

The Correlations among Leadership, Staff Organization and Meaningful Recognition of Nurses' Self-Efficacies toward the Management of Neonatal Resuscitation

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Abstract

Background: Self-efficacy is defined as an individual's belief to act. Neonatal resuscitation is a treatment of a newborn infant that requires team collaboration and movement precision. The leadership, staff organization and meaningful recognition are required to have good teamwork. It could increase the success rate of neonatal resuscitation. This research aims to determine the correlations among leadership, staff and meaningful recognition to self-efficacy among nurses in the neonatal resuscitation management.

Method: This quantitative study method applied a cross-sectional approach. The participants were selected using a random sampling technique. The respondents were 75 nurses that met the inclusion criteria. The data was collected by a questionnaire for the nurses in the NICU room and the hospital's perinatology. The data was analyzed by the Pearson product-moment correlation.

Results: The findings showed correlations among leadership, staff organization and meaningful recognition of the self-efficacy among the nurses in promoting neonatal resuscitation. The leadership obtains a p score = 0.000 (<0.05). Staff organization obtains a p score = 0.000 (<0.05). Meaningful recognition obtains a p score = 0.000 (<0.05).

Conclusion: Thus, self-efficacy could be improved by involving the roles of the hospital's management within the work-environment setting. It includes leadership, staff and meaningful recognition

Keywords: *Leadership, Staff Organization, Meaningful Recognition, Self-Efficacy.*

Abstract

The global neonatal mortality rate is about 44% of the under 5 year-old-child mortality rate in Indonesia⁽⁷⁾. About 4 million mortalities occur on neonatal with 99% of them are found in low and middle-income countries. The frequent mortality cases are neonatal asphyxia. It causes a fourth of all neonatal mortalities weekly. The

first life, with one million infant mortalities, occurs within the first 24 hours after the delivery. One million of 2.7 million neonatal mortality rates in 2013 occurred after the delivery. The most critical period to survive was caused by intrapartum-related complications^(3,17). Dealing with intrapartum hypoxia, infection and prematurity, low weight baby birth globally contributes to 85% of newly born infant mortality rates⁽¹⁷⁾. The gestational age while giving birth determines the neonatal outcome⁽⁴⁾. It identifies that newly born infants require neonatal resuscitation and it is important to plan and provide the most accurate and effective treatment.

About 6% up to 42% of neonatal mortalities in low-income countries could be solved by neonatal resuscitation. It is a treatment for asphyxia cases that

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could prevent 5-10% mortalities dealing with premature birth complications⁽²¹⁾. Birth asphyxia is an adequate oxygen deficiency of an infant. It causes brain damage. The diagnosis of birth asphyxia could be carried out when the baby has an APGAR score < 7. An infant is diagnosed with birth asphyxia may weakly breath or even not breath at all, bluish or pale, low heart rate, poor muscle tone, or suffering strain for several hours after the delivery⁽²³⁾. This data emphasizes the importance of providing initial-qualified health services for newly born infants with poor conditions. The neonatal resuscitation requires tools and skills that are proven reliable and effective within a very limited resource set⁽¹⁴⁾. Administering qualified nursing care and neonatal resuscitation are important to ensure an excellent beginning of a newly born infant⁽⁷⁾.

Leadership is a set of skills and abilities that are realized by an individual. A leader should utilize his skills. The correlation between leadership and care is about the staff and successful action developments for the patients⁽¹⁶⁾.

Neonatal resuscitation has the purpose to save newborn lives that are encountered by a team. It requires accuracy and effective teamwork to handle this such situation⁽¹²⁾. Self-efficacy is a belief that an individual will act in a particular achievement⁽⁶⁾. A has a high self-efficacy individual tends to be able to encounter challenging situations in the workplace⁽²⁴⁾. Competence and leadership skills are required by a nurse leader in organizing staff and creating high quality and patient-centered working environments, such as leadership, staffing, meaningful recognition (Dyk, Siedlecki, & Fitzpatrick, 2016). Leaders must foster a working environment that supports proper behaviors⁽⁹⁾. Effective leadership encourages innovation for health care workers to foster innovative performance behaviors in the organizational arrangement⁽¹⁾. Therefore, the researchers had the intention to examine the correlations among leadership, staff organization and recognition of the nurses' self-efficacies with neonatal management resuscitation.

