The Effect of Transformational Leadership on Nurses' Performance

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Abstract

Background: Transformational leadership globally plays an important role in the health care system especially patient care by nurses, because performance of the staff nurses link closely to the leadership styles. Now a day's health care organizations facing shortage of nurses for delivery of evidence base care to patient. Suitable leadership style in nurses can overcome the dearth of qualified and competent nurses as well as fulfill the health care organizations goal. Numerous researchers proven that competent leaders enhance the nurses performance during patient care.

Objectives: The objective of this study was to identify the effect of transformational leadership on nurses' performance in two tertiary care government hospitals (Jinnah and Children), Lahore Pakistan.

Method:In this study quantitative non-interventional descriptive cross sectional study design was used on n =250 participants from two government hospitals Lahore Pakistan.

Results: The effect of transformational leadership on nurses' performance was identified positively. Descriptive, Correlation and Regression analysis on SPSS shows significant findings for this study. Finding of regression test shows that transformational leadership has positive effect on nurses' performance. The values of regression test are 1 as it shows that strong relationship of transformational leadership on nurses' performance.

Conclusions:This study highlighted that transformational leadership enhance nurses performance so, it is important to prepared and trained the nurses leaders for utilization of transformational leadership style at health care setting for enhancement of nurses performance. Nurses' knowledge and practice may be enhancingthrough workshop and seminars. Health care organizations may develop mechanism for the improvement of nurses' performance through transformational leadership style and develop the research based culture.

Keywords: Transformational leadership, Nurses, Nurses performance

Introduction

Traditionally nurses working in hospital within limited resources and have adequate resources for their training to meet the globally change in health care setting. It is necessary to produce research based nurses those can provide evidence based care to patient and face globally changes through advance study and flexible leadership. Now a days nurses trying to provide holistic care with collaboration of other health care team members. In holistic care nurses not only focus the patient care but also concentrate on patient family, culture, community, environment and natural hazards. Due to this reason nurses play a central role in transforming healthcare service.

The nurses' work efficiently together with all stake holder including clients, physicians and health care providers to improve patient outcome while reducing the

cost of health care in future. The effectiveness of the nurses greatly depends on the style of leadership that the nurse leaders adopt in different situations. Leadership in clinical setting has been recognized as vital aspect in modern area whereas; more emphasis is given to transformational leadership (Mannix et al., 2015)**.**

In the recent eraseveral researchers are trying to identify the best leadership style of nursing leaders for delivery of advance patient care. Nursing professionals also recognized that appropriate nursing leadership is necessary for maintain and regularization of nursing activities, because nursing professionals focusing on transformational leadership instead of transactional leadership. Nursing organizations such as International Council of Nurses (ICN) and Sigma Theta Tau International (STTI) believed in transformational leadership style because it is good for leaders and junior nurses (Mittal et al., 2015)**.**

Similarly organizations have supported clinical leadership programmes particularly for health professionals (Mannix et al., 2015). Transformational leadership is one of the most effective leadership styles. Some leaders are more prefer the transformational leadership behaviors then other leadership styles for the organizational benefits(Muenjohn, 2015).

Hence, it is very important to identify the appropriate style of leadership to engage nurses in implementation and providing care for quality care and best performance.

By giving special attention to the followers the transformational leadership builds quality relationship with their followers. Subordinates feel valued as receiving special treatment(Muenjohn, 2015).

Transformational leadership is defining as the most important appreciated and positive change in its followers (Gousy et al., 2015). Transformational leadership is effective in a variety of setting. Transformational leadership initiates from personal principles and beliefs of leaders, not in an exchange of supplies between leaders and supporters. A leader is a role model for all the followers with his/her personal qualities. Transformational leaders have capability to unite both the followers and to change follower's objectives and philosophies. This leadership type yielded higher level of achievement and performance among individuals than previously thought Possible. Several writers have confirmed that the transformational leadership is highly positive correlated with follower performance, extra effort and efficacy are obtained from the followers (Muenjohn et al., 2015).

