Relationship Between Leadership Style Of HeadNurses And Performance Of Staff Nurses Before And After Intervention

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ABSTRACT

The research noted that working in a sensitive environment with high levels of stress and anxiety is one of the obstacles. The primary reasons for the high 3 sensitivity of hospital jobs and the tensions that arise from them are the constant encounters with unpredictable problems and crises, the necessity of making quick decisions, the professional risks associated with health jobs, the rotation of working hours, the heavy workloads, and most importantly, dealing with people's lives. Staff and supervisors alike are under a great deal of stress when working at the hospital, particularly in the treatment units. The problem isn't only with paperwork; it's with people's lives...; on top of a mountain of work, shift work and early morning wake-up calls bring stress, fatigue, and impatience.... Conversely, shift work reduces opportunities for coworkers to communicate and connect with one another since employees are assigned new supervisors each shift. 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. 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.

KEYWORDS: Leadership, environment, illnesses, socioeconomic statuses, and cultural

INTRODUCTION

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.

The research noted that working in a sensitive environment with high levels of stress and anxiety is one of the obstacles. The primary reasons for the high 3 sensitivity of hospital jobs and the tensions that arise from them are the constant encounters with unpredictable problems and crises, the necessity of making quick decisions, the professional risks associated with health jobs, the rotation of working hours, the heavy workloads, and most importantly, dealing with people's lives. Staff and supervisors alike are under a great deal of stress when working at the hospital, particularly in the treatment units. The problem isn't only with paperwork; it's with people's lives...; on top of a mountain of work, shift work and early morning wake-up calls bring stress, fatigue, and impatience.... Conversely, shift work reduces opportunities for coworkers to communicate and connect with one another since employees are assigned new supervisors each shift. The majority of participants held the view that dealing with the wide range of illnesses, socioeconomic statuses, and cultural backgrounds of patients and their loved ones necessitated mental and spiritually gifted workers, but also contributed to workplace conflicts and tensions, necessitating astute leadership and innovative motivational strategies. Professionalism is essential, but so is the ability for my staff to build strong relationships with patients and their loved ones from all walks of life, many of whom may be unfamiliar with the specific care that is required. This procedure is quite taxing and difficult.

Leadership disputes and problems intensified due to the teamwork-oriented hospital procedure and the high degrees of personnel's job dependence on each other, regardless of their variety. Maybe no job requires such cooperation, but the issue is that we can't lessen these disputes by making people more self-reliant and communicating less. 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' 4 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."

Motivating followers is a leader's responsibility. There is a general consensus that managers at all levels of an organisation would want to see their employees acquire more knowledge and expertise so that they can contribute more effectively to growth in output and revenue. Teachers and advisors, on the other side, will root for academic success among their pupils and postgraduate researchers. In order to achieve their goals, managers must ensure that their personnel are free from obstacles and challenges. Leaders may raise consciousness about the strategies used to inspire followers by adhering to a set of predetermined standards. When these characteristics are put into place, people become more invested in and enthusiastic about carrying out their professional responsibilities. It follows that all those taking on leadership responsibilities should recognize the importance of leadership principles and work to put them into practice. Those in authoritative positions often look to the leadership principles as a set of guidelines for how they should conduct themselves. The fundamental goal of leadership principles is to facilitate the efficient development and advancement of both people and the organisation as a whole. Sometimes, people just don't care about what they're responsible for at work. To rephrase, they consider them boring. When this occurs, it is the responsibility of the leaders to pique their interest and inspire them to work hard so that the group may reach its objectives. Additionally, they assist in developing qualities of perseverance, resourcefulness, and conscientiousness.

