



## **Assessment of the amount of ability to manage transformation in nursing managers (Head Nurses)**

**Asra Ramyad<sup>1</sup> and Heidarali Abedi<sup>2</sup>**

<sup>1</sup>MSc Student, Nursing and Midwifery Faculty, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

<sup>2</sup>Nursing and Midwifery Faculty, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

Corresponding Email [habedi@khuif.ac.ir](mailto:habedi@khuif.ac.ir)

---

### **ABSTRACT**

*Quiescent leadership cannot last long time. When the environment is constant and unchanged, firms will have little mobility Human is subject to organizational changes and numerous factors. Removing the rust from the mirror of the soul of man enhances his development towards his capabilities. Purpose: This study aimed to examine change management capabilities of nurse managers (Head nurses). This research is a descriptive study, which examines the change management capabilities in 50 different supervisors from the perspective of 187 nurses in hospitals under the supervision of head nurses in Qazvin, and it is conducted by Census method. The tools of this research are Bass and Avolio's Transformational leadership questionnaire that its validity and reliability were confirmed. To analyze the data, the software spss version 22 statistical tests of Pearson, T, Nava, KS, and Chi-square exact was used. The findings showed that, according to the results of t-test, a statistically significant difference was not seen between the scores on all subscales obtained from the questionnaire of management capabilities in change management from nurses, demographic characteristics of nurses. (All  $p > 0/5$ ). However, scores in terms of individual consideration was ( $p = 0/44$ ) and Mental stimulation was ( $p = 0/035$ ) and only statistically significant difference was observed in the education of nurses. Given that nursing managers (supervisors) in the field of change management have a poor and average performance, it seems the higher the level of education is for nurse managers, their ability to apply change management is higher. Also supervisors' performance within individual consideration with an error probability equal to 0/012 is at an optimum level and hence was able to win the trust of staff. To advance the goals of excellence in medical care, training the managers towards change, establishing physical and mental health and confidence in them by their involvement, is considered an important factor in order to improve the quality of health systems.*

**Keywords:** ability, transformation, change management

---

### **INTRODUCTION**

Managers today work in an ambiguous and changing work environment. One of the most striking features of the current era is the continuing dramatic changes that occur in thinking, ideology, social values, work and many life changes [1].

Recent events in the world and related research show the need for effective solutions to problems in organizational activities. Nowadays, organizations are faced with major challenges that many of these challenges, lead to restructuring, reengineering, and also shrinks them. The current environment is complex and difficult, and leaders of organizations have faced unexpected difficulties that require their high degree of flexibility in solving problems and dealing with the turbulent environment.[2].

It can be seen in management development that managers care about a dynamic system that forces employees to mobility and development and participation. While in traditional methods of management, individual development is

emphasized. An organization has set a static system when human resources do not play a major role in it. Hence managers need a dynamic and evolving system to deal with issues and provide a clear way for the future [3].

Wave will drown the still leadership or the ship of this management and leadership, remains mired in the mud. And finally the views of many other theorists such as Toffler, Schwan (1971) and Kobest (1993) also suggests that organizations today cannot stop the pace of change, but may only change the uncertainty, volatility and instability to opportunities for learning, compliance and optimal fit [4].

Nowadays management of healthcare is an important and group work. In current century the hospital director plays a major role in the leadership of this great institution. Today, dramatic changes have occurred in the behavior of patients and visitors to hospitals. Patients always have expectations from official medical centers, doctors and nurses about how to care of their rights, which is why hospitals are required to improve the quality of their services [5].

Thus, this study examines the change management capabilities in hospitals, particularly teaching hospitals of University of Medical Sciences. For hospitals, are the most important health care institutions of the country, because they are the important arm of health services and is first referral level with specific responsibilities territory [6].

### **MATERIALS AND METHODS**

The Present study is descriptive cross-sectional and also it is a survey application study which w conducted on 50 supervisors and 187 nurses in hospitals under their supervision in Qazvin who were present in the morning shift. The participants were selected by census method and availability.

Data collection tools around the title of research were transformational leadership questionnaire of Bass and Olive which was for investigation the managers' ability to manage change according to nurses. The assessing leadership style of Bass and Olive was used which is based on bronze vision, and states four main indicators to identify transformational leadership (idealized influence, personal considerations and mental stimulation and mental stimulation).

The questionnaire contains 83 words, based on the five-item Likert scale in which 1 mean totally disagree and 5 mean totally agree. For data collection the researcher visits hospitals in morning shift gives the questionnaires to participants after providing the necessary explanations for completing the questionnaires. Data obtained from the questionnaire were analyzed using spss software and descriptive statistics (mean, standard deviation) and inferential statistics (t-test, Pearson, Kolmogorov Smirnov, square, Fisher exact and ANOVA ).