Followers improvement and followers performance are targeted outcome of such leadership. Transformational leadership has positive relationship with team performance (Drenth, 2009). Transformational leaders first understand the changes and then focus on the vision and mission in the development of followers (Gousy et al., 2015).

Definition of keywords

Transformational leadership: is a style of leadership in which the leaders recognizes the need for change, creates a vision to guide the change through motivation, and performs the change with the assurance of the members of the group (Giltinane, 2013).

Nurse: A person trained to care for the sick or infirm, especially in a hospital (Stevenson, 2010).

Nurses Performance: An activity that nurses do to entertain patient (Dictionary, 2006)

Nurse's performance is dependent variable in this study that will effect with the manipulation of independent variable.

Purpose:

To identify the effect of transformational leadership on nurses performance at clinical setting.

Objectives

1) To identify the effect of transformational leadership on nurses performance
2) To investigate the relationship of transformational leadership with nurse's performance

Research question

 "Does the transformational leadership have effect on nurse's performance"?
Hypothesis:
H 1: Transformational leadership has relationship on nurse's performance.
H0: Transformational leadership has no relationship on nurse's performance.

Significance of the study

Several studies proven that suitable leadership style boost up the nurses' performance at clinical setting therefore administrative achieved their goals within stipulated time and period. But in nursing field it is difficult to identify the suitable leadership style. Therefore conducting this research to identify the effect of transformational leadership style on nurses' performance. Issue of performance and effect of transformational leadership are not adequately addressed in government and private hospitals.

Problem statement

The quality of care, productivity and justice of services all depend on the availability of skilled, competent and motivated health care professionals when and where they are needed. Nurses need appropriate performance to deliver the required standard of care. In this point of view I conducted research that dose the transformational leadership has effect on nurses' performance. Issue of performance and effect of transformational leadership are not adequately addressed in government hospital Lahore Pakistan.

Structural model

The above said research model showing the relationship between transformational leadership as independent variable (IV) and nurses performance as dependent variable (DV). The model is showing that transformational leadership is positively effecting nurses performance, on the basis ofNull Hypothesis (H1)

Theoretical framework

This research study was based on system theory in which identify the effect of organizational system on workers and how workers effects the organizational environment. A system is comprises on various functions those perform by workers. System theory facilitate to managers to examine the different pattern and events at work place. Furthermore, system theory facilitate to management of organization to achievement of goal or mission of organization whole rather than isolated department.

Literature review

Healthcare in Pakistan is constantly changing and becoming increasing more difficult. The Future of Nursing*:* Leading Change, Advancing Health care*,* focuses on

the significance of nurses as leaders in healthcare. The American Nurses Association continues to encourage and support nurses to play a more positive leadership role in the various settings in which they practice at the state and national level. Nurses need leadership skill to play a vital role in health care setting for improvement and good out comes. Transformational leader always struggle for the followers contribution of any suggestions, competence to manage the problems at work place and search new trials to seek knowledge(Weberg, 2010).

In future, nursing leadership and management are the basic and essential requirement for achievement of the objective and meet the challenges of contemporary nursing practice. Moreover for better understanding the nurses need to update knowledge and practice as evidence based approach rather than experience and wisdom. It is important for nurse leader to utilize the critical thinking for the management of the unit and staff issues. The nurses must need appreciation and reward for their performance and role model for other professions (Doody et al., 2012).

Leadership plays an important role in the development of skilled, competent and new staff. Numerous studies have shown that leadership positively impact on organizational performance and its importance is highlighted in every field of life (Gumusluoğlu et al., 2009).

The leader's role is to connect with their followers for better team performance and achievement of specific goals, less contact with the followers decrease the level of performance. Proper education and training is required regarding leader's role in every health care setting. This will help in achievement of the goals both short term and long term (Klionsky et al., 2012)

Addressing the influence of both followers and leaders should be established in two way process transactional and transformational. Transactional leadership just exchange of benefits and is founded on current beliefs and incentives. On the other hand transformational leadership is opposite to the transactional leadership, transformational leadership just pursues to change them (Klionsky et al., 2012).

