may advance in their careers and help it run smoothly. Therefore, it is the duty and power of the leaders to enlighten the people and help them grow in many respects. The appearance of a variety of complications is evident during the course of organizing and carrying out work obligations. In order to solve issues and do their jobs to the standards set by their superiors, leaders ensure that their subordinates have access to the information they need. So, leaders should be well-versed in leadership principles so they can carry out their responsibilities in a systematic way.

The primary goal of outlining leadership principles is to educate future leaders on the importance of ethical and moral character qualities in carrying out their professional

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obligations. It is their responsibility to provide their subordinates with accurate and helpful information whenever possible. Working on group projects is a need in many different kinds of organisations and educational institutions. Having a designated leader is also helpful while working on group tasks. He is primarily responsible for overseeing all operations and responsibilities. With respect to the group's output, they report to the supervisors. Having leaders who fully grasp the importance of leadership principles would greatly enhance their ability to carry out their work tasks and achieve the required results. That is why it is critical for leaders across all levels and kinds of organisations in the education sector to acknowledge and adhere to leadership principles.

LITERATURE REVIEW

Delkhosh Ka, Jafari M, Niroomand P. (2013) Hospital administration may benefit from the theoretical framework proposed in this study, which seeks to review several aspects of the servant leadership paradigm. It also looks at how this concept may be used in police hospitals. Research Tools and Procedures: Two groups of 374 people—hospital executives and doctors and faculty members—were surveyed using a descriptive survey and an applied development method. Research population estimating technique developed by Ray Morgan was used to choose the sample. Using a basic random sample method, 251 members were selected. The reliability of the data was determined to be 0.89 using a 7-point Likert-type scale. Additionally, the statistical study relied on structural equation modelling, confirmatory factor analysis investigation, and model fitting using the SPSS and Lisrel toolkits. End result: Based on the data analysis, the most essential trait of servant-based leadership in hospital management is insightfulness, with a factor weight of 0.3, while the most important trait is facilitator, with a weight of 0.79. Twelve of the eighteen variables were verified, according to the second-order conformity factor analysis and the final fitting index. Consequently, twelve factors and five traits were ultimately validated. The RMSEA=0.098, GFI=0.95, and AGFI=0.94 values indicate a dependable fitting pattern, which deserves notice. In a servant leadership model, the most crucial thing for a chief executive to have is a thorough strategy for helping his or her team to succeed. As a result, we propose training sessions for hospital administrators on operational leadership and giving staff more agency to hone their planning abilities.

Radhika Kapur (2020) A person's personal and professional life are two settings in which they could put the notion of leadership into practice. Understanding the purpose and importance of leadership is crucial for people to effectively and worth whitely practice this notion. They will put this idea into action after they grasp its significance and see how it will help them do their jobs better and reach their objectives. The primary responsibility of leaders is to provide their subordinates with the information, resources, and support they need to carry out their job responsibilities in a systematic and organized way, with the end goal in mind. It is the responsibility of leaders to create an environment of kindness and prosperity as they carry out their responsibilities and collaborate with others. In addition, leaders should be knowledgeable about strategies and tactics to deal with change, and they should make sure these things work for the members and the company overall. It follows that those in charge should familiarize themselves with this idea thoroughly before carrying out their responsibilities. Leadership and management, leadership's

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functions, leadership's kinds, and leaders' duties are the primary foci of this study work.

Fatma Sonmez Cakir and Zafer Adiguzel (2020) Leadership efficacy, information sharing Behaviour, company performance, firm strategy, and firm performance are the variables that this research aims to examine. The associations between the variables were attempted to be revealed in this research by applying statistical analysis to the data obtained using one-to-one questionnaire approaches. Knowledge sharing Behaviour and the beneficial impacts of the independent and mediator variables on the organization are highlighted in this research. Furthermore, it was shown that job performance, company strategy, and firm performance factors were positively impacted by leadership effectiveness and information sharing Behaviour. The LISREL, IBM SPSS 23, and SPSS PROCESS V.3 add-in were used for the study. The 26 questions that used the Likert-type scale were subjected to reliability, explanatory, and confirmatory factor analyses. While doing the study of the variables' associations in the correlation menu of SPSS Programme, the hypotheses were tested and the mediating variable influence of the PROCESS V.3 add-in was shown using the regression menu. The LISREL software ran the confirmatory factor analysis.

