

## CHAPTER 5

### Conclusion, Implications, and Recommendations

This chapter presents the conclusion of the study, implications for the nursing administration, limitations of the study, and recommendations for future research.

#### Conclusion

This descriptive correlation research was aimed to examine transformational leadership of head nurses and team potency as perceived by nursing teams, and to investigate the relationship between transformational leadership of head nurses and team potency in university hospitals, Shanghai, the People's Republic of China. The duration of data collection was from March to May 2014 in four university hospitals affiliated with Shanghai University of Traditional Chinese Medicine which included Longhua Hospital, Shuguang Hospital, Shanghai Hospital of Traditional Chinese Medicine, and Yueyang Hospital. The subjects were 339 nurses representative of 113 nursing teams in clinical departments. The research instruments were a set of questionnaires consisted of three parts: Demographic Data Form, the Leadership Practices Inventory (LPI), and Guzzo et al.'s (1993) Potency Scale. The reliability of LPI was .96 and sub-dimensions of "Challenge the process", "Inspire a shared vision", "Enable others to act", "Model the way", and "Encourage the heart" were .91, .90, .84, .83, and .83, respectively. The reliability of Guzzo et al.'s (1993) Potency Scale was .92. Descriptive statistics and Spearman's rank correlation coefficient were used for data analysis.

The findings of this study were as follows:

1. Nursing teams perceived overall transformational leadership of head nurses at a high level ( $\bar{X} = 4.25$ ,  $SD = 0.58$ ). Regarding each sub-dimension, nurses rated "Enable others to act" as the highest mean score ( $\bar{X} = 4.45$ ,  $SD = 0.49$ ), followed by "Model the way" ( $\bar{X} = 4.34$ ,  $SD = 0.52$ ), "Encourage the heart" ( $\bar{X} = 4.27$ ,  $SD = 0.50$ ), "Inspire a

shared vision” ( $\bar{X} = 4.19$ ,  $SD = 0.57$ ), and “Challenge the process” ( $\bar{X} = 4.04$ ,  $SD = 0.52$ ).

2. Most nursing teams (79.65%) perceived team potency at high levels, and 20.35% of the nursing teams perceived at moderate levels.

3. Transformational leadership of head nurses had a significant strong positive relationship with team potency ( $r_s = .57$ ,  $p < .01$ ).

## **Implications**

### **Implications for Nursing Administration**

The results of the study could provide valuable information regarding the importance of transformational leadership of head nurses and team potency within nursing teams in Shanghai university hospitals, the People’s Republic of China.

The findings of this study revealed that about 20% of the nursing teams perceived moderate levels of team potency in their teams. This may be that some tasks are difficult for their teams to complete. Therefore, healthcare organizations should provide enough resources to support nursing teams to cope tough tasks and to do effective work. These supports include sharing information, short-term and long-term training programs, budget for innovation or improvement projects, enough human resources, and adequate materials. With organizational support, nursing teams may increase team confidence in patient care.

Furthermore, the results support the importance of transformational leadership on team potency. Therefore, training programs in hospitals may not only focus on professional knowledge and technical skills of head nurses or staff nurses, but also emphasize on transformational leadership skills, relationship skills, critical and creative thinking, and emotional intelligence. Healthcare organizations could provide multiple forms of training programs, such as practice courses, workshop, and advanced study. Hence, head nurses and staff nurses will optimize team performance and provide better healthcare.

## Recommendations

Continued research in this area is important to the field of training and nursing teams' development. Since this study was done by simply using cross-sectional design and using self-administered questionnaires, the recommendations for further nursing researches are as follows:

1. Future research should be conducted in other types of hospitals in China where have different situation from university hospitals.
2. Further research by using interviews should be performed in order to identify the reasons why the participants of nursing teams perceived transformational leadership and team potency at high levels and identify the factors highly influenced their perception of team effectiveness.
3. A comparative study in relation to the perception of transformational leadership and team potency between team leaders and team members should be done to gain more knowledge about the issue of nursing administration.