### **RESULTS**

Personal information of nursing managers in different units by gender includes most frequent (72%) were female and and least frequent (28%) males, according to age group (30 percent) in the age group under 40 years (70%) in patients older than 40 years, in the field of education most frequently (90%) has a bachelor's degree and the least frequently (10%) had a master's degree, based on experience, the most frequent (56%) had between 15 and 20 years and the least frequent (2%) had between 1 and 10 years. The average age of nurse managers was also calculated  $94/3 \pm 58/42$ .

Investigating the identical scores based on the number of questions in each of the areas of inventory management capability and development in nursing management from the perspective of nurses, including mean and standard deviation, in the area of idealized influence was  $0/58 \pm 3/25$ , in individual consideration was  $0/6 \pm 3/23$ , in spiritual motivation was  $0/6 \pm 3/21$ , and in mental stimulation was  $0/62 \pm 3/23$ .

According to One Way ANOVA analysis of variance significant difference was not seen between the scores on all subscales obtained from the questionnaire of management capabilities in change management from nurses, demographic characteristics of nurses. (All  $p > 0/5$ ). Only individual consideration from the perspective of nurses according to their education level in transformational leadership style with an error probability equal to  $0/012$  was significant.

### **DISCUSSION AND CONCLUSION**

The study was conducted to determine the ability to manage changes in nursing management, according to nurses most managers received poor or average scores. According to the results One Way ANOVA analysis of variance it was observed the scores observed in subscales according to individual consideration was ( $p=0/044$ ) and mental

stimulation was ( $p=0/035$ ) and significant differences were observed in the education of nurses in the performance of managers.

Niaz Azari in a study to evaluate the effect of transformational leadership style and Transactional Leadership on work ethic reported that level of education and work ethic of men and women has no significant difference which is not consistent with the results of this research [8]. In the research of Zaeemi pur et al (2007), that all managers were women and had a bachelor's degree, by paired t-test showed significant differences which is consistent with recent study [9].

As a result of Nabi and Abbas Ali Zadeh (2011) indicated that work experience of managing has a positive effect on transformational leadership which is inconsistent with the present study. The results of Fatima and colleagues (2011) showed that there was no significant difference between emotional quotient among male and female managers but still more women managers apply transformational leadership style [11].

The results Kenneth et al (2010) showed that there was not a significant difference between leadership styles of men and women, which corresponds with the results of this study [12]. The limitation of this study was the use of a questionnaire and that there was the possibility of bias in its completion that was out of control researcher. Since hospital is a social institution with an important task (customer satisfaction), the people must do their utmost about treatment and also they should create an appropriate atmosphere for health.

Thus, addressing the management of such a center in order to improve the quality of care for its staff, who are the helm of this complex is essential.

This study has been done in the research project and thesis and assistance of Qazvin University of Medical Sciences, thus I sincerely thank respected authorities, all managers and staff who helped me in this project.

#### REFERENCES

- [1]Khachyan A manouchehri, pazargadi M, Akbarzadeh Baghban. 2014. Change management challenges, experiences in University of Directors of Nursing and Midwifery: a qualitative study. School of Nursing and Midwifery, Tehran University of Medical Sciences (life), 1: 79. 88.
- [2]Bahrami pur. 2014. Key Success Factors promoting change in organizations using model ramifications, master's thesis, Islamic Azad University of Qazvin.
- [3]Taslimi. (2012). Organizational change management. Textbooks and study of Humanities University (side), 216 pages.
- [4]Sandoghdar. 2012. Transformational leadership in organizations (a model by the environment). Monthly magazine tact, (181) 18.
- [5]Mokhtari pur, Siadat (2008). The effect on the performance of the duties of the heads of departments of the faculty members. Journal of Knowledge Management, 71: 65 -90.
- [6] Management Association .1391 Total Quality Management Association. . eprints.arums.ac.ir/1200/3/TQM
- [7]Mahirpanahi. 2012. Efficiency and total quality management.
- [8]Niazazari, M and Taghvaei Yazdi and Niazazari 2010.brssy transformational role of management in enhancing organizational efficiency in large units Mazandaran Islamic Azad University (Journal of Educational Management Research, Islamic Azad University Roodehen, 4: 165.
- [9]Zaimi pour Kermanshah, Vanaki, Haji Zadeh 2007. Learning Groups in Training Programs for Nurse Managers: A Method to Enhance Nursing and Leadership in Nursing. Iranian Journal of Medical Education, 7 (1): 69-77.
- [10] Naibi, Abasalizade. 2009. The effect of mood on transformational leadership style of coaches in sports teams and sports. 13: 169-183.
- [11] Bushra F, Usman A, Naveed A.2011. EffectTransformational Leadership on Employees' Job Satisfaction an Organizational Commitment in Banking Sector of Lahore (Pakistan). International Journal of Business and Social Science,2(18):261-267.
- [12] Kent TW, Blair CA , Rudd HF.2010. Gender Differences and Transformational Leadership Behavior: Do Both German Men and Women Lead in the Same Way? International Journal of Leadership Studies,6(1):53-66.