



ROLE OF TRANSFORMATIONAL LEADERSHIP IN HEALTH CARE

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Abstract

Health care industry is in revolutionary state in this era, which mainly focuses on eminence and transformational alterations after COVID-19 pandemic worldwide. Effective communication and efficient management of health care officials plays a vital role in health care industry. Inclusion of technological advancement, supportive, and helpful devices prevails bliss among the workers of health care industry. Most of the workers in this industry expects from managers to perform in inspiring and effective manner especially in pandemic or epidemic situations. In this manner, the officials of industry directly effects by their managers. Employees are more interested from their managers who can lead them with objectivity, fairness, and in an inspiring manner.



Nurses who are content material of their positions correlate to a discount in group of workers turnover and enhance retention. When the nursing group of workers are glad with their management, their behaviour affects the personal pleasure and this pleasure rises. Health care groups can see this trickle-down impact via will increase in affected person pleasure ratings over time. The promotion of powerful communication and high-quality attitudes complements a wholesome surroundings for all personnel and group of workers. Health care groups have to examine person nurse managers on devices to sell transformational management qualities; this could immediately bring about group of workers pleasure, employees' retention, and increases employees' engagement.

Keywords: Transformational Leadership, Health Care, Patient Satisfaction, Employees' Retention, Employees' Engagement.

INTRODUCTION

In today's corporate environment, the healthcare system lags behind as a provider of products to diverse consumer groups. Due to the burden of federal, state, and local bureaucracy, regulation, and endless procedures and policies, the healthcare system can be said to resemble a troglodyte. According to Thyer (2003), "the changing face of the workplace has required the use of effective and appropriate communication strategies. However, the health care sector has been a lot slower to implement new initiatives in nursing management." Health, at the heart of change in the care system are those who directly care for patients. Engagement at this level is essential for the health system to make positive progress in transforming the environment of individual care units. Nursing management is on the brink of change and has the power to positively transform the hospital environment by propelling Dinosaur into a new era of leadership strategies. Innovative leadership impacts healthcare at all levels. Management tasks and actions are different from the leadership process.

However, it is reasonable to assume that management will seek to promote good leadership



(Pearman, 1998). For example, a healthcare leader's strategy directly affects employee satisfaction, which in turn affects patient satisfaction. To do that there is a direct correlation between care and patient satisfaction. In fact, the importance of care to a patient's overall satisfaction makes them more likely to return to their health care provider or to recommend their health care provider to friends and family (Al-Mailam, 2005). This sequence of events will lead to increased revenue for the facility. Al-Mailam (2005) also argued that "The financial implications of these relationships are substantial as more repeat customers would bring in additional revenues." (Al-Mailam, 2005) (p. 119). Measure employee satisfaction, employee retention, and patient satisfaction and achieving it high will make you more successful in business and hospital revenue will also increase when staff satisfaction and retention rates and patient satisfaction are achieved.

Transformational Leadership

Communication is central to effective management and leadership. Historically, it has been identified that there are two different types of leadership: transactional and transformational (Bass, 1990; Den Hartog, Van Muijen, & Koopman, 1997). Goals are set by managers and employees must adhere to them. For example, a nursing unit might have a rule that employees who report sick on a weekend shift must work the next weekend shift. The department manager schedules the employee for this spare shift without discussing the missed shift with the employee. That's the rule and we follow it.

Transformational thinking processes, on the other hand, involve working in teams with managers as transformational leaders. This leader has a vision of what and how the unit should work. The team has some objection and reluctant in the implementation of this vision. Transformational thinking is more worthwhile and beneficial, but ultimately involves employees and a sense of belonging and ownership to achieve goals. Burns, Looney, Casey, and O'Donnell (1978) emphasized that transformative leadership is a commitment to a vision and empowering others to achieve it.

Transformational leaders must have a vision and be able to communicate that vision to



their followers. If leaders cannot communicate their vision of leadership, they cannot lead the group in a well manner (Aurangzeb, Alizai, Asif, & Rind, 2021; Aurangzeb & Asif, 2021). Giving the whole group a voice in determining the desired outcome is equally important. According to Bujak (2005) by letting go of the consequences of transcendental and inspiring vision, leaders inspire followers and urge them to reconnect to the main purpose of their work. Bujak (2005) also said that healthcare management has diverted its focus from patient care, ultimately leading to ignoring its vision and mission. The mission of modern nursing is to provide excellent patient care. Nursing managers need sophisticated critical thinking processes to deliver innovative leadership.

