

**ANALYSIS OF THE
PERCEPTION OF
NURSING TECHNICIANS
IN THE EXERCISE
OF LEADERSHIP BY
NURSES IN A PUBLIC
HOSPITAL IN THE
NORTHEASTERN
REGION OF THE STATE
OF MINAS GERAIS**

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Abstract: Nursing is a profession that is consistent with caring and managing, manifested through assistance with the medical team for the treatment of pathologies, whether in the hospital sector, community or home; it is also manifested by direct contact with the patient when administering medications and complex conduct required by the medical team, including management and leadership conduct. According to Kron (1998) leadership is fundamental for the development of the nurse's work, so one must consider a leader the one who motivates the other as little as possible to develop habits or duties with excellence. It aims to analyze the leadership profile of nurses in a public hospital in the interior of Minas Gerais (MG), through the perception of nursing technicians. It is a descriptive research, having as public; forty nursing technicians to assess the leadership profile of nurses, in which they were submitted to answer a research questionnaire containing variables regarding the leadership profile of nurses in view of the perception of nursing technicians; questionnaire applied from April 8 to 20, 2019. Therefore, the nurses of this hospital in the interior of MG were considered good leaders, with a positive influence. It is known that it is important for the work environment and assisted clients, as a good leader turns a group into a team, always ensuring the harmony and competence of all.

Keywords: Perception. Leadership. Nursing.

INTRODUCTION

Nursing is a profession that is consistent with caring, manifested through assistance with the medical team for the treatment of pathologies in the hospital sector, community or home care; it is also manifested by direct contact with the patient when administering medications and various conducts demanded by the medical team.

Nursing has all its complexity, from care

to discharge, patients expect quality in the execution of procedures, to minimize risk and solve their disability at the moment; Caution, patience and empathy are essential characteristics, as we know that the health/disease process is unpleasant and understanding must often be guided before any precipitation caused by stress.

The nursing sector is divided between nurses and nursing technicians, nursing assistants, midwives, although every nursing professional needs to care for and assist patients, it is not up to everyone to carry out certain specific activities, and nurses often is the team leader and is responsible for more complex procedures, the nursing technician and the nursing assistant also have an important role, as they are often delegated in order to be committed to the treatment of the patient, with procedures not simpler, but in which they are within their competence, and the midwife must always be accompanied by the obstetric nurse.

The exercise of leading is not an easy task, it needs factors such as commitment, competence and empathy, a good leader does not have a ready recipe, but he must always self-assess to exercise good teamwork very carefully, he must be a key component and impose autonomy on the team, with a view to good results and always leaving a good perception.

The leader needs to have a good self-knowledge to be able to better know the followers, the leader must develop interpersonal sensitivity to be able to know the objectives and expectations of the followers. (BERGAMINI, 1994).

According to Gelbecke et. al (2008) to lead is to know how to lead, to organize the work of the team aiming at an efficient attendance, being the leader the support point in the coordination of the service and also in the education, emphasizing the optimization of

the potential of all.

Balsanelli and Cunha (2006) believe that in Brazilian nursing, regardless of the importance of the need for work, research on the leadership process still needs to be explored and stimulated.

It is not enough for a leader to be just another boss, but to know how to understand the leadership process, understand management and the profile of clients/patients so that their subordinates are promising in their performance, also because the merit will go to the team.

This work presents a perception of nursing technicians about the exercise of leadership by their superiors (nurses), outside a field research was carried out to evaluate a team in a public hospital in the interior of MG.

THEORETICAL FRAMEWORK

THE NURSE

According to data from the Federal Nursing Council (COFEN), in 2019, approximately 528,044 nurses were registered in Brazil.

The nurse develops management practice and scientific knowledge. "The management of the care process is characterized by observation, data collection, planning, evolution, evaluation, assistance systems, technical and communication procedures, interaction between patients and nursing workers and between several health professionals. (OLIVEIRA, 2009, p. 19-27).

According to WILLIG, 2002, p. 23-29. "The decision-making autonomy of the managerial nurse in the organization of nursing work and the management style itself often depends on the norms established by the Institution, which becomes an obstacle for the necessary transformations to take place."

