

# The Influence of Supportive Nursing Leadership for Retention of Staff Nurses in Private Hospital of Lahore

Tasawar Batool, Sana Sehar, Altaf Pervez Qasim, Muhammad Afzal, Syed Amir Gilani

## ABSTRACT

**Objective:** Study was conducted to assess the influence of supportive nursing leadership for retention of staff nurses in private hospital of Lahore. **Study Design:** Analytical cross-sectional study. **Settings:** Fatima Memorial Hospital (a hospital of private sector in Shadman, Lahore)-Pakistan. **Duration:** This study was carried out for the period from 1<sup>st</sup> January, 2018 to 30<sup>th</sup> April, 2018. **Methodology:** The instrument used for data collection was structured questionnaire with close end research questions and convenient sampling technique was used among staff nurses having at least one year job experience & volunteered to participate in study. The individual staff nurses were interviewed and requested to answer the research questions. The data were analysed by using SPSS version 21.0. To determine the inter-relationship between independent variables, moderator and dependent variables correlation analysis has been done. **Results:** The results are described with the help of Pearson's coefficient Retention nt of correlation (r) and the value of significance (p). Supportive leadership have significant and positive relation with retention of staff nurses ( $P < .05$ ,  $r = 0.537$ ). Therefore, both variables under the current study are positively and significantly correlated. The results show that R is 23.7% which means that the total variation of 23.7% in the retention is explained by the supportive leadership. **Conclusions:** Supportive nursing leadership has great influence on nurse's performance as well as improves their retention in the job and eventually decreases the turnover rate. The positive behavior of nursing managers has the key role for job satisfaction among nurses and improving the quality of patient care.

**Keywords:** Retention, staff nurses, influence, turnover, supportive leadership, leadership skills.

### Corresponding Author

**Tasawar Batool**

Post RN, Student of BSN,  
Lahore School of Nursing,  
University of Lahore - Pakistan  
Contact: +92 312-4573617  
Email: tasawarbatool@gmail.com

*Submitted for Publication: 01-06-2018*

*Accepted for Publication: 14-10-2018*

**Article Citation:** Batool T, Sehar S, Qasim AP, Afzal M, Gilani SA. The Influence of Supportive Nursing Leadership for Retention of Staff Nurses in Private Hospital of Lahore. *APMC* 2018;12(4):272-5.

## INTRODUCTION

Nursing turnover is a major problem encountered by the management of nursing workforce as well as challenge for nursing leaders. The ultimate goal of nursing turnover research is to improve the quality of patient care, which is a major concern of healthcare administrators and policy makers. Turnover of healthcare staff negatively influence health care costs. It was estimated that minimum cost of healthcare staff turnover resulted in loss of more than 5% of the total annual operating budget including hiring, training & productivity loss.<sup>1</sup>

In European countries, many studies have investigated the relationship between the nursing work environment in relation to outcomes of job satisfaction and retention. Evaluations of resource adequacy, management support and healthy work environment have positive association with nurse's outcomes in several studies.<sup>2</sup> Pakistan as a developing country is struggling in many fields in which the healthcare system is suffering a lot with 122<sup>nd</sup> ranking out of 190 countries in a World Health Organization report while the ratio of patients in hospitals is increasing very rapidly.<sup>3</sup> Nurses are an essential part in patient's outcomes of medical services having a great effect on patients, community and their colleagues by playing a role of backbone in medical field. Nurses add an incentive in social insurance for arranging the medical services in order to enhance the quality

of care.<sup>4</sup> A study conducted in Pakistan indicated that the nursing turnover rate from 1996 to 1999 has remained above 30%. The main reasons for the turnover were immigration of nurses to other countries, resignations and family responsibilities.<sup>5</sup>

In addition, there are many reasons of nurse's turnover intentions e.g. nurses do not satisfy with their job due to non-cooperative behavior of the manager or uncomfortable organizational environment. Moreover, nurses' dissatisfaction from these factors may lead to quit the job. The shortage of staff nurses increases extra time, and increased dissatisfaction among patients etc. Nurses prefer managers who provide them support, resources and opportunities to improve their practices on their work place. Supportive Leadership skills have a close link between nurses retention and job satisfaction. Managers can enhance job performance by providing facilities that give positive impact of an organization.<sup>6</sup>

**Significance of the Study:** Results of this study will be helpful for patients to be treated with better quality of care and the job satisfaction / performance will be enhanced among nurses.

