

Original Research Article

## **A Descriptive Study to Assess the Knowledge Regarding Leadership Skill among the Staff Nurses at Selected Hospital, Bangalore**

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### **ABSTRACT**

As nursing gains increasing influence in all aspect of healthcare provision. It is vital that practitioners develop leadership skills at an early stage in their careers. The objectives of the study is: To assess the knowledge regarding leadership skills among staff nurses in selected hospital Bangalore, to determine the association between knowledge regarding leadership skills among staff nurses and selected demographic variables. The present study was conducted in a tertiary hospital located in Anekal Taluk, Bangalore, among 50 staff nurses on basis of inclusion and exclusion criteria. Researcher prepared 30; objective type questionnaire was used to assess knowledge regarding nursing profession. The finding of the study revealed that 6(12%) of subjects had poor knowledge, 44(88%) of subjects had average knowledge and none of subjects had good knowledge regarding leadership skill. There was no statistical association between knowledge and demographic variables. The finding of the study reveals that there is a need of improving the leadership skill among the staff nurses to improve the patients health, healthcare delivery system, harmony within the peer group, professional development and ultimately on organizational benefits. Healthcare organization should draw up visions of nursing leadership in future. Together with universities, they should start planning nurse manager education programmes that focuses on strategic issues, leadership, job satisfaction, challenging situation in leadership, change management, work unit management for helping them to develop as managers and make the successful leadership as a part of multi- professional cooperation.

**Keywords:** *knowledge, leadership skills, staff nurses.*

### **INTRODUCTION**

***“Leadership is the ability to positively influence people to do what you want because they want to do it”.***  
**-Howard-**

The old-fashioned view of leadership is that leaders are marked out for leadership from early on their lives, that's not the way we see it now. The modern view is that through patience, persistence and hard work one can be a truly effective leader, just as long as one makes the effort needed. In the modern age good leaders are an enabling force, helping people and organizations to perform and develop, which implies that a sophisticated alignment

be achieved of people's needs and the aims of organization. <sup>[1]</sup>

Leadership improves the organizational benefits and people health expectations by combining well professional and personal leadership and creating process of achieving goals, aligning processes and procedures. Leadership needs personal attributes such as expertise, integrity, empathy, sharing of authority and principled behaviour. <sup>[2]</sup>

Leadership strategies are important in nursing profession to reach their optimum standards in practice environment. <sup>[3]</sup> Leadership in nursing needs to be fostered in many settings such as clinical

management, policy education, and research across public private sectors and at regulatory, organizational and individual level. [2] Good leaders are followed chiefly because people trust and respect them, rather than the skills they possess. Leadership is about behaviour first and then comes skills. [4]

Developing future nurse leaders is one of the greatest challenges faced by nursing profession. Powerful skills are needed for all nurses those providing direct care to those top management positions. [5]

An article based on Bachelor of nursing student clinical observations and evaluations. It was found “absence of nursing leadership” directly contributes to students unfavourable opinions on their profession. They assert that nursing leadership now faces a challenge. The answer is to “develop ones” own leadership skills as well as those of our staffs. [6] “Being a professional course it has the capacity to develop new nurses but fails to develop the leadership capabilities among those nurses.” [7]

A case study design used to collect sample from January 2006 and December 2007 to explore the concern that leadership skills are lacking. They surveyed 2,200 leaders from the 15 organizations in three countries. Data were collected using modified version of benchmarks. The study showed that crucial leadership skills in today’s organizations are insufficient for meeting current and future needs. [8]

A cross-sectional survey was conducted to assess the leadership and quality of care in nursing homes. Data was collected among 900 nurses. Data collection includes, Self-report questionnaires, interviews with and questionnaires, telephone interviews relatives and field observations. Results shows that lack of significant effect for relationship-oriented leadership style was due to a strong correlation between the two leadership styles ( $r = 0.78$ ). [9]