Material And Method

This research used a cross-sectional approach. The research was carried out at 3 hospitals in Malang City. 75 respondents in the NICU room and perinatology were involved in this research. The sample was determined by using a simple random sampling. This study was begun from the proposal drafting in September 2019 to April

2020. The inclusion criteria of the research consisted of having a minimum of 1 year of service, experience at least five times to engage with resuscitation for junior nurses and having experience at least 10 times to engage with resuscitation for senior nurses. The investigated variables were leadership, staff organization, meaningful recognition and self-efficacy. The data were collected by using 2 questionnaires from the 5-point (For & To, 2005) scale. They are 1 = "Extremely disagree", 2 = "Disagree", 3 = "Agree", 4 = "fairly agree", 5 = "Extremely agree". The self-efficacy questionnaire was adopted from a 5-point Resuscitation Self-Efficacy Scale (RSES) (Issenberg, Chung, Kim, & Sun, 2012) scale. They are: 1 = "Extremely unconfident", 2 = "Unconfident", 3 = "Fairly confident", 4 = "confident", 5 = "Extremely confident". The validity and reliability tests of the instrument use the Pearson Product Moment (R), indicating $R \geq r$ table (sig. 0.05). The data analysis process was carried out by the assistance of SPSS software version 20. The univariate analysis of age and the years of service are presented in the form of mean and standard deviation. Meanwhile, the data about sex, the intensity of resuscitation and training are presented in the form of frequency distributions. The bivariate analysis used Pearson product-moment test since the data is normally distributed. The respondents filled in the informed consent before the researchers collected the data. This research had gained ethical clearance at the University of Brawijaya Malang's ethics committee.

Findings/Results

This research dealt with characteristics of respondents and the findings were referred to the proposed research problems. The questions deal with the correlations among perceived self-efficacy and leadership, staff organization and meaningful recognition.

Table 1 Characteristics of respondents (n = 75)

Characteristics	Results
Age, year (mean ± SD)	31.40±6.80
Years of service, year (Mean ± SD)	8.57±5.95

Table shows the average age of nurses in promoting neonatal resuscitation is 31 years, SD (standard deviation) 31.40 with a 95% CI (Confidence Interval) of 29.83 - 32.97. Dealing with the former nurses that worked in the NICU/perinatology room, the mean value is 8.57 years, a standard deviation of 5.95 with a 95% CI of 7.20-9.94.

Table 2 Characteristics of respondents (n = 75)

Characteristics	Frequency (N)	Percentages (%)
Gender		
Male	1	(1.3%)
Female	74	(98.7%)
Resuscitation intensity		
Frequent	18	(24%)
Infrequent	57	(76%)
Training		
Once/Ever	34	(45.3%)
Never	41	(54.7%)

Table 2 shows that the sex of the respondents from the study was mostly dominated by females. There were 74 people of them (98.7%) and male respondents consisted of only 1 person (1.3%). The respondent data related to the frequency shows the most frequent consists of 24% while the infrequent category consists of 57 participants (76%). The respondent data related to

shows that nurse respondents who attended the training consist of 34 participants (45.3%) and nurse respondents who did not attend the training consist of 41 participants (54.7%).

Table 3 shows that leadership obtains the P-value equals to 0.000 ($\alpha < 0.05$) and ($R = 0.645$), indicating a significant correlation. Furthermore, staff organization obtains a P-value equals to 0.000 ($\alpha < 0.05$), indicating a significant and positive correlation between the staff organization with self-efficacy of nurses in promoting a strong neonatal resuscitation ($R = 0.619$). It means better the staff organization leads to better self-efficacy of nurses in promoting neonatal resuscitation. The P-value equals to 0.000 ($\alpha < 0.05$). It means that there is a significant and positive correlation between meaningful recognition and the self-efficacy of nurses in conducting neonatal resuscitation treatments ($R = 0.633$). Therefore, higher the acceptance leads to better self-efficacy of nurses in conducting neonatal resuscitation.