Transformational leadership is positively associated with team performance analysis with individual and organizational levels. Several studies proposes that transformational leadership is concrete in an unpredictability of situation (Schaubroeck et al., 2007), may enhance team performance through high level of self-confidence, desired behavior and motivation for follower to involve in analysis. The leader guides the team members and helps better understanding and strengthen their beliefs that are successful team performance.

The importance of transformational leadership in health care setting is absolute. This is important at formal and informal setting. This leadership style is required from traning staff nurse(student) to nursing director. The importance of lerdership in nursing is logical because its education started in the early nursing courses. Leadership play a vital role in nursing management and better performance (Sullivan et al., 2010).

Under the nursing scope, the leaders have many stages in which some required direct leadership role at departmental level and some required administrative role at service level. The conflict will be arises when the final decision needed on the behalf of employee. The leaders are in vulnerable position when they struggling for the benefit of the employees and the customers. Transformational leaders have capabilities to understand both the employees and the clients and handle the situation with the charismaticcharacteristics. They are confident and have ability to communicate their vision and goals with the subordinates for excellent performance and out comes (Doody et al., 2012).

Transformational leadership is favorable as the leaders have the authority to deliver future successful leaders, who have excellent solutions and strategies which are the

hardest part of any profession Harmony among complex demands in an unbalanced environment is the heart of any organization, as needed in health care setting for the quality care of patients, families and communities (Sullivan et al., 2010). The leaders must be competent and knowledgeable in strategic planning, so their determination towards the team members must be acknowledged at higher level. Transformational leadership is effective regardless of culture, the level of performance depends on the cultural values(Doody et al., 2012).

Transformational leadership has effects on team performance with trust motivation and satisfaction. Transformational leadership and team performance has positive association of social impact progressions. These themes explore this relation very clearly that personal identification & internalization is our main focused area (Awases et al., 2013).

Followers has strong positive qualities, like ability to expressive vision, to a transformational leader then personal identification happened, on the other hand the internalization is only the leaders beliefs, values and perform constantly with them to placing mutual benefits over self-interest. On the behalf of this the followers receive leader's admiration and credit (Li et al., 2015).

Transformational leadership and nurses performance has a social identification process. Therefore followers feel pride being part of this team or group. The followers have a sense of responsibility that they know their effort as an individual and contribute this with the goal achievement. This perception enhances the workers delicate significance towards their work. By stressing these transformational leaders is capable to buildup association between self-concepts and identifications by connecting the follower's self-concept and vision (Laschinger et al., 2016).

The follower's efficiency of work is enhanced when the transformational leaders show confidence in their performance and celebrate their activities in very respective ways. A positive association between transformational leaders and followers nurses performance received an experimental support (Chen et al., 2016).

Transformational leader's emphasis & prioritize on the collective work environment instead individual concern (Schaubroeck et al., 2007). Individuals who are inherently inspired to accomplish the shared vision are not inserted in personal and concrete advantages. These individuals enhance sense of value and self-impression making these achievements. The individual who are not linking these are unable to establish goal and vision. Leadership covered by the use of interpersonal skills to influence the followers for the achievement of specific goals (Sullivan et al., 2010).

Methodology

Research Design: Quantitativenon-interventional descriptive cross sectional study design was used.

*Target Population:*The target population was all 750 female nurses of two government hospitals (Jinnah and Children), Lahore.

*Setting:*Two Government Hospital Jinnah and Children

*Inclusion Criteria:*All female nurses of both hospitals those have at least 1 year clinical experience and voluntarily participate in this research study.

*Exclusion Criteria:*All staff nurses those have less than one year clinical experience and all student nurses as well as those refused to participant were excluded from this study.