Nursing leadership is the cornerstone of successful evidence based practice (EBP)

programs within healthcare organization. [10] Nursing leadership aims at developing the skills of nurses and other allied health professionals. It helps the nurses to become a catalysts and it provides an opportunity to share practical experiences in solving many problems in the health care industries. [7]

In western nursing setting, nurse assumes various positions as a leader such as Nurse Manager, mentor, Head nurse, extended and expanded role of nurse to deliver high quality care and improves peer group relationships within the policy boundaries in an organization. Whereas the concept of nursing leadership in Indian nursing set-up is emerging now and faces severe shortage of leaders due to the lack of knowledge and attitude regarding leadership, as well as lack of leadership qualities among the nurses. [11] The leader can act as a role model, collaborates to provide optimum care of information and support, providing care based on theory and research, and being an advocate for patients as well as to health care organizations. [11]

Hence lack of leadership qualities among nurses will have ill effects on the improvement of patients health, healthcare delivery system, harmony within the peer group, professional development and ultimately on organizational benefits. Leadership is about engaging with nurses, listening to them and developing the structure processes that will enable them to grow and develop and be the best they can and want to be. Now it is the time to seize the insecure and begin effective leadership skills to provide comprehensive and quality care to patients. [11]

### **Objectives of the study**

1. To assess the knowledge regarding leadership skills among staff nurses in selected hospital Bangalore.
2. To determine the association between knowledge regarding leadership skills among staff nurses and selected baseline variables.

### Hypotheses of the study

**H1:** There will be a significant association between knowledge score and selected baseline variables at 0.05 level of significance.

### MATERIAL AND METHODS

A Quantitative research approach, non experimental descriptive research design was adopted to assess the knowledge regarding leadership skills among staff nurses. The present study was conducted in a tertiary hospital located in Anekal Taluk, Bangalore. The study was approved by institution ethics committee and informed consent was obtained from eligible staffs. Purposive sampling technique was used to select the samples. Data were collected from 50 staff nurses on basis of inclusion and exclusion criteria.

#### Inclusion criteria

- Registered nurses GNM, B.sc, PCB.sc who are working in clinical areas.
- Staff nurses who are willing to participate in the study

#### Exclusion criteria

- Staff nurses who are not available at the time of data collection.
- Nurses who have attended any in service education regarding leadership skills in last 6 months.
- Staffs nurses who are in post of ward in charge and ward manager.

#### Description of tool

The tool was constructed based on the review of literature, discussion with experts and experience of the investigator.

#### Section A

Demographic characteristics Performa includes: Age, Gender, Marital status, Educational status, Year of work experience, previous experience of leadership, Awareness programme.

#### Section B

Researcher prepared 30; objective type questionnaire was used to assess knowledge regarding nursing profession.

#### Method of data collection

- Permission was obtained from concerned authority of hospital management.
- A written consent was obtained from the staff nurses who met the inclusion criteria
- One group pre-test was conducted using the tools of study.

#### Plan for data analysis

Data was planned to analyse using descriptive and inferential statistics.

- Descriptive statistics: frequency and percentage distribution was used to analyze the baseline data of subjects and their level of knowledge.
- Inferential statistics: chi square was used to analyze the association between the knowledge score and selected baseline variable.

### RESULTS

#### Presentation of data

The analysis of data is organized and presented under the following sections:

**Section I:** Analysis of demographic characteristics of subjects.

**Section II:** Analysis of level of knowledge of subjects regarding leadership skills.

**Section III:** Association between knowledge and selected baseline variables.

The data presented in Table 2: depicts that 6(12%) of subjects had poor knowledge, 44(88%) of subjects had average knowledge and none of subjects had good knowledge regarding leadership skill.

**H1:** There will be a significant association between knowledge score and selected demographic variables at 0.05 level of significance.