Table 3. The correlation results among Leadership, Staff Organization, Meaningful Recognition toward Self-Efficacy

	Variable	P	R
Self-efficacy	Leadership	0,000*	0,666
	Staff Organization	0.000*	0.612
	Meaningful recognition	0.000*	0.656

*sig. on the p-value < 0.05

Discussion

The Relationship between leadership and self-efficacy: Leadership is the ability of nurse leaders to create teams, understand the team’s necessities and support the scope and responsibility for decision making (For & To, 2005). The result shows a positive direction and a significant relationship between leadership and nurses’ self-efficacies. It means that better leadership improves the nurses’ self-efficacies. The demographic data of the research shows that women have good leadership. It is consistent with Gibson’s opinion that most women have an opinion for the sake of staff welfare.

Leadership is must be owned in creating a nursing culture and understanding the needs of the team in decision-making. The results showed that female nurses had similar abilities and styles of leadership with men.

The female nurses mostly had excellent thought for the welfare of the staff. Its average score is 10.9 of 6-15. Therefore, leadership has quite good value. A person in the leadership process is influenced by the leadership style to support the staff in a conducive environment.

The finding is supported by several studies. It is in line with⁽⁵⁾. They found the correlations between leadership with self-efficacy and behavior were conveyed. Other studies concerning this study are conducted by Qiu (2020). It was found that the quality of service was directly proportional to efficacy. Leadership has a positive relationship with security. It impacts self-efficacy. Then, self-efficacy fosters an individual’s motivation, well-being and personality in behavior⁽¹⁾. The independence of staff in a raising complexity would escalate along with the improvement in friendly

leadership. It supports excellent performance and the intention to renew staff that improves staff efficiency.

The Correlation between Staff Organization and Self Efficacy: Organizing Staff is an act of staffing based on the right composition. It is done by looking at the compatibility between the needs of patients and the nurse competence. The staff organizing and self-efficacy were found to have a strong correlation and positive patterns. An excellent staff organization improved nurses' self-efficacy in performing neonatal resuscitation. The finding is supported by Amanda et al (2020). They found that hospital staff and resource arrangements were closely correlated to the quality of the work environment. Similarly, it is also stated by Carlisle (2020). He found that the ratio of nurses impacted care quality. In this study, the average years of the nurses' services are 8 years. A longer year of service is identical to seniority in an organization and is related to the attachment of a job. The staff has major roles in the organizational structure with an attachment to their respective jobs and duties. Engaging in a job could positively impact on a team⁽⁵⁾.

Staff organization is how the placement of staff based on the right composition. It is done by looking at compatibility between patients' needs and nurses' competences. It is in line with Carlisle (2020). He said the ratio of nurses would influence on quality in conducting a treatment. The results of this study showed the nurses' years of service average are 8 years. It was considered suitable for the designated job⁽⁵⁾. The average score is 11.1 of a 7-15. It means self-efficacy is a significant factor affecting the performance of staff. It influences behavior that can boost confidence⁽¹⁹⁾. The appropriate number of staff organization and an excellent working environment improves the success of the treatment⁽¹⁸⁾. The low numbers of nursing staff could be detrimental for the patients and increase mortality rates⁽¹¹⁾.

The Relationship between meaningful recognition and self-efficacy: Meaningful recognition is the nurse's acknowledgment of the value given to the organization. Meaning the recognition variable had a significant and positive patterned relationship. It means higher recognition is related to neonatal resuscitation and leads to higher nurse's self-efficacy to do neonatal resuscitation. It is line with the study of Attiq (2013). She states the existence of an institution's recognition system with self-efficacy⁽²²⁾.

Recognition means being an essential component

in a performance. Getting a significant relationship and a positive pattern from the research results means the more the considerable attention in conducting neonatal resuscitation, the higher the self-efficacy of nurses in neonatal resuscitate. There is a correlation between the institution's recognition system and self-efficacy⁽²⁾, The average score is 11.1 of 6-15. Therefore, leadership has quite a good value. Nurses that promote resuscitation in this study with high intensity need to be offset by their recognition. The sense of attention received by the staff occurs when a person is rewarded in performing his or her jobs. Moreover when they are implemented with an award, it contributes to satisfaction and improves ability both in the form of praise and reinforcement against special competencies.

Conclusion

The results of this study can be used as consideration for hospital management in organizing staff by looking at the patient's condition, workload, clinical risk and safety level of nurses in conducting neonatal resuscitation treatments. A compliment is an effort to provide positive reinforcement for nurses who have specialized competencies that can improve the performance and self-efficacy of nursing staff.

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Conflict of Interest: Nil

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