Sample Size: The sample size is 250 according to Solvin's Formula $n = N/(1+Ne^2)$. Whereas:

n = No of Participants,
N = Total Population,
e = Error Margin / Margin of Error

*Sampling Technique:*Random sampling technique was used for data collection through expert data collectors.

*Ethical Consideration:*Permission for conducting this researchwas taken from Ethical Review Committee of Lahore School of Nursing; The University of Lahore and permission taken from administration of both hospitals through permission letter. Furthermore, filled consent form was taken from each research participant.

*Research Tool:*A close ended questionnaire adopted from Drenth (2009) study which is comprises on 25 questions in which 13 were belong to transformational leadership style and 12 were identify the nurses' performance through Likert scale (1= strongly disagree to 5 = strongly agree).

Data Analysis: The data were analyzed by using Statistical Package for the Social Sciences (SPSS) version 21 with descriptive, regression, and correlation methods.

Results

Descriptive analysis was used to analyze the demographic data and effect of transformational leadership on nurses' performance. This result shows the effect of transformational leadership on nurses' performance. Correlation analysis was used to identify the relationship between transformational leadership and nurses' performance in both government hospitals, Lahore, Pakistan. Furthermore, identify the effect of transformational leadership on nurses' performance through regression analysis and structure linear equation. It was also used to check the effect of moderation.

Demographic analysis

Data was collected from one gender only female staff nurses. In this study 44.8% of respondents belong to 25-35 years age groups. 55.2% of respondents belong to 36-45 years age groups.

Table 1. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 – 35 Years	112	44.8	44.8	44.8
	36 – 45 Years	138	55.2	55.2	100.0
	Total	**250**	**100.0**	**100.0**	

Most of the nurses (n=107, 42.8 %) were having 1 to 5 years' clinical experience and 57.2% (n= 143) were having more than 5 years' clinical experience.

Table 2. Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1– 5 Years	107	42.8	42.8	42.8
	6 –10 Years	143	57.2	57.2	100.0
	Total	**250**	**100.0**	**100.0**	

Most of respondents (48%) having qualification 3 Years Diploma in General Nursing, 45.2% respondents are having Post RN BS Nursing Degree and remaining 6.8% having Generic BS Nursing Degree.

Table 3: Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Nursing	120	48.0	48.0	48.0
	Post RN BS Nursing	113 17	45.2 6.8	45.2 6.8	93.2 100.0

Generic BS Nursing				
Total	**250**	**100.0**	**100.0**	

Transformational Leadership

The first concept of this study is transformational leadership. The element of transformational leadership is considered as a major variable which identify the senior nurses' leadership role and their contribution in improving the nurses' performance. The organizations that are having transformational leadership reflection to quality care and are powerful for changing the old practices and improving the nurses' performance. Many administrations are taking leadership as an aspect for competitive advantage. Actually leadership gives us the meaning of "influence" or the capability to influence others. The government hospital those are successful in implementing the leadership concept for getting their organization in a direction towards competitive advantage. These hospitals lead the other hospitals in which transformational leadership is not followed by the institute. So, in this study leadership is being taken as independent variable. To investigate the effect of transformational leadership on nurses' performance with controlling role of transformational leadership in government hospital Lahore Pakistan, the following twelve questions were asked from the participants.