Based on Law 7498/86 Art. 11, the Nurse performs all nursing activities, being responsible for: PRIVATELY: - Direction

of the nursing body that is part of the basic structure of the health institution, public and private, and head of service and nursing unit; - Organization and direction of nursing services and their technical and auxiliary activities in companies providing these services; - Planning, organization, coordination, execution and evaluation of nursing care services; - Consulting, auditing and issue of opinions on nursing matters; - Nursing consultation; - Direct nursing care for critically ill patients at risk of life; - Nursing care of greater technical complexity that requires scientifically based knowledge and the ability to make immediate decisions.

"It must be noted that nurses are legally responsible for systematization; however, in order to obtain satisfactory results, the entire nursing team must be involved in the process." (MINISTRY OF HEALTH, 2003, p.18).

THE NURSING TECHNICIAN

COFEN (2019) counted around 1,230,767 nursing technicians in Brazil, a significant number referring to the practice of care.

Law 7498/86 Art. 12, states that: "The Nursing Technician performs a medium-level activity, involving guidance and monitoring of Nursing work at an auxiliary level, and participation in the planning of Nursing assistance, being especially responsible for: - Participating in the Nursing assistance programming; - Perform Nursing care actions, except those exclusive to the Nurse, Observing the provisions of the Sole Paragraph of Art. 11 of LEP 7498/86; - Participate in the guidance and supervision of Nursing work at an auxiliary level; - Participate in the health team."

THE NURSE'S LEADERSHIP EXERCISE

Leadership becomes an increasingly difficult task, due to the demand for better

results, constant innovation and growth, being an essential tool in the nursing work process. (GELBCKE, 2009, p. 136-139).

According to Lourenço (2004), in order to exercise leadership, the nurse must have some skills, the following stand out: good interpersonal relationships, negotiation skills, common sense and knowing how to listen, and these skills must be developed according to the self-knowledge of the nurse manager, or whether to know their reactions, potential and clarity of their difficulties.

AMESTOY (2012, p. 227-233) states: “it is necessary to rethink the gaps between education and the demands of the labor market, in order to equip nurses to apply leadership in their work environment, in order to contribute to the construction of dialogical spaces, based on participatory, autonomous and critical management in health services.”

The nurse’s function is to coordinate, carry out and evaluate nursing activities, as well as implement and use the nursing process to prescribe the care to be performed. (SILVA, 2015)

METHODOLOGICAL PROCEDURES

This is a quantitative research through the application of a questionnaire to obtain data collection, suggested to 52 (fifty-two) nursing technicians, however, only 40 (forty) technicians responded, of which 3 (three) were in holidays and 9 (nine) refused to answer. The questionnaire was applied from April 8, 2019 to April 20, 2019 in loco, a public hospital in the municipality of Nanuque - MG.

For the analysis of the results, the questionnaire applied had the following variables: age, gender, education, time since graduation, which institution, if there is any specialization, work shift, conceptualize leadership according to the alternatives, if the nurse is considered a good leader, what

is the style of leadership exercised according to the alternatives, the interpersonal skills that are necessary for a leader, according to the alternatives and tick the option that you consider most appropriate regarding the practice of leadership exercised by the leader on a daily basis, considering a score of 5 a 1. The research constitutes the perception of nursing technicians in relation to the exercise of leadership by nurses.

DISCUSSION AND RESULTS

This study aims to analyze the leadership profile of nurses at a public hospital in the interior of Minas Gerais (MG) through the perception of nursing technicians. Reporting results on the perception of a group of nursing technicians about the exercise of leadership by the head nurse in the sector where they carry out their work. 40 technicians were interviewed, and of these, 8 males and 32 females, ranging in age from 25 to 48 years.

The data collected for the identification of the technicians were subjective to the formation and time of performance, as it is expressed in, 75% had their formation of nursing technicians in public institutions and 25% in private institutions; and 75% are continuing their studies while 25% preferred to continue without studying, 25% individuals had more than 10 years in the profession and the remaining 75% less than 10 years, the work shift of 40% was night and the remaining 60 % intermediate (morning / afternoon). About the time working as nursing technicians in the institution, it ranged from 2 to 6 years of work.

Followed by a concept of leadership, it is stated that “leadership is a group process, where there is influence in order to reach a goal; therefore, it is linked to a sense of action, a sense of movement, which can be learned” (LOURENÇO, 2001, p. 15).

