

**TEAM WORK EFFECTIVENESS AND ITS RELATION WITH
TRANSFORMATIONAL LEADERSHIP AS PERCEIVED
BY NURSES AT PORT SAID GENERAL HOSPITALS**

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ABSTRACT

Background: In order to develop a high quality, performance-oriented nursing staff, every nursing leader strives to inspire followers to create engaged and enthralling teams that work beyond the needs of the job. **Aim:** This study aimed to investigate team work effectiveness and its relation with transformational leadership as perceived by nurses at Port Said general hospitals. **A descriptive correlational research design** was utilized with a sample of nurses who were working in Port Said city general hospitals namely: Port-Said general hospital and El-Zohour general hospital. **A sample size** was **178** nurses. Two tools were used to collect the data namely: Team effectiveness questionnaire and transformational leadership scale. **Results of the study** showed the majority of nurses (92,7%) adopted that transformational leadership leads to team effectiveness. **Conclusion:** The findings of the present study revealed that highest percentage of studied nurses were working in effective team work and under leaders adopting transformational leadership style with statistically significant relation. **Recommendations:** Designing and applying training strategy and continuing education programs about the importance of team work effectiveness in hospital environment and how to apply transformational leadership style.

Keywords: Team work effectiveness, Transformational leadership.

INTRODUCTION

The different health professions are required to work together to provide quality treatment for both patients and families in any healthcare setting. In this regard, the nursing profession continues to concentrate on teamwork that aims at ensuring protection and satisfaction for patients and staff (Nelsey & Brownie, 2018). Moreover, transformational leadership can be described as the actions of the leader who transforms and encourages followers to surpass expectations and overcome self-interest for the good (Hughes, Tawney, 2014).

The effectiveness of the team, also known as group performance, is the capacity a team has to achieve the goals of an approved staff or organization (Boone, Kurtz and Berston, 2019). It is also known as team performance, the ability of a team to achieve its goals and goals. This ability of achieving goals and goals leads to better results for team members (e.g. satisfaction and willingness to stay together) and to results produced or influenced by the team (Rosen, 2018).

Effective teamwork can be achieved by a successful teamwork. That is easier to tell than to do. To ensure team success there are many factors which must be coherent. Any organization that motivates high-performance work teams needs to make sure that the team collaborate efficiently and help groups handle disputes efficiently. And must inspire participants to accomplish work goals and guide the team towards the success (Jones & George, 2019). These factors include: communication and conflict management, motivation and leadership, diversity and social loafing in teams.

Transformational leadership defined as a mechanism in which leaders lift others' expectations and desires to higher levels by calling for higher values and ideals (Hughes & Tawney, 2014). In addition, it's a mechanism that motivates followers by calling for higher ideas and moral values where the leader possesses a deep body of inner values and ideas and convinces them to behave in a way which supports more the good than their own interests. The transformational leader should have some important characteristics such as being an effective

communicator, possessing inspirational traits, having a trustworthy character, and promoting teamwork (Doody & Doody, 2017).

According to Avolio (2012), transformational leadership is characterized by four dimensions including idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Idealized transformative leadership characteristics that can be attributed to or conduct strengthen authentic leading and credibility and serve as a model for high standards of ethical behavior, pride, respect and confidence amongst employees, inspired leaders build a strong sense of mission and act as a role model for their followers to recognize their vision of confidence, passion and optimism, Intellectual stimulation; this transformative leadership function refers to the degree to which they believe that they are to challenge, take chances, and ask for thoughts by which they encourage their members to question standards, reflect, and create new ideas for change and individual consideration concern in which the leader actively responds and integrates the needs of individuals with the organizational position (Avolio, 2012; Keskes, 2014; Bass and Riggio, 2016)

In this regard, today, organizations, for enhanced operational outcomes, and customer loyalty, are researching team efficiency and productivity. The numerous team dimensions can be divided into quantitative and qualitative team dimensions. Teams are detailed in terms of quantitative dimensions, including: team efficiency, productivity of teams, creativity of teams. Equipment communication, team management, team morale, team unity, team environment, team imagination and team leadership as well as team disagreements are the qualitative elements of team relations. Conflicts, partnership, teamwork, harmony can also be called as team processes (McEwan, et al. 2017).