Table 04. Frequency distribution table of transformational leadership

S. #	Questionnaire on Transformational Leadership	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My supervisor is a role model for me.	112 (44.8%)	120 (48%)	0 (0%)	9 (3.6%)	9 (3.6%)
2	My supervisor display extra ordinary competence in everything he/she undertakes	70 (28%)	100 (40%)	63 (25.2%)	8 (3.2%)	9 (3.6%)
3	My supervisor inspire me to perform as good as possible	46 (18.4%)	119 (47.6%)	49 (19.6%)	27 (10.8%)	9 (3.6%)
4	My supervisor creates a collective sense of working on an important assignment / mission.	16 (6.4%)	136 (54.4%)	78 (31.2%)	11 (4.4%)	9 (3.6%)
5	My supervisor makes me proud working together with him/ her.	16 (6.4%)	100 (40%)	76 (30.4%)	46 (18.4%)	12 (4.8%)
6	My supervisor enhances his/ her image of competence through his/ her words and deeds.	13 (5.2%)	122 (48.8%)	97 (38.8%)	9 (3.6%)	9 (3.6%)
7	My supervisor gives me confidence that he/ she can overcome any problem	22 (8.8%)	133 (53.2%)	74 (29.6%)	12 (4.8%)	9 (3.6%)
8	My supervisor makes sure I have complete confidence in him/ her.	12 (4.8%)	123 (49.2%)	74 (29.6%)	32 (12.8%)	9 (3.6%)
9	My supervisor is a symbol of success and accomplishment for me.	1 (.4%)	107 (42.8%)	86 (34.4%)	47 (18.8%)	9 (3.6%)
10	My supervisor articulates a clear vision of future opportunities.	2 (.8%)	111 (44.4%)	102 (40.8%)	26 (10.4%)	9 (3.6%)
11	My supervisor listens to things that are important to me.	0 (0%)	113 (45.2%)	82 (32.8%)	46 (18.4%)	9 (3.6%)
12	My supervisor makes me aware of important common values, ideals, and aspirations.	3 (1.2%)	89 (35.65%)	112 (44.8%)	46 (18.4%)	0 (0%)

The first question from transformational leadership style is "My supervisor is a role model for me"92.8% nurses responded negatively that in government hospital our senior nurses are not a role model for us and only 7.2% nurses give positive feedback and nobody give response neutral for this question. Second question is "My supervisor display extra ordinary competence in everything he/she undertakes" 68% nurses respond negatively 63% neutral and only 6.8 % were agree for this question. "My supervisors inspire me to perform as good as possible". In the response of this question 66% respondents were negatively response that the supervisor is not inspire me to perform as good as possible.19.6% nurses were neutral and 14.4% were respond positively means that leaders must have qualities to inspire the subordinates. "My supervisor creates a collective sense of working on an important assignment / mission". In response to the next question 60.8% nurses response negatively that supervisors don't have sense of creativity on an important mission 31.2% were neutral and only 8% were positively respond." My supervisor makes me proud working together with him/ her. Regarding this question 46.8% nurses respond negatively that the supervisors don't make me proud while working together 30.4% were responding neutral and 23.2% were responding positively. "My supervisor enhances his/ her image of competence through his/ her words and deeds". In this response 53.6% respond negatively the higher level of respondent regarding this question shows that the leaders must show positive behavior towards the subordinates 38.8% nurses respond neutral and 7.2% respond positively the lower the response means leaders don't have image of competence." My supervisor gives me confidence that he/ she can overcome any problem". In the response of this question the 62% respondent's shows negative response 29.6% nurses respond neutral and 8.4% respond positively. My supervisor makes sure I have complete confidence in him/ her. Regarding this question 54% nurses respond negatively 29. 6% were neutral and 16.4% were responding positively. This result shows that the supervisor don't have confidence towards subordinates. "My supervisor is a symbol of success and accomplishment for me". In the 9th question 43.2% nurses respond negatively and 34.4% were neutral and 22.4% were showing positive response. "My supervisor articulates a clear vision of future opportunities". Regarding this question 45.2% nurses respond negatively 40.8% were neutral and only 14% shows positive response, as per this response the nurse leaders don't have vision for future opportunities. "My supervisor makes me aware of important common values, ideals, and aspirations". In the response to this question nurses respond 36.8% negatively 44.8% neutral and only 18.4% were showing positive response that the supervisor was make me aware of the important values and objectives. Leadership covered by the use of interpersonal skills to influence the followers for the achievement of specific goals (Sullivan et al., 2010). These results shows that the leaders must adopt the leadership styles to motivate the subordinate and for the improvement of patient and client care in government setup.