These study findings will help health care provider to think positively and display positivism in their hospital environment in this way, they will become more serious about their career. The data from this study will provide information to the managers

regarding the turnover intention of the nurses. Moreover, this study will provide the baseline data regarding the leadership style opted by the managers in the institution. Supportive leadership Management can use the data from this study to identify the impact of supportive leadership on nurses' retention. The Nurse Managers can make stronger nursing management by applying supportive nursing leadership skills. The study findings will help policy makers to understand preferred leadership to reduce nurses' turnover, shortage and will increase nurse's retention. The results of this study will help the future researcher to utilize this study as a literature. This study can also be utilizing as baseline and for higher order studies designs.

Study conducted in UK in 2010 showed that nurse managers have the duty of guaranteeing that nursing staff are locked in and play out their obligations to the best of their capacities. Keeping up a domain helpful for amplifying nurses' possibilities bringing about maintenance might be a side-effect of a powerful leadership style. Nurse Managers must investigate and receive initiative practices that are viewed as participatory, whereby staff feel engaged and incorporated into the basic leadership process. Effective leadership styles are important for nurse's retention.<sup>7</sup> It is important for supervisors to take care of nurse's needs and values. Supervisor should know them well and try to understand their point of views by providing help while attending patients and keep their knowledge up to date.<sup>8</sup> Nurses should be involved in decision making related to patient care delivery and practice. It is very useful strategy used by nursing leaders to enhance nurse's confidence. Supervisors should take notice whether decisions taking by them creating a positive impact on nurses to improve patient. Motivation is very useful tool to enhance nursing outcome. Enlisting and keeping the correct staff are key difficulties for health policy makers. The performance and quality of a health system at last rely upon the quality and inspiration of human resources. Accordingly, maintenance issues ought to be suitably tended to, as nursing staff shortage and low inspiration are probably going to affect the delivery of health care.<sup>9</sup>

## METHODOLOGY

**Study Design:** Analytical Cross-sectional study.

**Settings:** The study was carried out in Fatima Memorial Hospital, Shadman, Lahore.

**Duration:** from 1<sup>st</sup> January, 2018 to 30<sup>th</sup> April, 2018.

**Population:** Data collected from 112 nurses using convenient sampling technique.

**Research Question:** What is the influence of supportive nursing leadership in retention of staff nurses in private Hospital?

### Research Instrument & data collection:

Structured questionnaire used with closed ended questions related to retention of staff nurses and supervisory support. Each staff nurse was interviewed using a structured questionnaire; the questionnaire comprised of demographic information i.e. age, sex, level of education. Six questions were

related to the perception of nurses regarding importance, frequencies & retention rate while fifteen questions about supportive behavior by the nurse managers / supervisors.

The data analyzed by using SPSS version 21.0. Frequencies, proportion tables were used to describe the results. Chi-square test was used to test the association between dependent and independent variable.

**Ethical Consideration:** Written permission was obtained from the ethical committee as well as administration of private hospital under study to conduct the research activity. Informed consent was also taken from the participants. Confidentiality maintained by code number on questionnaire.

## RESULTS

Table-1: Statistics of the data shows that 45.5% respondents belong to 20-25 years age group while 44.6% of respondents belong to the age group of 26-30 years whereas 7.1% belong to 31-35 years and 2.7% of respondents belong to the ages of 36-45. More details are clear from given table and graph. As regard qualification of the respondents; 42.0% were diploma holders; 54.5% of those were BS Nursing (Generic) and 0.9% were BS Nursing (Post-RN) while 2.7% respondents had specialization. More details are given in table and graph. 52.7% of respondents were single & 47.3% married. Regarding the job experience of staff nurses; 90.2% had experience of 2-5 years, 8.9% had 6-10 years experience and 9% of them had working experience of 10 years and above.