Significance of the study

Leadership is catalyst for teamwork (Castner, Shwartz, foltz-Ramos, & Cervolo, 2012). So, Unhealthy work environments within hospital settings can result in absenteeism, increased levels of stress, and ineffective communication and collaboration between interdisciplinary team members (Huddleston, Mancini, & Gray, 2017). Several different areas can be emphasized in regards to team management and specific variables can be considered in regards to transformational leadership. The extent of this study was to explore a possible

relationship between transformational leadership and the impact it has on overall team effectiveness as perceived by nurses at Port Said general hospitals.

AIM OF STUDY:

The aim of this study is to:

Investigate team work effectiveness and its relationship with transformational leadership as perceived by nurses at Port Said General Hospitals.

Research Questions:

1. What is the team work effectiveness as perceived by nurses at Port-Said general hospitals?
2. What is the transformational leadership as perceived by nurses at Port-Said general hospitals?
3. Is there a relationship between team work effectiveness and transformational leadership as perceived by nurses at Port Said General Hospitals?

SUBJECTS AND METHODS:

(1) **TECHNICAL DESIGN:** The technical design for this study includes a description of the research design, setting, subjects and tools of data collection.

Research Design

The design that was utilized in this study is a descriptive correlational research design.

Study Setting:

The present study was carried out in all inpatient departments at Port Said city general hospitals namely: Port-Said General Hospital and El-Zohour General Hospital.

Subjects:

The study subjects were included nurses (n=178). 125 nurses were working at Port-Said General Hospital, and 53 nurses were working at El-Zohour General Hospital, who were working in the aforementioned settings during the time of data collection and who agree to participate in the study and have at least six months of experience in their current job.

Sampling size:

The sample size was estimated utilizing the following equation:

$$s = \frac{X^2 N P (1-P)}{d^2 (N-1) + X^2 P (1-P)} \quad (\text{Krejcie \& Morgan, 1970})$$

Sampling Technique: -

All nurses were chosen from (19) inpatient departments/units in two general hospitals according to systematic random sampling. The number of chosen nurses in each hospital was determined by the proportionate stratified technique.

Tools of Data Collection:

Data of this study was collected through using of two different tools namely: Team effectiveness questionnaire and transformational leadership scale.

Tool I: Team Effectiveness Questionnaire: -

This tool includes two parts:

First part: Personal characteristics data Sheet:

This part developed by the researcher and includes questions related to personal data include: Name of nurse, hospital and unit name, age, sex, marital status, educational level, years of experience in nursing field, and years of experience in the current position or department.

Second part: Team Effectiveness Questionnaire (TEQ):

This questionnaire developed by **National Health Service (NHS) (2014)** in English language and translated into Arabic language by the researcher. Its purpose to assess the team effectiveness among nurses. This questionnaire consists of 56 items categorized in eight dimensions namely: purpose and goals, roles, team processes, team relationships, intergroup relations, problem-solving, passion and commitment (cohesion), and skills and learning. Every dimension contains seven items.

Scoring system and interpretation:

The responses from “strongly agree” to “strongly disagree” were scored from 5 to 1, respectively. Totals of each of the dimensions and the total scale were calculated, and the sums of scores were converted into percent scores. For the categorical analysis of each dimension as

well as for the total score, a score of 60% or higher was considered as high team effectiveness, while a score <60% was considered low.

Tool (II): Transformational Leadership Scale:

This scale was developed by **Bass & Avolio (1990)** in English language, and adopted and translated into Arabic language by **Hamed (2014)**. It purposes to measure the extent of practicing the transformational leadership as perceived by nurses. It consists of 41 items which is divided into four subgroups namely; idealized influence (14 items), inspirational motivation (11 items), intellectual stimulation (8 items), and individualized consideration (8 items).

Scoring system and interpretation:

The responses from “strongly agree” to “strongly disagree” were scored from 5 to 1, respectively. Totals of each of the dimensions and the total scale were calculated, and the sums of scores were converted into percent scores. For the categorical analysis of each dimension as well as for the total score, a score of 60% or higher was considered as high transformational leadership, while a score <60% was considered low.

II. Operational Design:

The operational design covers the preparatory phase includes reliability and pilot study.

• Preparatory phase:

The preparatory phase was stated with review of current national and international related literature, articles, periodicals, magazines and internet of the various aspects concerning teamwork effectiveness and transformational leadership. The index of teamwork effectiveness and transformational leadership tools were revised with supervisors and modified and then validity and reliability were tested. Getting the preliminary approval of the medical and nursing directors of the selected hospitals was also started at this stage.

• Validity:

The tool of team effectiveness was translated into Arabic language by the researcher. Then the tool was reviewed by jury of five experts in the field of nursing administration.