Table 05. Frequency distribution table of nurses performance

S. #	Questionnaire on Nurses Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My performance is judged more by how much work I do that by how well I do it.	4 (1.6%)	102 (40.8%)	83 (33.2%)	61 (24.4%)	0 (0%)
2	My manager emphasis's my positive contribution when reviewing my performance	3 (1.2%)	129 (51.6%)	78 (31.2%)	40 (16%)	0 (0%)
3	I am given enough authority to allow me to do my job effectively	1 (0.4%)	91 (36.4%)	109 (43.6%)	49 (19.6%)	0 (0%)
4	People in this hospital put more energy into identifying mistakes than into figuring out how to do things right.	0 (0%)	110 (44%)	88 (35.2%)	52 (20.8%)	0 (0%)
5	Judgment about my performance is fair.	3 (1.2%)	97 (38.8%)	98 (39.2%)	52 (20.8%)	0 (0%)
6	The way things are organized around here makes it hard for people to do their best work.	1 (0.4%)	111 (44.4%)	106 (42.4%)	32 (12.8%)	0 (0%)
7	I feel my work contributes to the organizations performance	1 (0.4%)	85 (34%)	90 (36%)	74 (29.6%)	0 (0%)
8	Objectives to be achieved are known by individuals to be assessed.	1 (0.4%)	135 (54%)	82 (32.2%)	32 (12.8%)	0 (0%)
9	Performance standards expected from staff are clear and understood by all nurses	6 (2.4%)	123 (49.2%)	112 (44.8%)	9 (3.6%)	0 (0%)
10	Feedback on how staff is performing is provided throughout the year	4 (1.6%)	142 (56.8%)	96 (38.4%)	7 (2.8%)	0 (0%)
11	Prompt action is taken when performance falls below acceptable standards	4 (1.6%)	152 (60.8%)	85 (34%)	9 (3.6%)	0 (0%)
12	My manager / supervisor inspires me to do my best	30 (12%)	123 (49.2%)	90 (36%)	7 (2.8%)	0 (0%)
13	Staff are given opportunity to make comments on the results of their performance	12 (4.8%)	143 (57.2%)	80 (32%)	15 (6%)	0 (0%)

The first question of nurses' performance is "My performance is judged more by how much work I do that by how well I do it. 42.6% respondents were disagreeing and 33.2%were neutral and 24.4 give response positively. In this statement the supervisor are not giving the value to the work productivity but the completion of task only. In second question "My manager emphasis's my positive contribution when reviewing my performance "the respondent nurses give 52.8% negative response 31.2% were neutral and 24.4give positive response. The performance is just checked without contribution. In 3rd question "I am given enough authority to allow me to do my job effectively"the nurse respondent's give 36.8% negative response 43.4% neutral and only 16% were give positive response in 4th question "People in this hospital put more energy into identifying mistakes than into figuring out how to do things right". In this question 44% nurses give negative 35.2% were given neutralresponse and only 19.6% were agree."Judgment about my performance is fair". In next question 40% nurses give negative response 39.2% nurses give neutralresponse and only 19.6% were respond positively. "The way things are organized around here makes it hard for people to do their best work". Regarding this question 44.8% nurse percipient gives negative response, 42.4% nurses give neutral response and only 12.8%nurses give positive response."I feel my work contributes to the organizations performance "for this question nurses were given 34.4% negative response 36% nurses were neutral and 12.8% nurses give positive response. In the 8th question "Objectives to be achieved are known by individuals to be assessed". Regarding this question 54.4% nurses were give response negatively 32.2% nurses given neutral response and only 12.8% nurses give positive response."Performance standards expected from staff are clear and understood by all nurses" in this question51.6% respondent nurses were given negative response 44.8% were neutral response and only 3.6% nurses were with positive response so this shows that the performance standards were not clear for everyone."Feedback on how staff is performing is provided throughout the year" regarding this question 62.6% nurses give disagree response 38.4% nurses give neutral response and only 2.8% respondents were give agree responses."Prompt action is taken when performance falls below acceptable standards". In this question 62.4% nurses give negative response 34% were neutral and only 3.6% nurses give positive response."My manager/ supervisor inspire me to do my best". This question shows response of participants 61.2% with negative response 36% were with neutral response and only 2.8% were with positive response. The last question on nurses performance is "Staff are given opportunity to make comments on the results of their performance" this question shows that 62% nurses give negative response 32% were neutral and only 6% nurses were with positive response. These frequencies show that the transformational leadership has effect on nurses' performance.