Radhika Kapur (2019) The primary goal of this research work is to get a comprehension of the functions of educational leadership. The people in charge of educational institutions are known as directors, principals, and heads. Leaders are responsible for ensuring that their followers carry out their responsibilities effectively, for resolving issues of all kinds, for making sound decisions, and for cultivating an atmosphere conducive to learning so that everyone can reach their full potential. Furthermore, it is critical for leaders to have a supportive attitude and ensure that all members of educational institutions have equal rights and opportunities. Teachers need to take charge in the classroom and make sure their pupils are getting the most out of what they teach them. A leader's responsibility is to raise consciousness in many ways, increase their skills and knowledge, and implement changes throughout time. The leaders have the power to make changes, therefore it's their responsibility to make sure any changes are good for the members. Leadership responsibilities, leadership actions, leadership aspects, the importance of leadership in educational institutions, and conventional conceptions of leadership are some of the key ideas covered in this research study.

Abbas Sani Dahiru et al (2022) This study looks at how instructional leadership and school success are related, and how teacher empowerment plays a moderating role in that connection. A correlational design was used in the research. A total of 2,361 educators from 158 secondary schools in 27 Zamfara State made up the study's population. In order to determine the sample size, 330 educators were chosen using Cochran's method. A field survey method was used to get the data. Two types of statistics were used to examine the data: descriptive statistics and inferential statistics, namely Partial Least Square [PLS] path modelling. Instructional leadership, teacher empowerment, and school success are significantly related, according to the study's results. Additionally, a direct substantial positive association with a statistical value ($\text{Beta}=0.199$, $t=7.187$, $p< 0.05$) was seen between instructional leadership and school success, which is mediated by teachers' empowerment. According to the report, school administrators should empower

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teachers and use instructional leadership practices to achieve a successful school system.

Subandi et al (2022) A nation's development is contingent upon its human resource quality. Providing maximal education via the performance of competent instructors and the efficacy of schools was an endeavor to increase the quality of human resources. Among other things, organizational communication has an impact on the rise in teachers' performance. There has been a lot of studies on how school atmosphere affects some outcomes, such as teachers' performance. The leadership style of the principal and the overall school atmosphere are two of the many aspects that may improve the performance of good instructors. Examining how organizational communication and school atmosphere impact teachers' performance was the primary goal of this paper. Quantitative methods were used by the researchers. Questionnaires and documents were used for data gathering. A part analysis was performed to analyses the data in this research. The findings reveal that the leadership style of the principal, the school atmosphere, and teacher performance all have an indirect and direct impact on the success of the school at Senior High School Lampung Province. Teachers' performance is more 28 directly affected by the principal's leadership style than by motivation, which has an indirect influence. This data demonstrates that the leadership style of the principal is a factor in the enhancement of teachers' performance.

RESEARCH METHODOLOGY

A research technique is a set of procedures for methodically resolving research issues. Research strategy, design, study context, population description, sample, and sampling procedures, tool development and testing, data collecting method, and data analysis plan are all components of this study's methodology.

Research Approach

The study used a quantitative method to research since the effect characteristics of transformational leadership are measurable in relation to the interventions that were implemented.

Research Design

Research designs differ in the amount of structure the researcher applies to research settings and the amount of freedom permitted once the study is underway, according to Polit and Hungler. There is a great deal of structure and quantitative analysis in the study. This research used a quasi-experimental design with two groups: pre-test and post-test. The design also included time series observations.

Variables

Research variables include everything that can be changed or altered to influence the findings. Two categories of variables exist: those that are dependent and those that are independent.

Independent Variable You may think of it as the independent variable that has some kind of effect on the dependent variable. The Transformational Leadership

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Educational Programme (TLEP) serves as the independent variable in this research. Dependent Variable It is the outcome variable of interest, the variable that is hypothesized to depend. In this study dependent variables are performance and job satisfaction of staff nurses.

Population:

Researchers may use this term to describe any collection of people who share some trait or traits that pique their attention. Staff nurses and head nurses from public hospitals in the Indore municipal corporation make up the population in this research.