●Reliability:

Cronbach's alpha coefficient was calculated to assess the internal consistency of the teamwork effectiveness questionnaire in the current study. With Cronbach's alpha coefficient is (0.97). The reliability of Transformational leadership scale was (0.96).

●Pilot study:

A Pilot study was carried out on 10% (13 nurses in Port-Said hospital and 5 nurses in El-Zehor hospital) of the nurses who were selected randomly after modified and revised the tools of the study, and they were excluded from the entire sample of study research.

● Field work:

The data was collected from nurses by the researcher after obtaining an official agreement from the medical and nursing directors of the studied hospitals. Meeting with the directors of nursing service was conducted by the researcher on an individual basis to explain the objectives of the study and to gain their cooperation. The questionnaire sheet was filled in by nurses while they were on duty only in the morning shift after the purpose of the study was explained. Data were collected from 1\1\2019 to 31\3\2019.

III. Administrative Design:

An official approval to conduct the study was obtained from the dean of the faculty of nursing and vice dean for post-graduate studies and researches was sent to Port-Said general hospital director and El-Zohour general hospital director. The director of the mentioned setting was contacted and informed in order to obtain permission to include the nursing staff on the present research.

IV. Ethical Considerations:

- An informed consent was obtained from nurses to participate in the study after explaining the purpose and the nature of the study.
- The studied nurses was informed that their participation was voluntary and they had the right of withdrawing from the study at any time and ensuring the confidentiality of the information collected and anonymity was guaranteed.

V. Statistical Design:

Data entry and statistical analysis were done using SPSS 20.0 statistical software package. Quality control was done at the stages of coding and data entry. Data were presented using

descriptive statistics in the form of frequencies and percentages for qualitative variables, and means and standard deviations and medians for quantitative variables. Cronbach alpha coefficient was calculated to assess the reliability of the tools through their internal consistency.

RESULTS:

It was found that the highest percentage of nurses (42,1%) were less than 30 years old, with a mean of (33,1±8,3). Most of study sample (93,3%) was a female who had diploma of nursing school (44,9%) and the highest percentage of them were married (75,8%). The nurses' years of experience in nursing field were near equal distribution values <10 – 10 (39.3%) to less than 20 years of experience (37.1%) and almost half of nurses (43,8%) had from 5 to less than 10 years of experience in the current job.

Table (1): shows team effectiveness among nurses in the study sample. As the table shows more than half of nurses (61,2%) were team effective in relation to problem solving (63,5%) followed by purpose and goal (59,6%).

Table (2): shows transformational leadership among nurses in the study sample. About two thirds of nurses (65,7%) perceived that their leaders followed transformational leadership style with near equal distribution values between the four dimensions.

Table (3): shows the relation between nurses' transformational leadership and team effectiveness. The results indicate that nurses who working in effectiveness teams under the supervision of transformational leadership (92.7%) with significant relationship between the variables.

Table (4): shows correlation matrix of nurses' scores of team effectiveness domains. Results indicate that there was positive correlation between team effectiveness domains.

Table (5): shows correlation matrix of transformational leadership and team effectiveness domains scores. Results indicate that there was correlation between the two variables' domains.

Table (1): Team effectiveness among nurses in the study sample (N=178)

Team effectiveness: High (60%+):	Frequency	Percent
Purpose and goal	106	59.6
Roles	89	50.0
Team processes	102	57.3
Team relationships	92	51.7
Intergroup relations	86	48.3
Problem-solving	113	63.5
Passion and commitment	95	53.4
Skills and learning	95	53.4
Total team effectiveness:		
High	109	61.2
Low	69	38.8

Table (2): Transformational leadership among nurses in the study sample (N=178)

Transformational leadership: High (60%+):	Frequency	Percent
Idealized influence	116	65.2
Inspirational motivation	112	65.7
Intellectual stimulation	112	62.9
Individualized consideration	117	62.9
Total transformational leadership:		
High	117	65.7
Low	61	34.3

Table (3): Relations between nurses’ transformational leadership and team effectiveness

variables	Transformational leadership				X ² test	p-value
	High		Low			
	No.	%	No.	%		
Total team effectiveness:						
High	101	92.7	8	7.3		
Low	16	23.2	53	76.8	90.53	<0.001*