Reliability assessment

Reliability Analysis of Transformational and Nurses Performance Variable

Instrument reliability has been tested for each variable separately. It has been calculated through Cronbach's alpha that shows the reliability of each variable that how much it is reliable to use and replicate it by different researchers under different conditions to get the reliable results. More the value of Cronbach's alpha near to 1 therefore it is reliable variable.

Table # 6 presents Cronbach's alpha for five point Likertscales used in the study. Cortina (1993) believed that Cronbach alpha is authentic statistical tool for identify the reliability of the tool / questionnaire.

Table 6. Reliability of instrument

Variable of Study	No. of Items	Cronbach's Alpha
Transformational Leadership (TL)	12	0.813
Nurses Performance (NP)	13	0.881

The value of Cronbach's alpha for transformational leadership is 0.813 that is near to 1 and it shows that the tools are strongly reliable. Similarly other variable nurses' performance are having value of Cronbach alpha is 0.881 that shows that the performance tool is also reliable.

Convergent Validity

Factor analysis performed by convergent validity test. Factor analysis based on varimox rotation test. This instrument comprises on 25 items. The instrument based on one independent and one dependent variable. During factor analysis 2 items of instrument were dropped therefore number of items were decreased. After analysis found that Kaiser-Meyer-Olkin (KMO) is .810 for transformational leadership and .909 for nurses' performance. Valid assumption suggest that KMO value must be above .60 and this study results are .810 and .909, with significant Bartlett's Test. It means that items of instrument are valid.

Table 7. Summary of kaiser-meyer-olkin and bartlett's assumptions

	Kaiser-Meyer-OlkinMeasure of Sampling Adequacy.	Bartlett's Test of Sphericity		
		Approx	df	Sig
Transformational Leadership (TL)	.810	1005.397	91	.000
NursesPerformance (NP)	.909	1267.873	66	.000

Note: Approx = Approx. Chi-Square, Df = Degree of Freedom, Sig = Significance

Regression analysis

Table 8 shows that the results of regression analysis, which demonstrate the nurses performance is (dependent variables) and transformational leadership is (independent variable).

Value of R explains the strength of association between independent variables (transformational leadership) and dependent variables (nurses' performance) and range of the R value is 0 to 1 (Ibrahim et al., 2000). Strong association between independent and dependent variables based on high R value and vice versa. The results of the study are mention below:

Regression analysis of transformational leadership shows that 18.2% change in nurses' performance is due to the transformational leadership. R value as .427 shows a strong and significant (F=.182, P<.05) relationship between transformational leadership and nurses performance. Thus, this model is fit.

Table 8. Regression Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	Sig. F Change	df1	df2	Sig. F Change
			df1	df2	R Square Change	F Change	df1	df2		
1	.427(a)	.182	.179	.19606	.182	55.158	1	248	.000	1.529

Regression coefficients (β) of transformational leadership is 13.796 shows, that 1 unit change in transformational leadership will bring 13 unit changes in nurses' performance in positive direction and shows significant relationship between independent and dependent variables. So, that the hypothesis were accepted that the transformational leadership had effect on nurses performance.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	B	Std. Error
1　(Constant) COMPUTE TransL = MEAN(Trans1, Trans2, Trans3, Trans4, Trans5, Trans6, Trans7, Trans8, Trans9, Trans10, Trans11, Trans12)	1.596 .380	.116 .051	.427	13.796 7.427	.000 .000

a.　　Dependent Variable: COMPUTE performance =

Discussion

This study investigate the effect of transformational leadership on nurses' performance**.** DemographicStatistics shows that 100% responses were female nurses from Jinnah and children hospitals Lahore. In this study 44.8% of respondents belong to 25-35 age groups. 55.2% of respondents belong to 36-45 age groups. Demographic statistics is also used for the analysis of transformational leadership on nurses' performance(Ekaningsih, 2014).

