

Transformational Leadership Style: Implication for Nursing Practice

Ogenyi Chika F.

Department of Business Administration Nexus International University Uganda.

ABSTRACT

Nurse leaders are responsible for fostering an atmosphere of ongoing education and professional growth via the mentoring of their fellow nurses. They also serve as role models for younger nurses, some of whom may eventually advance to leadership positions within the nursing profession. Accordingly, building strong nurse leadership abilities are very necessary for those who work in the nursing profession and want to develop their careers. To develop one's leadership potential, it is frequently necessary to hone in on a core set of abilities that are particularly applicable to nursing administration. These abilities include the ability to make decisions, provide direction, resolve conflicts, effectively communicate, and adjust to changing circumstances. Nurse leaders are continually required to make choices, both big and little, ranging from the formulation of rules for the nursing staff to the upkeep of patient records. Nurse leaders are looked up to by resident nurses and other junior nurses for decision-making and guidance on a day-to-day basis. Skills in efficient, unambiguous, and effective decision-making will result in a health sector that is more structured and pushed in the direction it should go. Nurse leaders are therefore required to use interpersonal and motivational leadership tactics in order to effectively lead the individual and group of trainee nurses who report to them. Within the context of the health care system, this paper reviewed transformational leadership style and its implication for nursing practice.

Keywords: Transformational, Leadership, Style, Implication and Nursing.

INTRODUCTION

Transformational leaders have the capacity to instil confidence, staff respect, and they express commitment through a shared goal. This results in greater production, strengthened employee morale, and happier work environments for everyone involved [1]. Hence, success as a leader is related to a wide range of transformational leadership traits such as self-confidence and inspiration, as well as emotional intelligence and symbolism [2]; [3]. Transformational leadership is anchored on the transformational theory of [4], and [5]. According to the proponents of transformational theory, a transformational leader often possesses four characteristics: idealised influence, inspirational motivation, intellectual stimulation, and individual consideration

Transformational Leadership Style: Concepts and Application in Nursing Practice

The critical issue in nursing leadership borders more on the leadership styles that produce the best healthcare outcome [11]. There are a great number of studies

[6; 7]. Accordingly, the transformational leadership style is relevant in nursing practise as it is acknowledged to be effective in raising effective, innovative, self-motivated, leadership-oriented nurses. In the same vein, transformational leadership constitutes one of the most widely applied leadership styles in nursing leadership [8], owing to its ability to enhance nursing job satisfaction [9]. This position is supported by the [9] as well as Ferreira et al. [10], who opine that the motivational element of a transformational leadership style has been linked with job satisfaction among nurses and other healthcare workers. This paper therefore explores a reflexive account that depicts the conceptual, theoretical, and healthcare implications of transformation leadership style.

that agree that leadership style is an essential factor in determining the standard of medical treatment. One of the most important factors that determines

whether or not a company will achieve its goals and be successful is the quality of its leadership [12; 8; 10]. It has been shown that there are significant positive links between successful leadership styles and high levels of patient satisfaction, as well as a decrease in unfavourable consequences [13]. In addition, the relevance of leadership style for the quality of healthcare service in nursing homes has been highlighted by a number of studies in recent years [14]. There is a close connection between the practise of transformational leadership and the execution of good management that fosters an environment of patient safety [15]. In addition, the research emphasises that empowered leadership is associated with patient outcomes because it encourages higher levels of nursing competence by leading to enhanced staff stability and lower rates of staff turnover [16]. Effective leadership has an indirect influence on the reduction of death rates by motivating, maintaining, and providing support for experienced employees. Even though there is a large number of research that have been published that points to the significance of leadership, only a small number of these studies have sought to associate a particular leadership style with the outcomes of patients and the quality indicators of healthcare.

A transformational leader is a leader who achieves the institution's objectives and goals by promoting a set of transformative acts over his or her subordinates, promoting awareness of the value of activities performed and well-done job. These measures are meant to increase awareness of the significance of the job done and the quality of the effort put forth. There are four key elements of a transformational leadership style. According to [6], "transformational leadership is characterised by four dimensions, including idealised influence, inspirational motivation, intellectual stimulation, and individual consideration." The use of transformational leadership in a healthcare context promotes positive connections with the team and ultimately makes it easier to achieve goals that are

agreed upon by all parties concerned. A transformational leader is someone who is entrusted with the duty of transforming all possible aspects of the working environment. This obligation comes with the position of a transformational leader. What sets transformational leaders apart as the visionaries and strategists that they are is their willingness to communicate and inspire the team in addition to organising the work. This is what differentiates them from traditional leaders [17].

