Leadership style employed by Nurses' Directors and Principals at Nursing Education Institutes, Hyderabad

Farah Anil [1]*, Sikandar Munir Memon[1], Anil Joseph[2], Erum Isaac[1], Tasleem Bibi[1], Sumera Aftab[1]
[1]*People's Nursing School, LUMHS Jamshoro.* [2]*B.Pharm, MSc (Business Management)*

Correspondence:
Sikandar Munir Memon
Email:
drsikander.memon@lumhs.edu.pk

Abstract

Leaders who are able to observe their behavior by themselves as well as the effects of their leadership on workforce are capable enough to adjust to a better style of leadership. This study was intended to evaluate the dominant style of leadership employed by nurses' leaders at nursing education institutes. Overall 10 Nurse's leaders were selected from ten Public as well as Private School of Nursing as participants by purposive sampling out of which one was Director nursing and nine were Principals at their respective institutes. A descriptive cross-sectional study was conducted by using self-reported questionnaire soughed for data collection. For data analysis SPSS for window version 20.0 was used for descriptive statistics such as frequency distribution (x), percentage (%), means (x-) and standard deviation (SD) respectively. In the study, four leadership styles were assessed: authoritative, democratic, facilitative, and situational. Study findings revealed that the leadership styles practiced by greater part of the Nurses Leaders are Authoritative in Nursing Education Institutes.

Introduction

According to American Nurses Credentialing Center (ANCC), "Nursing leadership matters in today's healthcare environment, experiencing extraordinary intense reforms. Contrary to the requirements of leadership yesterday to achieve stability and growth, the leaders of today must transform their organizational values, beliefs and behavior"[1]. Because it depends upon the demonstration of style or performance by supervisors or managers whilst dealing with sub- ordinates. Leadership is a significant factor that molds actions of employees for attaining the goals set forth by organizations[2]. To be an effective nurse manager (NM) it is required to continuously enhance the scope of responsibility along with the knowledge, skills, and attitudes in depth[3].

Leadership in any organization commences to run with the values, behaviors and attitudes. In case of Nurses the entrancement in leadership skills could be a probability, pursuit of career, or for the short-

lived basis. Thus for the sake of achieving effective and winning leadership outcomes one of the most critical elements is its effective leadership. Among various rational for nurses to turn over or leave the jobs in Nursing include excessive workload, non-favorable work setting, however aberrant style of leadership is leading concern above all[4]. By means of adopting the leadership style which is effective nurse managers or leaders can offer high-quality and conducive environment to staff nurses that can enhance job satisfaction, line of work and intent for retention in an organization 5. The profession of nursing is people-oriented which is focused on humanism that may affect the way of leadership[6]. During times of remarkable changes in an organization the role of nursing leader is quite challenging and difficult due to complexity and convoluted health system reform.

The superlative as well as favorable work setting, increases the tendency of leaders to control strategies not only in managing conflict but also to enhance people's ability to work collaboratively with efficiency. It turns out to be crucial on behalf of a leader to accomplish organizational goals through emphasizing equivalently for rational and expressive aspects of contradictory issues despite the fact with the purpose to resolve conflicts or disputes which can happen at any stage within the hierarchy of an organization[2]. This study focuses on evaluation of the pattern of style of leadership used by nurse leaders through their self- assessment in order to boost up their awareness regarding an effective style of leadership for improved and successful outcomes in nursing education institutions.

Methodology

Consisted of 10 nurse leaders (04 women and 06 men) from government as well as private nursing institutes; the selection of sample was made by means of non- probability purposive sampling method. All the participants subjected in the study consented and were well informed concerning the intention of the study along with assurance of protecting the provided information confidentially. Overall 10 questionnaires were distributed and 100 percent returned back with complete information provided. The study used Self developed self- report questionnaire comprises of 16 items to facilitate measures of constructs with the complete range of leadership behaviors. For the assessment of tools' validity, pilot study was done on three senior nursing instructors. Participants were asked for reading a short statement on the subject of a precise leadership behavior, showing the scores in the right-side column against each question ascending from (Not me at all= 0 ; A bit like me = 1 point; Much like me = 2 points; and Exactly like me = 3 points). Scoring of survey was based on the scoring key provided on the questionnaire to encourage the labeling of a leader as Authoritative, Democratic, Facilitative and Situational.

Results and discussion

Descriptive statistics of all variables included in the study shows that the participants were primarily males (ie 60%), while 40% were females .The age range of the subjects was between 38 and 63years where 70% of the participants fall between 38 – 50 years, and 30% were lying between 51 - 63 years (Mean= 46 and SD±7.05). The maximum educational level as reported by participants was MS Nursing (40%), with the greater part of study participants (60%) having experience of below 5 years' for being principal school of nursing (Mean=1.4 and SD= 0.5). The type of institute revealed that 60% of respondents were Government employees and 40 % were working in private settings in Hyderabad/ Jamshoro. Further,

scrutiny was made determine the leadership ability in order to distinguish Authoritative, Democratic, Facilitative and Situational leadership styles and it was found that, greater part 60 % employed Autocratic, 20 % Facilitative and 10 % was rated for both 10% Democratic, situational style of leadership.