Training of Nursing Leadership

Managers should be trained in innovative leadership skills in every industry not limited to health care industry. While some hospital organizations continue to fund themselves internally, it's important to remember that education in technologies that can transform the healthcare system is essential. Among the many challenges arising from the current nurse shortage is the expectation that nurses who perform well at the bedside will thrive in managerial positions. Possibility (Wilson, 2005). Top-level managers should attend special training for nursing managers. As Wieck (2005) argued that, "The manager and leadership role must be brought back to nursing academic graduate programs and must be compensated at a level equal to others who hold similar positions of responsibility."

Nursing organizations should encourage increased educational qualifications where nursing leaders and administrators should be educationally prepared at a level consistent with other disciplines. Nursing leaders must have at least a master's degree to hold top-level positions.

However, many leaders already in these positions do not have college degrees, so it is important to provide educational opportunities for leaders already working in healthcare. Intensive leadership training, as opposed to investing in higher education, is a cost-effective strategy for developing effective leadership skills in nursing administrators. Nursing administrators who do not have an advanced degree or receive additional educational opportunities are unable to provide



the innovative leadership needed to maintain staff job satisfaction. Based in many urban areas, the many health agencies offers excellent educational and training benefits to its employees.

Leadership Style Affects Staff Satisfaction

Many of the researchers argued that traditionally at many places employees were not seen or heard (Asif, Khan, & Pasha, 2019; Burriss, Detert, & Romney, 2013; Mugira, 2022). In the decade of last century, everything has changed. In the recent era, business-to-business employee surveys are conducted for guidance on how to improve employee satisfaction, employees' productivity, and employees' engagement (Asif et al., 2019). While these studies are much informative in nature, hospital administrators should focus on how middle management of the organization guides their staff. This is the only way to improve employee loyalty and long-term patient satisfaction which is the back bone of it business.

Now a days, visionary managers focus on empowering staff more and more within their scope of work (Asif, 2021a; Aurangzeb & Asif, 2021; Aurangzeb, Asif, & Amin, 2021; Wei & Horton-Deutsch, 2022). Happy staff keep care units running smoothly and individual caregivers feel at ease. Asif (2021b) and Kleinman (2004) said that while nursing administrators continue to struggle with nurse recruitment and retention, evidence-based strategies can address leadership readiness and organizational structure. Additionally, research has shown a positive impact on nurse retention when leadership behaviours include support and attention from staff, greater visibility, and a willingness to share leadership responsibilities. It has been.

As Pearman (1998) narrated that "Communication and relationship-building habits are among the greatest challenges leaders have to face. The fact that many fail to develop good habits that foster growth, motivation, and excellence in communication is evident in turnover rates, lower profitability, and diminished employee concern for quality". Strong correlations have been shown between poor nursing unit leadership and disgruntled, unmotivated, and less engaged staff.

Leadership Style Affects Staff Retention



Management style also has to do with employee retention. Retaining experienced employees is very important part of any organization. According to Runy (2003), “Nurse shortages can get worse before they get better”. According to the Department of Health Resources Services, the shortage of registered nurses in 2000 was 110,000. He said, by 2010 it was increase to 275,220, and by 2020 it was increase to 808,416. As by 2030, it will be 1,606,000 approximately.

With such dire numbers projected for the future, now is the time to assess what each care unit is achieving. The cost of staff turnover is staggering, as it costs an estimated \$46,000 to replace a medical/surgical nurse. Combining these financial figures with those of the nursing staff shortage, this demonstrates the high level of importance of well-trained and experienced nurses to healthcare facilities.

New ideas and pilot projects take time, efforts, and resources, but developing better treatments is essential. Technological innovation and maintaining a happy workforce are essential to high standards of care (Wieck, 2005).

A new approach by nursing managers enables each nursing unit to develop its own independent and creative thinking to find the best ways to deliver patient care and improve staff engagement. Job satisfaction and employee retention are closely related. Kleinman (2004) reported that nurse managers who exhibited more transformative behaviour compared to transactional behaviour increased nurse job satisfaction and reduced nurse turnover. Nurse retention rates are much higher when nursing management is led by transformative leaders.

Bethune, Sherrod, and Youngblood (2005) narrated that “the nurse manager’s leadership and management style play an important role in developing attractive work cultures”. Professional nursing practice on the ward is an exercise in the autonomy of individual nurse (Mrayyan, 2004). Nurse’s autonomy is essential to professional practice as it enables nurses to participate in decisions related to day-to-day patient care.