In the practise of transformational leadership, employees are encouraged to participate in the attainment of a predetermined target for the success of the organisation. This ensures that nurses are motivated by the goals of healthcare rather than their own private desires. According to this point of view, improvements in the culture of the firm that strive to boost activities and offer greater security in decision making are what promote the enthusiasm. More specifically, the goal of these adjustments is to guarantee that almost every nurse on the team, regardless of age, feels motivated [18]. One of the challenges of nursing leaders is dealing with young and new nurses (the young age of the professional), which, when combined with their lack of experience, indicates a preconceived notion about their level of competence might be inadequate. But with motivation and intellectual stimulation by the transformational leaders, the younger nurses gain confidence and perform better. Although leadership is an essential component of the nurse's professional practise, it is not always a simple assignment, and a lack of stance on the part of the professional might put their credibility in jeopardy [18].

Nurse technicians' reticence may be explained by their desire to seem knowledgeable and prepared, or by their difficulties in embracing ideas and inspection, or a combination of the two. Transformational leadership is even more important in a setting like this in order to encourage changes that are favourable to the respect and acknowledgement that are

required for effective nursing practise. Transformative leadership requires moral and ethical character; it requires sympathetic and inspiring leadership; and it requires a clear focus on the company's objectives. Transformative leadership is majorly focused on the attainment of the team or institution's goals and objectives [19].

Challenges and difficult task situations are often better handled by transformational leaders. Instead of letting these impossibilities or factors stymie the group's progress, the transformational nursing leader capitalised on them [20]. It is easier to excite and inspire a team when the leader supports communication and has an understanding of their stance [20, 21]. At the same time, regardless of the nature of the employment tie, the leader is able to address any issues or reservations that the team may have about the new leadership. The intellectual stimulation and the motivation components of transformational leadership can be seen in the leader's ability to engage the team in reciprocal communication and connection with one another, both of which contribute to the expansion and development of the potential of the nursing team. It was observed that the exercise of leadership led by example characterised the quickest and simplest way to teach [8], highlighting acknowledgment, acceptance, and fulfilment of assigned activities [12], which produced a horizontal connection. This was characterised as the best way to teach because it was the most straightforward method [22]. This was seen to be the most effective method of teaching. In addition, the fact that nurses are able to do the same tasks as other employees is an excellent way to motivate and inspire the other workers to adopt the same posture. According to Bass and Bass [23], who wrote the book.

According to the findings of certain experts, the participative performance of nurses, which is achieved through motivation and intellectual stimulation, brings them closer to the team during the execution of services, thus making them a

model for the team and a promoter of excellent care for the provision of quality care [24]. When a leader is actively involved and successfully integrated into the activities of the team, it fosters a sense of collaboration and enhances interpersonal connections. This, in turn, leads to a reduction in disputes, an increase in trust, and the creation of a healthy atmosphere [25]. The leader's example of building a relationship based on mutual trust and respect may be utilised to reach out to the team during these quieter periods of the day. These conditions need a leader who is charismatic, able to persuade others, and excited about the team. The transformational leadership style is characterised by charisma, which encourages followers to respect and admire the leader while also boosting their own self-confidence [23].

Proponents of transformational leadership advocate that a transformational leader allow his or her subordinates to contribute to the organization's progress. In order for nurses to be effective leaders, they need to be able to use dialogue to explain and receive ideas in a way that enables them to position themselves, advocate for the problem, listen to, evaluate, and implement creative and resolute ideas, and assist their employees in overcoming challenges [24; 23; 26; 21]. These are the hallmarks of transformational leadership, and they come into play when a leader encourages the members of his or her team to take on difficult problems and actively engages in the decision-making process [23]. When comparing the effectiveness of transformational leadership styles such as democratic leadership, authoritative leadership, and coaching leadership, transformational is the best leadership that suits nursing care practices. [8] observed that transformational leadership is the most widely adopted leadership style in healthcare settings.