Percentages of the positive valuesshows combine with strongly agree and negative shows from strongly disagree in frequency table4&5. The analysis shows that transformational leadership has relationship on nurse's performance so hypothesis is accepted that there is a significance relationship of transformational leadership on nurses' performance.

The effect of transformational leadership on nurses performance were identified positively such as leader nurses were not playing role model for their subordinate and the nurses' performance were not up to the standards (Ekaningsih, 2014). Numerous factors were responsible for both positive and negative performance of nurses in government hospitals (Awases et al., 2013). Strategies were developed for addressing the effect of transformational leadership on nurses' performance. Literature shows that the transformational readership has positive effect on nurses' performance(Frankel, 2015).

The statistical procedure analysis provides insight about the development of procedures and must be applied for the personality assessment study (Furr et al., 2015). So, as per this study to investigate the effect of transformational leadership style on nurses' performance the statistical procedure is very important for strengthening the study, because this is all about the personality assessment of leaders and its effect on nurses performance(Furr et al., 2015).

The value of Cronbach's alpha for transformational leadership is 0.813 that is near to 1 and it shows that the tool is strongly reliable. Similarly other variable nurses'

performance are having value of cronbach alpha is 0.881 that shows that the performance tool is also reliable. The value of Cronbach's alpha value is 0.50 considered the reliability of scale(Khan et al., 2011).

The beta coefficients of transformational leadership value is0.380 (p=.000) showing significant positive relationship between nurses performance. Whereas value of R² showing 18 % (F=1.0, p =.000) of variance contributed by independent variable transformational leadershipand dependent variable nurses performance (Ekaningsih, 2014). It means that the transformational leadership has relationship and increase the performance of nurses in government hospitals Lahore. Furthermore, this study finding accepted the hypothesis that the transformational leadership has relationship on nurses' performance.

Conclusions

The results of this study are concluded that if the nurse leaders adopt transformational leadership style the nurses' performances enhance and patient gets quality care and improvement in government hospitals. The result of this study shows that transformational leadership has relationship with nurses'performance. This study highlights the importance of developing strategies to promote the performance of nurses through transformational leadership. Enhance knowledge and practices through workshop and seminars for the leader nurses. Develop mechanism for the improvement of nurses' performance and inflate leadership styles and management capacity and generate information and awareness among nurses through research. This study provides a valuable finding regarding the effect of transformational leadership on nurses' performance in government hospitals Lahore.

Recommendations

A recommendation to facilitate the nurse leaders for transformational leadership is necessary for all nurse leaders. Coaching in transformational leadership could help furnish the leaders with those behaviors which lacking in their series. Nursing seminar and training must be conducted for the development of management dimensions necessities. In-house leadership training required for external consultation and internal implication. In government hospital there is no official guide lines available for the nurse leaders to adapt the leadership styles and enhance the performance of nurses.

Development of leadership and management capacity through leadership expansion and management programmes. In an organization employees are the important strength. Organizations need to have capable leaders to lead and inspire the followers. This study result suggested that the government hospitals should have the right person, to perform the right job and give follower'sappropriate training to enhance their performance and abilities.

Limitations

This study have only one independent and dependent variables because numerous variables are working together for enhancement of nurse performance. The generalizability of this research results may be limited because of the Scale short 25-item on 5 point likert scale. The data were collected from only one gender female nurses those belong to two government hospitals Lahore. Self-administration method of questionnaire may enhance the bias of responses. Some problem related to approval from Ethical Review committee because of the long process of permission in Government Hospitals.

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