Differences of opinion can arise within organization and among departments when



employees do not feel valued or important or consider themselves less important this will leads to conflict management and this conflict should be managed or resolved as it arises (Asif, 2021b). Organizational commitment, empowerment, relationships with colleagues and trust in managers are all reasons why nurses leave their employers (Wilson, 2005).

The management base of the nursing unit is only the administrator. McConnell (2016) argued that “one prominent feature of a well-led workforce is the absence of cynicism. Cynicism disappears when employees respect their leaders”. This respect arises when superiors demonstrate a high level of competence, effective decision-making, caring and trust. Builds trust, employees feel fulfilled and motivated to get work done, employees feel connected to their bosses, are better able to provide superior patient care, and improve patient satisfaction.

Evaluation of Patient Satisfaction

There are many ways to measure patient satisfaction. One way is the hospital administrators measure patient satisfaction while are discharging from hospital. Many of the hospitals adopt this model to measure patient satisfaction. Data gathered by this method was analyzed from discharged patients helps a lot to improve care processes and much needed improvement areas of the industry. According to numerous managers serving health care industry argued that we are constantly striving to improve patient satisfaction in all aspects of our hospital. In private hospitals, they aims to improve patient satisfaction scores, demonstrating consistent improvements in patient satisfaction with care over the same period of the previous year. There are two key elements of his focus on staff are improving effective communication with patients and their families and maintaining a positive attitude among staff (Robbins & Davidhizar, 2020; Trofino, 1995).

Many public and private hospitals has implemented a number of process to increase employees’ retention and patient satisfaction, including: developing expedited processes for bedside registration, greeting staff in constant contact with patients waiting in the room, and non-urgent visits to see patients by physician assistants and nurses. This reduces overall patient waiting time. Emergency department staff have to be committed and show positive attitudes to demonstrate



their commitment to improving staff interactions with all patients in emergency and ward.

In today's healthcare environment, both consumers and providers are constantly seeking to improve patient satisfaction. International accreditation bodies such as the Joint Commission International Accreditation (JCI) and Pakistan National Accreditation Council (PNAC) is an active international player striving for improvement in quality and conformity, should include satisfaction as a quality indicator. There are four hospitals that are JCI accredited hospitals in Pakistan. They are; Agha Khan University Hospital Karachi, Shifa International Hospitals Ltd. Islamabad, Shaukat Khanum Memorial Cancer Hospital and Research Centre Lahore and Shaukat Khanum Memorial Cancer Hospital and Research Centre Peshawar.

Nursing Satisfaction and Retention Impact Patient Care

When nurses are happy, they live of their positions. This affects workforce retention in a fine manner via way of means of lowering turnover on every nursing unit. This allows nursing gadgets to preserve with skilled workforce, which definitely affects affected person care. Workforce struggles, mainly the lack of registered nurses, have a terrible effect on fine of care and public belief approximately the fine of care provided. Positions are replaceable however human beings are now no longer, and in fitness care, fine human beings are what make the difference. According to Bujak (2005), "When we can put the soul back into health care, when those in health care can reconnect what they do with what they most care about, then the joy will return, and tangible results will show up at the front door". Executive control of fitness care companies wishes to re-evaluate a way to effectively offer fine affected person care with happy personnel even as retaining a cheap structure. Because of the excessive charges of changing workforce, in particular registered nurses, directors want to think again the manner nursing managers are interacting with workforce. All degrees of control must be concerned in selling a healthful environment. This system will lessen sanatorium charges, empower personnel, and enhance workforce attitudes, values, and dedication to our facilities, which in flip have an effect on advanced affected person care. Nurse managers are accountable for finding, modifying, and executing in a higher manner, now no longer



best for the workforce however for the populace counting on the fitness care system. The nurse managers' awareness wishes to be at the fine care this is being

SUMMARY

Health care agencies will find out that transformational management is critical in progress of every organization from every aspect and keeping nursing team more important in accomplishing typical affected person satisfaction. Focus and assessment should deal with how nursing managers are interacting with their team of workers. Relationships among supervisor and team of workers require professionalism, promoting of ideas, and powerful communication. When the nursing team of workers are satisfied, affected person care improves. Encouragement and help of personnel with the aid of using nursing managers are the final key to improving team of workers harmony. A transformational chief can empower nursing team of workers, which in flip promotes a healthful surroundings for the complete fitness care organization.

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