According to [9], due to the fact that nursing care is humanistic and most of the time requires innovative approaches, a transformational leadership style

becomes imperative. Cummings [27] observed likewise that among the many different styles of leadership that have been identified, such as transformational leadership, transactional leadership, autocratic leadership, laissez-faire leadership, task-oriented leadership, democratic leadership, coaching leadership, and relationship-oriented leadership, the transformational leadership style has remained the best in nursing practices. The hallmarks of the

Theoretical Dimension of Transformational Leadership

The theoretical foundations of transformational leadership lie in the four (4) elements of transformational leadership theory. These elements include **Idealised Influence:** The idealised influence component of transformational leadership, which can be attributed to their behaviour, elevates the credibility of leaders and acts as a role model for employees in the areas of professional ethics, pride, respect, and trust [23; 7; 6]. Emulation and connection with the personality, moral and ethical principles, collaboration and devotion to common aims, and the formation of high levels of trust are all outcomes that may be attributed to its presence [23]. Nevertheless, hierarchical organisational constraints that limit followers' potential to create might render this attribute ineffective as employees attempt to match the expectations of their leader [28].

Inspirational Motivation: Leaders that are able to motivate their followers via inspiring means provide a distinct sense of purpose and serve as a model for their followers to emulate as they work to realise the leaders' goal with charm, excitement, and optimism [7; 6; 29]. In addition, by using efficient communication, leaders are able to establish rigorous expectations for their followers and motivate them to perform to the best of their abilities in order to meet those expectations [6; 23]. Both [7 & 6] came to the conclusion that what motivates workers to take action is a crystal clear sense of purpose and meaning, as well as visionary leadership, as well as an attractive and inspirational

transformational leadership style are developing connections with employees and inspiring them to achieve their full potential. Usually, transformational leaders have the capacity to instil confidence, staff respect, and commitment via a shared goal. This results in greater production, strengthened employee morale, and happier work environments for everyone involved [1].

stated vision. As a consequence of this, the staff members get motivated to chart their very own leadership course, which in turn fosters personal fulfilment and contentment.

Intellectual Stimulation: Intellectual stimulation as a trait of transformational leadership refers to the degree to which assumptions are challenged, risks are taken, and ideas are solicited. Leaders who exhibit this trait encourage the people they lead to debate the standards, to ponder, and to think outside of the box for increase in quality, which in turn fosters creativity, independent thought, and innovation [23]. Leaders who exemplify intellectual stimulation incentivize creativity, cultivate people who are capable of critically thinking to figure out measures of carrying out tasks. Unusual circumstances are described as the moments or opportunity to gain knowledge, so intellectually stimulated leaders take advantage of this opportunity [6, 23].

Individualized consideration: According to [23], natural, transformational leader is one who recognises employees not only as workers but also as unique people with unique requirements, both in their personal and professional lives. This kind of leadership makes it possible to generate chances for learning and exhibits tolerance for the unique qualities of each person [7; 6; 29]. In the context of the hospital, transformational leadership places a focus on certain qualities that are needed for people who perform this job. These talents include charisma, effective communication, and leading by setting an example [12]. It is advantageous for care

management to have a leader who has such qualities since their performance inspires and encourages the nursing team. It ultimately contributes to an improvement in the standard of service provided. The fact that leadership is something that encourages individual autonomy in those who are involved in the nursing work process is one of the reasons why nurses acknowledge the importance of leadership. This is especially true with regard to the resolution of disputes, the formulation of choices, and the communication with the team [9].

In accordance with the aforementioned, transformational leadership has been shown to be an acceptable method to lead since it enables tackling certain obstacles

Challenges of Transformational Leadership

Despite these advantages, the theoretical model of transformational leadership is subject to several challenges. Studies conducted in other countries highlight the shortcomings of the transformational leadership approach and call into question the morality of using it. It is stated that this style of leadership has a significant capacity to drive followers via the use of powerful emotions, regardless of the ramifications that these feelings may bring about. This way of thinking is also deemed to be incompatible with moral standards when it occurs when the

Implication for Nursing Practices

Leadership is the ability to guide and coordinate the efforts of a team or group of individuals in pursuit of a shared purpose. It is a relationship that exists among leaders, followers, and behaviours of directing the affairs of others in pursuant of a common goal. The conceptualization of leadership remains the same across disciplines. Nevertheless, it is common among all leaders to plan, organize, direct, staff, coordinate, budget, and report. The issue of leadership is today a serious issue in healthcare, especially for nursing care. Leadership in healthcare is imperative. In this highly ethical job, nurses and other workers must be coordinated and directed in the right way in order to foster effective and efficient healthcare services. A

that make it difficult to recognise the work of nurses in leadership roles. This makes transformational leadership an appropriate way to lead. The need for health organisations to have well cultured, focused and inspired nurse with leadership abilities and that provides nurses with the skills necessary to handle conflict and find solutions to problems, regardless of where they fall in the organisational hierarchy. Moreso, it would be much simpler to address concerns such as the lack of experience possessed by some of the newly hired nurses and the misconceptions possessed by some of the staff members regarding the ages of these nurses if there was a culture within the organisation that emphasised the development of leadership skills [10].

leader employs covert tactics to exert influence on the team. In this regard, leadership lacks both foresight and the ability to strike a balance between competing interests; hence, for leadership to be genuine and productive, it must prioritize upholding the values of honesty, loyalty, fairness, and respect for human rights [30; 31]. According to [30], the objective in the field of health should be to lead transformational change rather than to change in order to become a leader who has transformative traits.

transformational leader is change-oriented and has an eagle eye on the organisational goals.