**Table 1: Analysis of frequency and percentage distribution of staff nurses according to their demographic characteristics. N=50**

S.NO.	Demographic characteristics	Frequency	Percentage (%)
1.	<b>Age in years:</b>		
	20-25	44	88%
	26-30	5	10%
	31-35	1	2%
	36 and above	-	-
2.	<b>Gender :</b>		
	Male	9	18%
	Female	41	82%
3.	<b>Marital status:</b>		
	a. Married	8	16%
	b. Unmarried	42	84%
4.	<b>Education:</b>		
	GNM	11	22%
	BSC Nursing	36	72%
	PBBsc Nursing	3	6%
	MSC Nursing	-	-
5.	<b>Year of work experience in hospital setup:</b>		
	<6 months	23	46%
	7- 12 months	12	24%
	1-3 years	12	24%
	3 and above	3	6%
6.	<b>Previous experience of leadership</b>		
	Yes	20	40%
	No	30	60%
7.	<b>Awareness programme on leadership skill</b>		
	Yes	3	6%
	No	47	94%

**Table 2: Analysis of level of knowledge of subjects regarding leadership skills N= 50**

Level of knowledge	Frequency	Percentage (%)
Poor (1-10)	6	12%
Average (11-20)	44	88%
Good (21-30)	-	-

The data presented in Table 3: shows that there was no association between knowledge regarding leadership skills

among staff nurses and baseline variable such as age in years, gender, marital status, education, years of work experience, previous experience of leadership and awareness programme on leadership skills. Hence the hypothesis H<sub>1</sub> was rejected at 0.05 level of significance.

**Table 3: Association between knowledge regarding leadership skills among staff nurses and selected demographic characteristics N=50**

Demographic characteristics	Category	Knowledge of subjects		Df	P value
		<33%	>33%		
Age in years	< 20-25	6	38	1	0.198**
	>26-30	0	6		
Gender	Male	2	7	1	0.297**
	Female	4	37		
Marital status	Married	0	8	1	0.102**
	Unmarried	7	35		
Education	GNM	1	10	1	0.736**
	BSC Nursing	5	34		
Years of experience	<1 year	5	30	1	1**
	>1 year	2	13		
Previous experience of leadership	Yes	1	19	1	0.213**
	No	5	25		
Awareness programme	Yes	0	3	1	0.372**
	No	6	41		

\*\*Not significant

## DISCUSSION

The data was collected from 50 staff nurses at selected tertiary hospital in Bangalore. Analysis of level of knowledge of subjects regarding leadership skills shows that 6(12%) of subjects had poor knowledge, 44(88%) of subjects had

average knowledge. This indicates that none of subjects had good knowledge regarding leadership skill.

Analysis of the association between knowledge and selected demographic characteristics shows that there was no association between knowledge and baseline

variables such as age in years, gender, marital status, education, years of work experience, previous experience of leadership and awareness programme on leadership skills. Hence the hypothesis H<sub>1</sub> was rejected at 0.05 level of significance.

## CONCLUSION

The finding of the study revealed that 6(12%) of subjects had poor knowledge, 44(88%) of subjects had average knowledge and none of subjects had good knowledge regarding leadership skill. There was no association between knowledge and baseline variables. Healthcare organization should draw up visions of nursing leadership in future. Together with universities, they should start planning nurse manager education programmes that focuses on strategic issues, leadership, job satisfaction, challenging situation in leadership, change management, work unit management for helping them to develop as managers and make the successful leadership as a part of multi-professional cooperation.

## Nursing implications

The results of this study have implication on nursing practice, nursing administration, nursing education and nursing research.

## Nursing practice

- Health education can be given to new joint nurses regarding leadership skills
- Nurse can be encouraged to develop leadership skill by conducting in-service education.

## Nursing Education

- Continuing nursing education programme regarding leadership skills can be organized for nurses.
- Students nurses can be encouraged and given chance to develop their leadership skills by giving responsibility to plan and conduct programs.

## Nursing Administration

- Nurses administrator plays a major role in setting an example as a leader
- The nurse administrator should take initiative in conducting awareness programme regarding leadership skills
- Performance appraisal of nurses has to be done to assess their initiative in performing assigned task and leadership skills

## Nursing research

- Nurse researchers can disseminate the findings through conference, journals and world wide websites.
- More researcher can be conducted regarding leadership skills among nurses

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