LITERATURE REVIEW

Alan Gutterman (2023) An organization is any group of persons with a common objective. Simply put, two or more people may band together to form an organization because they determine that working together is a more effective means for creating value than if each of them continued to work separately. The term "organization" is broad enough to include any and all associations, institution, companies and other groups that have been formed and are being operated for a specific purpose. This Research Paper provides a brief introduction to the theory and study of organizations, sometimes referred to as organizational studies. The field of organizational studies is based on pursuing a better understanding of the structured processes that emerge within organizations to guide how the members interact with one another to pursue their mutually agreed goals and objectives. Among the key topics covered in this Research Paper are popular definitions of the term "organizations" and theories regarding the purposes of organizations; how organizations create value for the members of the organization and society as a whole; descriptions of the various internal and external stakeholders of an organization, including a review of their contributions and expectations; the fundamental elements of organizational management, including structure, culture, design and environmental factors; an overview of the academic foundations for 60 organizational studies; a description of some of the key determinants of organizational effectiveness; and an introduction to popular methods for measuring organizational effectiveness. This Research Paper also includes an extensive discussion of the important "culture-free/culture-bound debate" which has been succinctly summarized as follows: "[d]o countries at approximately the same stage of industrial development, and having similar industrial structures, adopt the same approach to the organization and management of their institutions? Or are their distinctive cultural heritages sufficiently entrenched to mean that each society fashions its own unique administrative philosophy?" In addition, the Research Paper identifies and describes various typologies of organizational structures that have been suggested for use in making comparisons across national or culture borders Deep, Gagan. (2023). This article delves into the profound and dynamic influence of digital transformation on organizational culture. In an era where technology reshapes the business landscape, understanding the intricate interplay between digitalization and cultural evolution is paramount. The discourse navigates through the realms of technology adoption, innovation, and change management, exploring how these factors shape and, in turn, are shaped by organizational culture. As organizations strive for agility, collaboration, and data-driven decision-making, the article examines the pivotal role of leadership, employee engagement, and communication in fostering a digital-centric mindset. Additionally, it scrutinizes the challenges and opportunities associated with digital disruption, the integration of emerging technologies, and the transformation of traditional work environments. Through an exploration of real-world examples and strategic considerations, this article aims to provide insights into how businesses can proactively embrace digital transformation to not only survive but thrive in the evolving landscape, ultimately fostering a culture of adaptability, 61 resilience, and continuous improvement.

Motunrayo Feyisayo Arogundade. (2020) For many years, corporate organizations in the telecommunication industry have strived to design corporate cultures rooted in their philosophies and inclinations to guide their operations. This research investigated the impact of corporate culture on employee performance in IHS Towers Nigeria. The study's objectives were hinged on the tenets of Hofstede's (1980) 6-D model. This is because very few studies have used a simplified model of culture, such as Hofstede (1980) 6-D model, to assess the effects of organizational culture on

performance in a multinational telecommunication firm with diverse culture, and situated in a growing economy in Africa. This study tackles this gap by examining the effect of organizational structure, risk-taking, teamwork, competitiveness, strategic goal orientation and organization's spend culture on employee performance. Being a positivist cross-sectional research, an online structured Likert scale questionnaire was used to survey 286 entry-level to senior staff. The research adopted a quantitative approach to validate and analyze the data received. Multiple regression analysis was employed in testing the six hypotheses developed from existing literature review. The findings from the data analysis showed that organizational structure, risk-taking, competitiveness, and spend culture did not influence employee performance in the organization. On the other hand, teamwork and strategic goal orientation significantly influenced employee performance. Other interesting findings revealed by the study were that, teamwork can thrive among employees within a high-power distance multinational corporate setting. This is contrary to the tenets of the Power Distance Index dimension of the Hofstede (1980) 6-D model. Additionally, strategic goal orientation is largely associated with the employees' intrinsic need for job security, which in turn, is critical to the performance of the employees. Useful recommendations were proffered 62 alongside the costs/implications of implementing each of the recommendations. This chapter, written by Bicer, Can. (2022), provides an overview of the major definitions, viewpoints, theories, and functions related to organizational culture (OC) that are drawn from the body of prior knowledge and literature on OC-related topics. In other words, establishing a strong OC aids organisations in providing direction and consistency, making wise decisions and moving forward, motivating their workforce, and assisting them in realizing their full potential. Additionally, it is crucial for organisations to establish an effective OC because it not only influences all facets of organizational operations, but also has an impact on employee work behaviours. If OC is implemented effectively, employees feel more at ease, secure, supported, and valued in their workplace.