**Table 1: Demographic Data**

Variable	Characteristics	Frequency	Percentage
Age	20-25 years	51	45.5%
	26-30 years	50	44.6%
	31-35 years	8	7.1%
	36-45 years	3	2.7%
	<b>Total</b>	<b>112</b>	<b>100.0%</b>
Marital Status	Single	59	52.7%
	Married	53	47.3%
	<b>Total</b>	<b>112</b>	<b>100.0%</b>
Qualification	Diploma	47	42.0%
	BS Nursing (Generic)	61	54.5%
	Nursing (Post RN)	1	0.9%
	Specialization	3	2.7%
	<b>Total</b>	<b>112</b>	<b>100.0%</b>
Job Experience	2-5 Years	101	90.2%
	6-10Years	10	8.9%
	10 Years & Above	1	9%

Table-2 shows the response of nurses of private hospital. Out of 112 respondents, 11.6% stated that my supervisor recognizes my ability to deliver quality care. 13.4% participants stated that my supervisor tries to meet my needs, 17.0% opined that my supervisor knows me well enough when I have concerns about patient care, 17.9 nurses narrated that the supervisor tries to understand their point of view when they speak to them, 16.1% respondents told that supervisor tries to meet their needs

while working with the patients. 11.6% respondents rely on their supervisor when ask for help, for example, if things are not going well between nurse and her co-workers or between nurse & patients / their families, 16.1% responded that supervisor keeps them informed of any major changes in the work environment or organization, 17.9% nurses rely on the supervisor open for any remarks, while 17.9% responded that supervisor keeps them informed of any decisions that were made in regards to the patients, 14.3% told that supervisor strikes a balance between clients / families' concerns and nurses, 13.4% were of the opinion that supervisor always encourages the nurses even in difficult situations, 11.6% stated that supervisor makes a point of expressing appreciation when nurses do a good job, 14.3% responded that their supervisor respects them as a person, 25.9% were of the firm opinion that supervisor makes time to listen them and 11.6% appreciated the positive behavior of supervisor for recognizing the strengths of the staff nurses working under their subordination.

**Table 2: Supportive Nursing leadership**

Never F (%f)	Seldom F (%f)	Occasionally F (%f)	Often F (%f)	Always F (%f)
My supervisor recognizes my ability to deliver quality care				
13 (11.6)	26 (23.2)	6 (5.4)	48 (42.9)	18 (16.1)
My supervisor tries to meet my needs				
15 (13.4)	30 (26.8)	9 (8.0)	53 (47.3)	5 (4.5)
My supervisor knows me well enough to know when I have concerns about patient care				
8 (7.1)	44 (39.3)	2 (1.8)	39 (34.8)	19 (17.0)
My supervisor tries to understand my point of view when I speak to them				
12 (10.7)	26 (23.2)		54 (48.2)	20 (17.9)
My supervisor tries to meet my needs in such ways as informing me of what is expected of me when working with my patients				
7 (6.3)	31 (27.7)	2 (1.8)	54 (48.2)	18 (16.1)
I can rely on my supervisor when I ask for help, for example, if things are not going well between myself and my co-workers or between myself and patients and/or their families				
10 (8.9)	23 (20.5)	2 (1.8)	64 (57.1)	13 (11.6)
My supervisor keeps me informed of any major changes in the work environment or organization				
6 (5.4)	33 (29.5)	5 (4.5)	50 (44.6)	18 (16.1)
I can rely on my supervisor to be open to any remarks I may make to him/her				
7 (6.3)	22 (19.6)	4 (3.6)	59 (52.7)	20 (17.9)
My supervisor keeps me informed of any decisions that were made in regards to my patients				
6 (5.4)	22 (19.6)	4 (3.6)	59 (52.7)	20 (17.9)
My supervisor strikes a balance between clients/families' concerns and mine				
7 (6.3)	16 (14.3)	11 (9.8)	62 (55.4)	16 (14.3)
My supervisor encourages me even in difficult situations				
7 (6.3)	22 (19.6)	10 (8.9)	58 (51.8)	15 (13.4)
My supervisor makes a point of expressing appreciation when I do a good job				
9 (8.0)	12 (10.0)	18 (16.1)	60 (53.6)	13 (11.6)
My supervisor respects me as a person				
7 (6.3)	22 (19.6)	15 (13.4)	52 (46.4)	16 (14.3)
My supervisor makes time to listen to me				
12 (10.7)	15 (13.4)	7 (6.3)	49 (43.8)	29 (25.9)
My supervisor recognizes my strengths and areas for development				
18 (16.1)	18 (16.1)	23 (20.5)	40 (35.7)	13 (11.6)

