Transformational leadership – perceptions of Finnish nursing staff
University of Eastern Finland – A University of the Future

• The Universities of Joensuu and Kuopio constituted the University of Eastern Finland, effective from 1 January 2010.

• The University of Eastern Finland is an international and multidisciplinary university with a firm status among the leading universities in Finland.

• The University of Eastern Finland has its main campuses in Joensuu and Kuopio, and there is also a campus in Savonlinna.
Department of Nursing Science
The Research Programme within the Department of Nursing Science

• The two main threads within the Research Programme are

1) Health Promotion in Different Cultures and Contexts and

2) Health Service, Health Care Education, Clinical Outcomes and the Effectiveness of Nursing Care.
Masters Degree Programmes in Nursing Science

• In 1979, the Department of Nursing Science was the first university department in Finland to offer a degree programme in Health Administration with Nursing Science as a major.

• Today, the Department offers a modern Masters Degree Programme in Nursing Science (Nursing Leadership and Management, Preventive Nursing Science, Nurse Teacher Education).

• Since 2007 “Master’s Degree Programme in Health Promotion in Nursing Science” for international students, delivered in English.
Masters graduates in nursing science can develop their expertise through further postgraduate studies

• PhD education
  – in co-operation with the other national departments of Nursing Science, collectively known as the “Finnish Post-Graduate School of Nursing Science” and
  – in the multidisciplinary post-graduate school at University of Eastern Finland, as well as
  – in collaboration with international post-graduate schools.
Background of the study: Transformational leadership – perceptions of Finnish nursing staff

• Department of Nursing Science in University of Eastern Finland (earlier University of Kuopio) and Kuopio University Hospital together with three central hospitals started Attractive and Safety Hospital research and development project in 2006.

• The aim of the project is to develop these hospitals like the Magnet hospitals are.

• One part of this project is leadership as one component of Magnet model’s five components is transformational leadership.
Transformational leaders

• Are visible, accessible, collaborative, knowledgeable, positive and supportive.
• These leaders share organizational goals, support learning opportunities and career development, have reward schemes, promote autonomy and participation, use different empowerment strategies and healthy work environment programs.
Purpose of this study

• To describe how transformational are Finnish nursing leaders perceived by nursing staff and find the differences in their perceptions by demographic variables.
Methods

• The study was descriptive, cross-sectional and quantitative.

• 1550 hospital nursing staff (RN, LPN, radiographers, lab nurses, physiotherapistists e.g.) of fours hospitals in Northern Savo Hospital District (one university hospital and three central hospitals) and one Hospital for Joint Replacement Coxa answered the web based survey.

• Response rate 27%

• The instrument was developed based on the large literature review by researchers and the pilot study was made in 2007 and basic data collection in 2008 (n=1160).
Instrument

• 10 background questions

• 43 items about the leadership of the nurse manager

• 11 items about the leadership of the nursing director

• 5-point Likert scale with response categories ranging from fully disagree, partly disagree, cannot say, partly agree and fully agree
Data analysis

• Data were analyzed using SPSS version 17.
• Descriptive statistics (frequencies, means, chi square test)
• Based on the exploratory factor analysis, five mean scores were formed
• Nonparametric tests were used in the data analysis
## Demographics

### 2010 (N=5809, n=1550, 27%)

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>88%</td>
</tr>
<tr>
<td>Male</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
</tr>
<tr>
<td>Mean</td>
<td>43 years</td>
</tr>
<tr>
<td><strong>Professions</strong></td>
<td></td>
</tr>
<tr>
<td>Nurses</td>
<td>76%</td>
</tr>
<tr>
<td>Physioterapists, laboratory nurses and radiographers</td>
<td>9%</td>
</tr>
<tr>
<td>Practical nurses</td>
<td>13%</td>
</tr>
<tr>
<td>Others</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Type of employment</strong></td>
<td></td>
</tr>
<tr>
<td>Permanent</td>
<td>79%</td>
</tr>
<tr>
<td>Temporary</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Working hours</strong></td>
<td></td>
</tr>
<tr>
<td>Daytime work</td>
<td>31%</td>
</tr>
<tr>
<td>Shift work</td>
<td>69%</td>
</tr>
</tbody>
</table>
# Demographics

2010 (N=5809, n=1550, 27%)

<table>
<thead>
<tr>
<th>Length of work experience in current unit</th>
<th>Mean: 10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length of work experience in this hospital</td>
<td>Mean: 13 years</td>
</tr>
<tr>
<td>Length of work experience in this profession</td>
<td>Mean: 15 years</td>
</tr>
<tr>
<td>The quality of care in the working unit:</td>
<td>8.0 (scale: 4-10)</td>
</tr>
</tbody>
</table>
Transformational leadership in five study hospitals

* = significant (p<0.05)
Transformational leadership in specialized working areas

*Ethical leadership
*Management of the nursing process
*Giving feedback and rewarding
*Support for the professional development
*Nursing director
*Transformational leadership

Conservative area (n=429)
Operative area (n=625)
Psychiatric area (n=266)
Diagnostic area (n=83)
Emergency (n=83)
Emergency (n=83)
Other (n=38)

* = significant (p<0.05)
Transformational leadership by professions

Bar chart showing the comparison of transformational leadership by professions. The professions included are Nurses (n=1167), Physiotherapists and others (n=146), Practical nurses (n=192), and Others (n=35). The chart includes categories such as Ethical leadership, Management of the nursing process, Giving feedback and rewarding, Support for the professional, Nursing director, and Transformational leadership. The significance level for certain comparisons is noted with an asterisk (*) with a p-value of 0.05.
Transformational leadership by agegroups

1.1.2011

Ethical leadership
Management of the nursing process
Giving feedback and rewarding
Support for the professional development
Nursing director
Transformational leadership

Under 30 years (n=257)
31-40 years (n=367)
41-50 years (n=503)
Over 51 years (n=413)
Transformational leadership by the length of work experience in current unit

* = significant (p<0.05)

- Ethical leadership
- Management of the nursing process
- Giving feedback and rewarding
- Support for the professional development
- Nursing director
- Transformational leadership

Max. one year (n=250)
2-5 years (n=442)
6-10 years (n=296)
11-20 years (n=310)
Over 21 years (n=222)
Transformational leadership by the length of work experience in current hospital

* = significant (n<0.05)
Transformational leadership by the length of total work experience

*Ethical leadership  *Management of the nursing process  *Giving feedback and rewarding  *Support for the professional development  *Nursing director  *Transformational leadership

- Max. one year (n=89)
- 2-5 years (n=251)
- 6-10 years (n=260)
- 11-20 years (n=500)
- Over 21 years (n=414)

* = significant (p<0.05)
Transformational leadership by quality of care

* = significant (p<0.05)
Conclusion: Finnish transformational leadership

- Ethical leadership (n=1545)
- Management of the nursing process (n=1545)
- Giving feedback and rewarding (n=1544)
- Support for the professional development (n=1545)
- Nursing director (n=1534)
- Transformational leadership (n=1546)
Conclusions

• Finnish nursing leaders are humane leaders
• Finnish nursing leaders need to make themselves more visible
• Finnish nursing leaders are well educated, but the staff cannot see their knowledge
• Finnish nursing leaders have to develop rewarding systems
• Shared leadership would be one possibility to develop Finnish nursing leadership towards more transformational
Welcome to Kuopio!

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