Makaryan, Mariam. (2023). Organizational culture for effective functioning of universities is one of the main prerequisites for ensuring a good environment. Although organizational culture is informal in nature, it can serve as a crucial factor in managerial decision-making and quality enhancement of processes. The current article explores four main types of organizational culture (clan, adhocracy, hierarchy and market cultures) at international higher education institutions (HEIs). By comparing and analyzing the professional literature, it becomes evident that at international HEIs clan organizational culture is more vivid. Even if other types of organizational culture are mostly adopted by universities, they still strive to have a clan organizational culture. Clan culture fosters a sense of cohesiveness and connectedness among members, and, respectively, enhances their ownership and organizational commitment. In a clan culture, everyone collaborates for the betterment of the organization, making it easier to make 63 collective decisions that are best for the group. Mazur, Barbara. (2023). The issue of organizational culture has recently become particularly important. One of the reasons for that is the increasing empowerment of employees, which requires changes in organizational culture. The need for change stems from the belief that management and culture should stand in harmony. The aim of this chapter is to examine the relationship between management paradigms and the orientations of organizational cultures. To accomplish that, a literature review was carried out on both paradigms of management (economic and humanistic) and groups of vales (terminal and instrumental), as well as on the types of organizational culture (task-oriented and human-oriented). The research problem focuses on determining the orientation of organizational culture and its dominant values through the lens of the management paradigm. Reflections on the relationship between management paradigm , values, and the orientation of organizational culture are theoretical, revisional, and conceptual. On the basis of the literature analyses, a model of the relationship between the paradigms applicable in the management and the type of organizational culture resulting from their application was created. In the model, the economic paradigm was assigned a task-oriented type of organizational culture, unlike the humanistic paradigm, which was assigned a human-oriented type of culture. Keywords: economic paradigm of management, humanistic paradigm of management, task-oriented organizational culture, human-oriented organizational culture, terminal and instrumental values

Mingaleva (2022) The paper is aimed at determining the relationship between personal and organizational values in an innovative company, and the compliance of the basic elements of the organizational culture of an enterprise to the requirements of its innovative development. The main goal of the study 64 is to determine how to improve personnel activity by changing the organizational culture. To achieve the goal of this study, a survey of employees of an innovative Russian company is conducted in order to determine the compliance of the organizational culture as a whole, as well as its main elements (personal and organizational values), to modern business conditions. The main research methods employed are a questionnaire survey, bibliographic analysis, and content analysis. Barrett's Cultural Values Assessment methodology is selected and adapted to the conditions of active innovative organizations and enterprises in Russia. Based on the application of Barrett's Cultural Values Assessment methodology, adapted to the specifics of the given company, an assessment of the existing organizational culture is obtained, inconsistencies between the current and desired organizational culture are identified, and recommendations for changing the organizational culture of the company are formulated. It is concluded that organizational culture is an active resource when managing sustainable development, and is part of organizational innovation. A well-grounded and adequate choice of directions and methods for organizational changes is an important factor in achieving business sustainability. The results of the analysis imply the necessity of changing the existing organizational culture of the given company.

Zhang (2023) This study takes the management context perspective to investigate how the social context and performance management context can jointly improve organizational innovation performance. We propose that organizational culture factors, including psychological safety, collectivism, and power distance, are antecedents of social context and performance management context. We collected survey data from 301 employees in Chinese organizations. Our data analysis results show that the social context and performance management context fully mediate the effects of 65 psychological safety, collectivism, and power distance on innovation performance. Specifically, psychological safety and collectivism have positive indirect effects, whereas power distance has a negative indirect effect on innovation performance. Our findings offer insights regarding how firms can develop management contexts to enhance their innovation performance, which contributes to both research and practice in innovation management.

Methodology
Research Design
This research used a quasi-experimental design with two groups: pre-test and post-test. The design also included time series observations.

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.

Sample size
It represents the total sample size for the research. The sample size for this investigation was determined using power analysis. Consequently, the study's sample size was 30 head nurses and 200 staff nurses. Considering the dropouts, there were 100 staff nurses and 15 head nurses in the control group, and 100 staff nurses and 15 head nurses in the research group.

Sampling Technique
Choosing a subset of a population to stand in for the whole is what this term refers to. The inclusion and exclusion criteria were used to pick the sample using a non-probability convenience sampling strategy in this research.

RESULT AND DISCUSSION
Here we discuss how the transformational leadership training course for head nurses affected the efficiency and productivity of the nursing team. We establish the null hypothesis and use a paired t test to see if planned instruction has an effect on transformational leadership. That which is not true:
Evaluating how well staff nurses handle workplace management, communication, team building, and conflict management—the four established dimensions of staff nurse performance.
This research aimed to compare the effectiveness of a transformational leadership education curriculum before and after an intervention using checklists completed by staff nurses in both the study and control groups. The information is laid down in tables 1, 2, and 3.
the assignment of staff nurses to the study and control groups according to their performance. Table 1 displays the data.

Table 1: Distribution of Staff nurses' participants based on observed Performance in study and control group.