Table-3 shows first question about "retention of nurses". 12.5% participants preferred to continue, 17.9% would not care either way, 13.4% would like to stay for 1 year, 15.2% like to stay in hospital for 2 years, 17.0% will stay over 2 years, 10.7% would leave as soon as possible.

**Table 3: Retention of Nurses**

Strongly disagree F (%f)	Disagree F (%f)	Can't stay F (%f)	Agree F (%f)	Strongly agree F (%f)
I would prefer to continue working				
8 (7.1)	50 (44.6)	3 (2.7)	37 (33.0)	14 (12.5)
I would not care either way				
12 (10.7)	16 (14.3)	64 (57.1)	14 (10.6)	20 (17.9)
I would like to stay in hospital for 1 year				
8 (7.1)	39 (34.8)	2 (1.8)	48 (42.9)	15 (13.4)
I would like to stay in hospital for 2 years				
13 (11.6)	20 (17.9)	1 (.9)	61 (54.5)	17 (15.2)
I would like to stay in hospital over 2 years				
5 (4.5)	26 (23.2)	2 (1.8)	60 (53.6)	19 (17.0)
I would leave as soon as possible				
7 (6.3)	20 (17.9)	18 (16.1)	55 (49.1)	12 (10.7)

## DISCUSSION

The nursing turnover is a major problem for the management of nursing workforce and a challenge faced by nursing leaders. The detailed assessment was done to find the influence of good supportive nursing leadership for retention of nurses in the hospitals of private sector. The demographic variables show that both male and female staff nurses were included and the common age group was 20-30 years of age. Most of the percipients were with the experience of 2 to 5 year.

No association was found between demographic variable and retention of nurses, supportive nursing leadership. A study conducted in Pakistan<sup>5</sup> indicated that the nursing turnover rate from 1996 to 1999 remained above 30%. The main reasons for the turnover were immigration of nurses to the UK and the USA, resignations and family responsibilities.<sup>10,11</sup>

In European countries, many studies have investigated the relationship between the work environment of nurses in relation to the nurse-reported outcomes of job satisfaction and retention e.g. favorable evaluations of resource adequacy and management support, components of a healthy work environment, have had a positive association with nurse outcomes in several studies.<sup>12,13,14</sup> By adopting an effective leadership style head nurses can provide good and favorable environment to staff nurses in which they become satisfy with their job, profession and intent to stay in an organization.<sup>15,16</sup> These findings substantiated the need for nursing leadership development specifically in the areas of relationship building and registered nurse (RN) empowerment strategies. The results showed the positive correlation between retention of nurses and supportive nursing leadership and if supportive nursing leadership will improve the turnover of nurses will decrease.

**Limitations:** Sample of population in this study consists of the staff nurses of a private hospital of Lahore (Single hospital

study). The sample size is small & may not be representative of all nurses of that age group in other hospitals of Lahore city. The data were collected by self-report, which may be a source of bias.

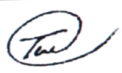



## CONCLUSION

Supportive nursing leadership has significant relationship with staff nurses retention in private hospitals. Therefore, both variables under the current study are positively and significantly correlated. Behavior of nursing managers has positive effects on nurse's performance resulting in maximum retention and minimizes the turnover of nursing staff in private hospitals. More the nurses are satisfied with the working environment and manager's behavior; they will be confident in their performance to improve the quality of patient care and for organizational development. Future research is recommended on the manager's leadership styles in private hospitals to find out the strategies for improving nurse's retention in private hospitals.