(*) Statistically significant at p<0.05

Table (4): Correlation matrix of nurses' scores of team effectiveness domains

Team effectiveness	Spearman's rank correlation coefficient							
	Team effectiveness							
	1	2	3	4	5	6	7	8
1. Purpose and goal								
2. Roles	.656**							
3. Team processes	.675**	.714**						
4. Team relationships	.650**	.708**	.779**					
5. Intergroup relations	.520**	.649**	.716**	.667**				
6. Problem-solving	.655**	.659**	.664**	.738**	.605**			
7. Passion and commitment	.561**	.632**	.655**	.692**	.593**	.621**		
8. Skills and learning	.604**	.723**	.718**	.754**	.695**	.701**	.679**	

(**) Statistically significant at $p < 0.01$

Table (5): Correlation matrix of transformational leadership and team effectiveness domains scores

Team effectiveness	Spearman's rank correlation coefficient				
	Transformational leadership				
	Idealized influence	Inspirational motivation	Intellectual stimulation	Individualized consideration	Total
Purpose and goal	.619**	.574**	.568**	.493**	.597**
Roles	.685**	.614**	.683**	.601**	.696**
Team processes	.674**	.603**	.571**	.585**	.653**
Team relationships	.695**	.633**	.640**	.612**	.709**
Intergroup relations	.673**	.640**	.562**	.606**	.687**
Problem-solving	.678**	.581**	.625**	.599**	.679**
Passion and commitment	.713**	.680**	.576**	.560**	.692**
Skills and learning	.709**	.733**	.634**	.602**	.749**
Total	.786**	.718**	.690**	.635**	.788**

(**) Statistically significant at $p < 0.01$

DISCUSSION:

The aim of this study was to investigate team work effectiveness and its relation with transformational leadership as perceived by nurses at Port Said General Hospitals. Results of the current study indicated that two thirds of the study sample perceived that their leaders had high

total transformational leadership style From the researcher point of view, this could be attributed to the efficiency of the administrative authorities, which is represented by the managers of hospitals and head nurses in following the transformational leadership style and instilling the spirit of this pattern in all staff, in addition to the justice in distributing the tasks and encouraging the spirit of teamwork, raised salaries after applying the comprehensive insurance system and attention to the Individualized consideration and psychological aspects of the nurses.

Concerning transformational leadership dimensions, results of the present study detected that the highest items mean scores for four dimensions of transformational leadership are Inspirational motivation and idealized behavioral influence respectively. This might be due to most of head nurses in the previously selected Hospitals have enough information and able to motivate and transfer hope and teamwork to their staff nurses. Also, they are faire and more focus on attractive and worthwhile visions and the ethical aspects of their activities. Furthermore they behave in ways that optimize a strong sense of purpose and talk about their most important values and belief. Head nurses act in ways that foster respect and provide a strong role model to follow.

This result was supported with (Mohammad , AL-Zeaud , Batayneh, 2011) in the study about“ The relationship between transformational leadership and employees’ satisfaction at Jordanian private hospitals, Jordan”, registered nurses have received higher mean ratings in the transformational leadership style of inspirational motivation and idealized behavioral influence of registered nurses. Also, El-Demerdash and Aldeeb (2016) in the study entitled“ Head nurses' Transformational Leadership, Collaboration and its Relation to Staff nurses ‘Work Engagement, Egypt”, showed that High percent of head nurses perceived their selves high in idealized influence domain.

In addition to, this result is similar to research by Moussa, Aboshaiqah, & Alotaibi (2016) that carried out study on "effect of nurse’s supervisor’s leadership style on nurse's job satisfaction, Saudi Arabia”, found that the supervisors/heads of departments perceived that they used idealized influence domain. Also, Sadeghi, Akmaliah, and Pihie (2012) conduct a study on transformational leadership and its predictive effects on leadership effectiveness, Malaysia",

found that idealized influence dimension of transformational leadership received the highest mean scores .

On the contrary, David, Armanu, & Afnan, (2017) in the study entitled “The effects of transformational leadership personality on employee performance in Nissan Malang mediated by organizational commitment, Indonesia”, declared encouragement of inspiration and individualized consideration less than other measures. In addition, Abbas, Latif & Abdul-Rasheed (2014), who conduct study on "impact of transformational leadership on employee motivation in telecommunication sector " listed that the individualized concern is low compared to other transformational leadership dimensions.

Concerning, the relationship between nurses’ transformational leadership and team effectiveness. The current study findings showed that there was a highly statistically significant difference between total team effectiveness and total transformational leadership style scores among the study sample. From the researcher point of view, this means that transformational leaders may boost the effectiveness of their teams by encouraging team members to cope with environmental challenges and motivating them to continue to stay and work together.