Domain	Study Group				Control Group			
	Pre-Test		Post Test		Pre-Test		Post Test	
	NO	YES	NO	YES	NO	YES	NO	YES
Workplace Management	51	49	20	80	48	52	55	45
	51.50%	48.50%	20%	80%	47.50%	52.50%	55%	45%
Communication	86	14	25	75	87	13	88	22
	86.50%	13.50%	25%	75%	87.50%	12.50%	88.50%	11.50%
Teambuilding	85	15	24	76	87	13	85	15
	85.50%	14.50%	24%	76%	87.50%	12.50%	85%	15%
Conflict Management	83	17	3	97	81	19	80	20
	83%	17%	3%	97%	81.50%	18.50%	80.50%	19.50%

The results show that following the interventional TLEP, performance increased in all four areas by 31.5% to 80%. The category of conflict management had the greatest improvement, going from 17% to 97%, or an 80% increase. Following the head nurses' transformational leadership training, 61.5% of the research group's staff nurses improved their communication and teamwork skills, and 31.5% improved their workplace management abilities. Concurrently, the post-test results for the control group showed only a -7.5% to 1.5% improvement across all four performance areas. staff nurses' pre- and post-intervention performance on a pre- and post-intervention educational curriculum was compared. A paired t-test is used to declare and assess the null hypothesis. Table 2 displays the data.

Due to the ordinal nature of the data, the Mann-Whitney U test was used to determine statistical significance when comparing two groups.

Table 2.: Comparison of observed Performance of Staff nurses in study and control group.

Variables		Mean rank	Sum of ranks	u value	z value	p value	Sig. 0.05 levels
Work-place management	Study	53.6	49269	10831	-7.94	0.00	S
	Control	47.5	30931				
Communication	Study	19.1	57256	2844	-14.9	0.00	S
	Control	14.4	22944				
Team building	Study	17.3	56805	3295	-14.5	0.00	S
	Control	13.2	23395				
Conflict management	Study	20.5	59081	1018	-16.5	0.00	S
	Control	14.8	21118				
Overall	Study	110.5	59096	1004	-16.4	0.00	S
	Control	89.8	21104				

All of the performance components were being practiced by the head nurses, as shown in the table. After the intervention, the mean rank score went up 17.3 to 53.6, or 4.1 to 6.1 in most categories, compared to the pre-intervention mean rank score of 13.2 to 47.5. The greatest increases were in the workplace management category, at 6.1, and in conflict management, at 5.7. Management of workplace conflicts and other workplace issues were therefore the most often employed performance components. Overall, the study group's mean rank and total of rankings were higher than the control groups, suggesting that the research group's staff nurses performed better. As a result, Ho1, the null hypothesis, was rejected. The leadership style of head nurses has a considerable impact on the performance of staff nurses both before and after the intervention.

The importance of the change in performance between the study and control groups of staff nurses both before and after the educational intervention. A paired t-test is used to declare and assess the null hypothesis. In table 3 you can see the numbers.

The Wilcoxon Signed Rank Test was used for significance testing within the groups since the data was in ordinal form.

Table 3: Significance of difference of observed Performance of the Staff nurses in study and control group.

	Study group				sig. at 0.05	Control group					sig. at 0.05
	Median		u value	z value	p value		Median		u value	z value	p value	
Variables	Pre	Post					Pre	Post				
Work-place management	48	54	3568	-7.46	0.00	S	49	47	8772	-0.99	0.321	NS
Communication	14	19	136	-11.66	0.00	S	15	14	7700	-0.39	0.699	NS
Team building	13	17	132	-11.8	0.00	S	13	13	6695	-1.39	0.165	NS
Conflict management	15	20	13	-12.02	0.00	S	15	15	6723	-1.1	0.271	NS
Overall	91	111	9.5	-12.22	0.00	S	90	90	8260	-0.95	0.341	NS

You may see the staff nurses' performance ratings, along with their median scores and significance levels, in the table. The research group's overall performance increased after TLEP for the head nurses, going from a pre-test median score of 91 to a post-test score of 111. The control group did not exhibit any improvement in performance when compared. In the study group, Conflict Management stood out with a significant difference of -12.02 (p < 0.00 at the 0.05 significance level) compared to all other components. In contrast, the control group showed no significant difference of -1.1 (p > 0.271 at the 0.05 significance level). Assumption 1: Before and after the intervention, there was no statistically significant correlation between the leadership style of head nurses and the performance of the staff nurses. is dismissed and the planned training curriculum for transformational leadership is seen as having improved the head nurses' leadership style.

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.

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