## REFERENCES

1. Al-Hussami M, Darawad M, Saleh A, Hayajneh FA. Predicting nurses' turnover intentions by demographic characteristics, perception of health and quality of work attitudes. *International journal of nursing practice*. 2014;20(1):79-88.
2. Asamani JA, Naab F, Ofei AMA. Leadership styles in nursing management: implications for staff outcomes. *Journal of Health Sciences*. 2016;6(1):
3. Baker A. *Shaping the developing world: the West, the South, and the natural world*: CQ Press. 2013.
4. Benson J, Dworin J, Garry T, Hicks J, Schicker T, Victor A. *Diagnosing Healthcare in America: The Impacts of Immigrants and Occupational Licensing*. 2013.
5. Naseer A, Perveen K, Afzal M, Waqas A, Gillani SA. The Impact of Leadership Styles on Staff Nurses' Turnover Intentions. *IJARBS*. 2017;7(12):665-73.
6. Brophy DM. Occupational challenges faced by nursing personnel at a state hospital in Cape Town, South Africa. *Cape Peninsula University of Technology*. 2016;6(3):780-96.
7. Carstairs C. *Jailed for possession: Illegal drug use, regulation, and power in Canada, 1920-1961 (Vol.26)*: University of Toronto Press. <https://www.jstor.org/stable/10.3138/j.ctt1287x0h>
8. Cleary M, Horsfall J, O'Hara-Aarons M & Hunt G. E. 2012. Leadership, support and acknowledgement of registered nurses work in acute mental health units. *International journal of mental health nursing*. 2006;21(5):445-452.
9. Gangaram P. An investigation into recruitment, retention and motivation of advanced life support practitioners in South Africa. *University of Cape Town*. 2017;3(2):210-6.
10. Crisp N, Chen L. Global supply of health professionals. *New England Journal of Medicine*. 2014;370(10):950-7.
11. Fallatah F, Laschinger HK. The influence of authentic leadership and supportive professional practice environments on new graduate nurses' job satisfaction. *Journal of Research in Nursing*. 2016;21(2):125-36.
12. Hinno S, Partanen P, Vehviläinen-Julkunen K. The professional nursing practice environment and nurse-reported job outcomes in two European countries: a survey of nurses in Finland and the Netherlands. *Scandinavian journal of caring sciences*. 2012;26(1):133-43.
13. Edmonson C. Strengthening moral courage among nurse leaders. *Online Journal of Issues in Nursing*. 2015;20(2):1-14.
14. Kousar S, Hussain M, Afzal M, Gilani A, Azhar M. Impact of Job Satisfaction on Nurse's Performance. *Saudi J Nurs Health Care*. 2018;1(1):49-55.
15. Kumar R, Ramendran C, Yacob P. A study on turnover intention in fast food industry: Employees' fit to the organizational culture and the important of their commitment. *Int J Acad Res Business & Social Sci*. 2012;2(5):9.
16. Naseem S, Afzal M, Sehar S, Gilani A. Relationship between Leadership Styles of Nurse Managers and Staff Nurses Job Satisfaction in Public Hospital of Punjab, Pakistan. *Int J Soc Sci Manage*. 2018;5(3):201-8.

## AUTHORSHIP AND CONTRIBUTION DECLARATION

AUTHORS	Contribution to The Paper	Signatures
<b>Tasawar Batool</b> Post RN, BSN Student, Lahore School of Nursing University of Lahore, Pakistan	Conceiving & designing the study Collection & interpretation of data, Preparation / tabulation of results	
<b>Sana Sehar</b> Associate Professor, Lahore School of Nursing University of Lahore, Pakistan.	Helped in manuscript writing, Statistical analysis & Reference writing	
<b>Altaf Pervez Qasim</b> Professor / Head of Forensic Medicine Deptt. Faisalabad Medical University, Faisalabad.	Review of Literature Proof reading / Final editing Guidance in completion of research	
<b>Muhammad Afzal</b> Associate Professor, Lahore School of Nursing, University of Lahore, Pakistan	Critical review Layout of the manuscript Supervision of Study	
<b>Prof. Syed Amir Gilani</b> Dean faculty of Allied Health Sciences, Lahore School of Nursing, University of Lahore, Pakistan.	Overall supervision of study Provided guidance, help & support	