RESULT

Analyzing quantitative data via the use of statistical processes, such as descriptive and inferential statistics, is known as statistical analysis. Data reduction to a form that can be understood and used for analysis is the main goal of data analysis. In this chapter, we apply certain methodological criteria to a sample of public hospital nurses in order to draw conclusions about their leadership styles and the components of transformational leadership, as well as their performance and work satisfaction. Use of descriptive and inferential statistics allowed for the analysis of the gathered data. First, the data was entered into the computer system. The data was then analyzed using SPSS, which stands for statistical programme for the social sciences. For the purpose of this research, the data is presented using the following statistical methods: Mann-Whitney U test, Wilcoxon Signed Rank test, median, and frequency. For statistical significance, a p-value below the 0.05 threshold was used. SECTION 1 Here you may find the participants' demographic and personal information. Some descriptive statistics were used to characterize the demographic and personal data, including percentages and frequencies. In Table 1 you can see the numbers. Participant frequency distribution according to demographic variables such as 74 age, gender, level of education, occupation, and years of experience in the workforce.

Table 4.1: Distribution of Head Nurses and Staff Nurses based on the demographic data.

1. Age of Head Nurses and Staff Nurses in yrs.

	Study group		Control					
	Head nurse		Staff nurse		Group Head nurse		Staff nurse	
	f	%	f	%	f	%	f	%
21-30	2	6.67	50	25	8	26.67	55	27.5
31-40	20	66.66	100	50	12	40	110	55
41-50	6	20	35	17.5	8	26.66	25	12.5
> 50	2	6.67	15	7.5	2	6.67	10	5

2. Gender of Head Nurses and Staff Nurses

	Study group Head nurse		Staff nurse		Control group Head nurse		Staff nurse	
	f	%	f	%	f	%	f	%
Female	15	100	98	98	15	100	100	100
Male	0	0	2	2	0	0	0	0

3. Educational qualification of Head Nurses and Staff Nurses

	Study group		staff nurse		Control group Head nurse		staff nurse	
	f	%	f	%	f	%	f	%
SSC	27	90	15	7.5	25	83.33	12	6
HSC	3	10	181	90.5	5	16.67	185	92.5
Graduate	0	0	4	2	0	0	3	1.5
Postgraduate								

4. Professional qualification of Head Nurses and Staff Nurses

	Study group Head nurse		staff nurse		Control group Head nurse		staff nurse	
	f	%	f	%	f	%	f	%
GNM	30	100	198	99	30	100	196	98
Graduate	0	0	2	1	0	0	4	2
Postgraduate								

5. Work experience of Head Nurses and Staff Nurses in yrs.

	Study group		staff nurse		Control group Head nurse		staff nurse	
	f	%	f	%	f	%	f	%
1-5	0	0	5	2.5	2	6.67	10	5
5-10	0	0	20	10	5	16.67	40	20
10. - 15	2	6.67	25	12.5	4	13.33	20	10
15-20	15	50	75	37.5	10	33.33	100	50
>20	13	43	75	38	9	30	30	15

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The majority of the individuals in both the study and control groups were between the ages of 31 and 40, as seen in the table. In the experimental group, there were 20 head nurses (66.66%), whereas in the control group, there were 12 (40%). The same age range also accounts for the bulk of the nursing personnel.

The head nurses were all certified in General Nursing and Midwifery, and the majority of the staff nurses (ranging from 98% to 100%) also possessed these.

CONCLUSION

The study's results demonstrated that the head nurses' transformational leadership training course improved staff nurses' performance and work satisfaction. The ability of head nurses to effectively lead their units on a daily basis has improved significantly. As a result, the staff nurses were able to provide better patient care and report higher levels of work satisfaction. Leadership that is transformative is a method that may be used on a daily basis to get better results. The whole health care system would see an improvement in patient care practices and team engagement as a result of this procedure. All leaders in modern comprehensive patient care management would benefit greatly from this method, as it would enhance workplace management, communication with team members, and the proper resolution of problems. This study confirms that, despite busy schedules and staffing shortages, head nurses' leadership styles have improved, which has a positive effect on staff nurses' performance in their daily practices and, ultimately, their job satisfaction. Therefore, these future leaders should work on honing these "soft skills." Charisma, social, vision, transaction, delegation, and execution are the six primary transformational leadership styles that leaders should bear in mind. These styles will have a significant influence on the performance and job satisfaction of the staff nurses who provide patient care around the clock. There is a "glass ceiling" in every company, but this research shows that head nurses' educational intervention plan has enabled staff nurses become successful transformational leaders as well.

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