This finding was agreed with Paoluccia, Dimasb, Zapata, Lourençoa, and Rebelo (2018) who performed a study named “Transformational Leadership and Team Effectiveness: The Mediating Role of Affective Team Commitment, Italy”, concluded that transformational leadership style and team effectiveness are highly associated and clarified that leaders who adopt a transformational style of leadership are able to generate positive results in team viability and quality of group experience.

In addition, Suratno, Ariyanti, and Kusrini (2018) in the study entitled “The Relationship between Transformational Leadership and Quality of Nursing Work Life in Hospital, Indonesia”, demonstrated that Leadership strategies are very important to enhance the role of nurses where leaders can create effective work environments for nurses and improve the quality of services provided to patients.

Furthermore, Rahn (2014) who conducted a study named “Transformational Teams: Examining the Relationship of Nursing Teamwork to Patient Outcomes, Philadelphia”, emphasized that there was highly statistically significant differences between team effectiveness and transformational leadership style. Also, Dimas, Rebelo, Lourenço & Pessoa (2018) in their study about “Bouncing Back from Setbacks: On the Mediating Role of Team Resilience in the Relationship between Transformational Leadership and Team Effectiveness, Portugal”, revealed that a positive relationship was identified between transformational leadership and team effectiveness.

In the same vein, pratoon (2017) in the study entitled “Differential Relationship of Person- and Task-Focused Leadership to Team Effectiveness: A Meta-Analysis of Moderators, Thailand”, mentioned that he relationship between transformational leadership and team effectiveness was stronger in small teams that were characterized by high interdependence. Also, Krishna (2011) in the study entitled “ effects of Transformational Leadership on Team Performance”, reported that all the transformational leadership subscales has positive, statistically significant ($p < .01$), correlations with team effectiveness.

CONCLUSION:

Based on the findings of the current study, it is often ended that:

Around two thirds of the total studied nurses had positive perception toward the relationship between team work effectiveness and transformational leadership. In this regard, the highest percentage of total studied nurses working in Port Said general hospitals in effective team work and under leaders who adopted transformational leadership style. Moreover, there was statistically significant relation between team work effectiveness and transformational leadership as perceived by nurses at Port Said general hospitals.

RECOMMENDATIONS:

- Provide continuing education programs to enhance formulation of teams in hospitals which learns nurses how to work together and recognize the autonomy to improve inter – professional collaboration, and enhance work environment and achieve high quality of care.

- Hospital managers should make periodical meeting with nurses' leaders and staff on different departments to discuss any problem face them in their units.

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فاعلية فريق العمل وعلاقتها بالقيادة التحويلية من منظور الممرضين في مستشفيات بورسعيد العامة

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الخلاصة

أصبح تطوير قوة عمل تمريضية ذات جودة عالية وموجهة للأداء التمريضي الفعال والوصول لأعلي جودة مقدمة لرعاية المرضى حاجة العصر حيث يسعى كل قائد جاهداً لإلهام التمريض من أجل إنشاء فريق عمل متحمس وملتزم يعمل بجهد بما يتجاوز متطلبات الوظيفة. لذلك تهدف هذه الدراسة إلى بحث فعالية عمل الفريق وعلاقتها بالقيادة التحويلية كما يراها الممرضون في مستشفيات بورسعيد العامة. تم استخدام تصميم دراسة وصفية ارتباطية لأجراء الدراسة مع عينة من الممرضات العاملات في الأقسام الداخلية في المستشفيات العامة بمدينة بورسعيد وهي: مستشفى بورسعيد العام ومستشفى الزهور العام وكانت عينة الدراسة تتألف من 178 ممرضة. تم استخدام أداتين لجمع البيانات، كانت الأداة الأولى هي استبيان فعالية الفريق الموجه لقياس فعالية فريق العمل. والثاني هو مقياس القيادة التحويلية. أظهرت نتائج الدراسة أن غالبية الممرضين (92.7%) تبينوا أن القيادة التحويلية تؤدي إلى فعالية الفريق. وقد تلخصت الدراسة أن أعلى نسبة من الممرضات المدروسات كانت تعمل في فريق عمل فعال وتحت قيادات تتبنى أسلوب القيادة التحويلية. وأوصت الدراسة بضرورة تصميم وتطبيق استراتيجية التدريب وبرامج التعليم المستمر حول أهمية فعالية العمل الجماعي في بيئة المستشفى وكيفية تطبيق أسلوب القيادة التحويلية.

الكلمات المرشدة: فاعلية فريق العمل، بالقيادة التحويلية.