Thus, building strong nurse leadership abilities are very necessary for those who work in the nursing profession and want to develop their careers. To develop one's leadership potential, it is frequently necessary to hone in on a core set of abilities that are particularly applicable to nursing administration. These abilities include the ability to make decisions, provide direction, resolve conflicts, effectively communicate, and adjust to changing circumstances. Nurse leaders are continually required to make choices, both big and little, ranging from the formulation of rules for the nursing staff to the upkeep of patient records. Nurse

leaders are looked up to by resident nurses and other junior nurses for decision-making and guidance on a day-to-day basis. Skills in efficient,

unambiguous, and effective decision-making will result in a health sector that is more structured and pushed in the direction it should go.

CONCLUSION/RECOMMENDATIONS

Nurse leaders are required to use interpersonal and motivational leadership tactics in order to effectively lead the individual and group of trainee nurses who report to them. Within the context of the health care system, nurse leaders are responsible for fostering an atmosphere of ongoing education and professional growth via the mentoring of their fellow nurses. They also serve as role models for younger nurses, some of whom may eventually advance to leadership positions within the nursing profession. Conflict is inherent in every setting, including the medical care industry, which includes all organisations. The ability to settle conflicts is an essential component of effective nursing leadership because it enables nurse managers to address problems, which in turn improves collaboration, productivity, and patient satisfaction. In the process of generating treatment plans and diagnoses for patients, conflict resolution is particularly vital since different members of the healthcare team may have different viewpoints. In order to achieve the

highest possible level of success in all aspects of their work, nurse managers need to have excellent communication skills. When it comes to the health care industry, effective communication may help to foster a culture of cooperation among workers at all levels and in all professions. Great communication is not just efficient and accurate but also entails active listening and providing feedback, which is particularly important when working with nurses who are still in training. A crucial quality of a good nurse leader is the ability to respond to continuing changes in the healthcare sector by continuously developing new tactics and modifying current ones. The lives of nurse leaders are riddled with uncertainty on a day-to-day basis, and so is the constantly shifting professional environment in which they work. Both of these things go hand in hand. Additionally, leaders have the obligation to effectively communicate these changes to the people who report directly to them.

REFERENCES

- [1]. Al-Sawai A. Leadership of Healthcare Professionals: Where Do We stand? *Oman Med. J.* 2013;28:285-287.
- [2]. Alzahrani, S. & Hasan, A. (2019). Transformational Leadership Style on Nursing Job Satisfaction Amongst Nurses in Hospital Settings: Findings From Systematic Review. *Global Journal of Health Science*, 11(6), 25-31.
- [3]. Amestoy, S. C., Backes, V. M. S., Trindade, L. L., Avila, V. C., Oliveira, A. F. L., & Silva, C. N. S. (2014). Comprehension of the nurses regarding the exercise of leadership in the hospital environment. <https://revistas.ufpr.br/cogitare/article/viewFile/35006/23217>
- [4]. Avolio, B. (2011). Full range leadership development (2nd ed.) Los Angeles: SAGE. <https://doi.org/10.4135/9781483349107>
- [5]. Bass, B. M., & Bass, R. (2009). *The Bass Handbook of Leadership, Theory, Research, and Managerial Applications*. Free Press.
- [6]. Brady, P. (2010). The influence of nursing leadership on nurse performance: a systematic literature review. *Journal of Nursing Management*, 18(4), pp.425-439.
- [7]. Chalekian, P. (2013). POSDCORB: Core Patterns of Administration. Conference: Pattern Languages of Programs (PLOP'13) Hillside 978-1-941652-00-8