Study variable (n = Participants for Question)	Frequency (%)
Gender Male Female	06 (60%) 04 (40%)
Age 38 – 50 51 – 63	07 (70%) 03 (30%)
Length of service as Nurse leader <5 years >5 years	06(60%) 04(40%)
Title of designation Director Principal	01 (10%) 09 (90%)
Type of institute Government Private	06 (60%) 04 (40%)
Qualification Bachelor in Nursing Masters in Nursing	06 (60%) 04 (40%)
Style of leadership Authoritative Democratic Facilitative Situational	06(60%) 01 (01%) 02 (02%) 01(10%)

Table 1: Demographic Tabulation
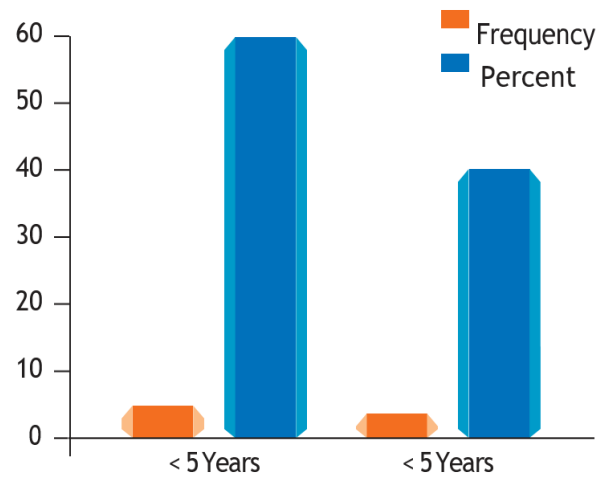
Figure 1: Length of service

Table 3: Scale[7,8]

| Descriptive Statistics	Mean	Std. Deviation	N
Style of leadership	1.8	1.13529	10
I'm glad to act as the spokesperson for our group	2.4	0.69921	10
I'm determined to push projects forward and get results	2.3	0.82327	10
I am good at organizing other people	2.2	0.91894	10
I set myself high standards and expect others to do the same for themselves	2.4	0.69921	10
I believe teams work best when everyone is involved in taking decisions	2	0.8165	10
I enjoy working on committees	2	0.8165	10
I don't mind how long discussions last, so long as we consider every angle	2.1	0.73786	10
I think all group members should abide by formal decisions, so long as we follow proper procedures	2	0.94281	10
I'm good at bringing out the best in other people	1.7	0.67495	10
I think people should be allowed to make mistakes in order to learn	1.8	0.78881	10
To me well-being of the members is the most important thing for a group	1.9	0.56765	10
Love helping other people to develop	1.6	0.84327	10
I don't consider myself as a 'leader'but can take on a leadership role when required	1.6	0.69921	10
Good adaptability to different situations	1.8	0.63246	10
Can see situations from many different perspectives	1.7	0.67495	10
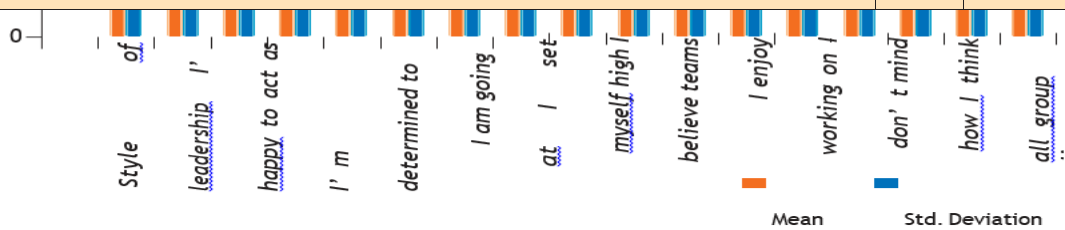
Figure 2: Scale rating

Conclusion

Several styles of leadership have appeared to portray how leaders act in order to achieve an affluent product. There is no any single style of leadership that can be considered as the best suited for one individual or one situation. It is vital for nurse leaders to recognize the pattern of training that already have the affinity to generate Autocratic leadership style9. Nurse leader can be well fitted in place to lead

only by means of education and training about various theories and styles of leadership.

Limitations
While assessing manager's style of leadership, it was unlikely to manage some of the perplexing factors such as the impact of organizational environment, structure as well as the availability of leaders themselves. Additionally, study results were entirely based on self-report by participants. The likelihood of variation along with the desirability of social aspect for response selection on the scales of research variables could not be reduced.

Recommendations
Further it is recommended that educational programs for nursing ought to incorporate training of nurse managers in order to recover leadership skills and their mirror image, in the course of which they prove themselves through better leadership style respectively.

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