- [8]. Chicago School of professional Psychology (2021). Important leadership skills for nurses. <https://www.thechicagoschool.edu/insight/health-care/5-important-leadership-skills-for-nurses/>
- [9]. Copelli, F. H. S., Oliveira, R. J. T, Santos, J. L. G., Magalhaes, A. L. P., Gregorio, V. R. P., Erdmann, A. L. (2017). Care management and nursing governance in a maternity ward: grounded theory. *Rev Bras Enferm*, 70(6), 1277-83.
- [10]. Cummings, G. (2008). Factors contributing to nursing leadership: a systematic review. *Journal of Health Services Research and Policy*, 13(4), pp.240-248.
- [11]. Cummings, G. (2010). The contribution of hospital nursing leadership styles to 30-day patient mortality. *Nursing Research*, 59(5), pp.331-339.
- [12]. Feather, R. (2009). Emotional intelligence in relation to nursing leadership: does it matter? *Journal of Nursing Management*, 17(3), 376-382.
- [13]. Ferreira VB, Amestoy SC, Silva GTR, Trindade LL, Santos IAR, Varanda PAG. Transformational leadership in nursing practice: challenges and strategies. *Rev Bras Enferm*. 2020;73(6): e20190364.
- [14]. Flinkman, M., & Salanterä, S. (2014). Early career experiences and perceptions - a qualitative exploration of the turnover of young registered nurses and intention to leave the nursing profession in Finland. *Journal of Nursing Management*, 23(8):1050-1057.
- [15]. Frandsen B. *Nursing Leadership Management & Leadership Styles*. AANAC, American Association of Nurse Assessment Coordination; Denver, CO, USA: 2014.
- [16]. Goedhart, N. S., Van Oostveen, C. J., & Vermeulen, H. (2017). The effect of structural empowerment of nurses on quality outcomes in hospitals: a scoping review. *Journal of Nursing Management*, 25(3), 194-206.
- [17]. Havig A., Skogstad A., Kjekshus L.A., Romoren L.E. Leadership, staffing and quality of care in nursing homes. *BMC Health Serv. Res.* 2011;11:327.
- [18]. Herzberg, F., Mausner, B., & Snyderman, B. (2008). *The motivation to work*. New Brunswick, N.J.: Transaction Publishers.
- [19]. Houser J. A (2003). model for evaluating the context of nursing care delivery. *J. Nurs. Adm.* 33:39-47.
- [20]. Hutchinson, M. & Jackson, D. (2013). Transformational leadership in nursing: towards a more critical interpretation. *Nursing Inquiry*, 20(1): 11-22
- [21]. Hutchinson, M. (2012). Transformational leadership in nursing: towards a more critical interpretation. *Nursing Inquiry*, 20(1), 11-22.
- [22]. Institute of Medicine . *Crossing the Quality Chasm: A New Health System for the 21st Century*. National Academy Press; Washington, D.C., USA: 2001.
- [23]. Jackson, J. (2009). Patterns of knowing: proposing a theory for nursing leadership. *Nursing Economics*, 27(1), 149-159.
- [24]. Kanste O., Kyngas H., Nikkila J. The relationship between multidimensional leadership and burnout among nursing staff. *J. Nurs. Manag.* 2007;15:731-739.
- [25]. Kouzes J.M., Posner B.Z. *The Leadership Challenge*. 3rd ed. Jossey-Bass; San Francisco, CA, USA: 2002.
- [26]. Lang T.A., Hodge M., Olson V., Romano P.S., Kravitz R.L. Nurse-patient ratios: A systematic review on the effects of nurse staffing on patient, nurse employee and hospital. *J. Nurs. Adm.* 2004;34:326-337.
- [27]. Lee D, A Coustasse and ASikula. 2011. Workplace injury and absenteeism: Analysis of a

- National nursing assistantsurvey. Health Care Management Review 36: 380-7.
- Pfeffer J. 2007. Human resources from an organizational behavior perspective: Some paradoxes explained. Journal of Economic Perspectives 21: 115-34.
- [28]. Lima-Neto, A. C., Marques, S. N., & Rosa, D. B. A. (2016). Importance of transformational leadership in organizations. *Race Revelation and Administration*, 1(1):1-15.
- [29]. Linstead S. 2004. Managing culture. In Management and organization: A critical text, eds S Linstead and S Lilley, 93-122. Basingstoke: Palgrave Macmillan.
- [30]. Lo, D., McKimm, J., & Till, A. (2019). Transformational leadership: is this still relevant to clinical leaders? *British Journal of Hospital Medicine*, 79(6), 344-357.
- [31]. Zwingmann, I., Wolf, S., & Richter, P. (2016). Every light has its shadow: a longitudinal study of transformational leadership and leaders' emotional exhaustion. *Journal of Applied Social Psychology*, 46(1), 19-33.