According to the concepts explained, the subjects conceptualized leadership according

to the table:

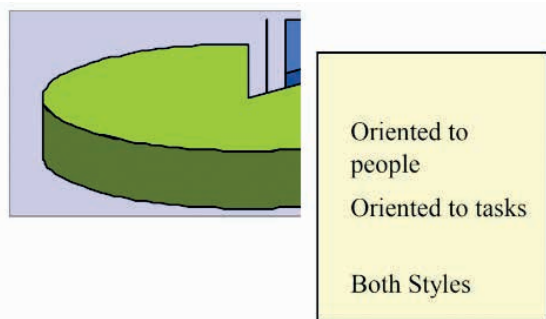
CONCEPT	ANSWERS(%)
The process of influencing people's behavior to achieve goals in given situations.	62%
The process of transforming the behavior of an individual or an organization.	25%
The legitimate right to exercise power within the organization to obtain the obedience of workers.	5%
Other concept	8%

Table 1 - Concept most suitable for leadership

Source: Survey data (2019).

Respondents were asked about considering the nurse to whom they report directly to be a leader, 12% reported no, while 88% reported yes.

It is known that to be a leader there has to be a leader's own behavior and style, thus, "the main or primary style of a leader is the most frequent behavioral pattern used by him when trying to influence the behavior and activities of other people." (LOURENÇO, 2004, p. 58). Thus, respondents were asked about the leadership style exercised and 25% believe that the nurse has a task-oriented leadership style, while 75% responded that the nurse's leadership style, are both styles, depends on the situation (people-oriented and task-oriented) and zero believes it is only people-oriented. The chart below depicts this data for a better visualization of the percentage.



Graph 1: Leadership style.

Source: Survey data (2019).

Regarding the interpersonal skills needed by leaders, 18% answered that they must have communication skills; 20% responded that they must have the ability to give and receive feedback, 0% responded that they must gain power and exert influence, and 62% responded that they must have all the skills mentioned (communication, giving and receiving feedback, the ability to gain power and exert influence).

INTERPERSONAL SKILLS	ANSWERS / %
Communication	18%
Give and receive feedback	20%
Gain power and exert influence	0%
All skills mentioned	62%

TABLE 2: Interpersonal skills needed by a leader.

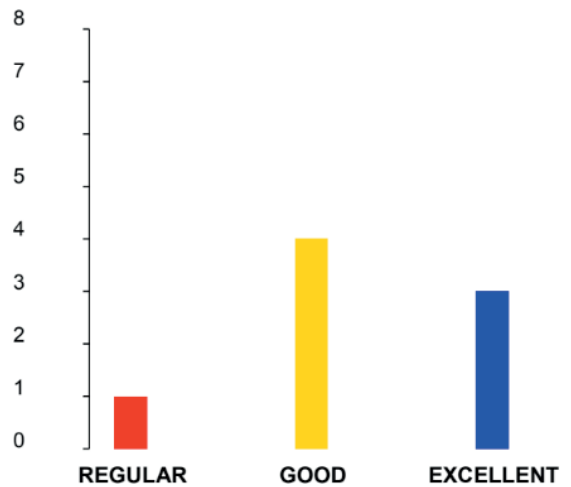
Source: Survey data (2019).

The practice of leadership exercised by the nurse leader on a daily basis was also evaluated, considering a score of 5 to 1 for each proposition, totaling from zero to one hundred points, considering that 0-40 points is considered a regular leader, from 41 to 60 points is considered a good leader and 61-100 points is considered a great leader. It was divided into eight shifts, being A, B, C, D, E, F, G and H. The nurses included were only the head nurses, in this case 8 nurses. Nursing technicians made this perception in consideration of the nurse to whom they report directly.

The propositions were: 1. I am heard by my leader. 2. I get the leader's attention and interest in continuing the dialogue. 3. I receive guidance and advice from the leader when I need to meet my professional needs. 4. I use verbal communication and pay attention to non-verbal communication in dialogue

with my leader. 5. I contribute to effective communication in working relationships with my (my) leader. 6. I receive guidance from my leader and demonstrations of how I must carry out tasks, according to my needs. 7. I receive clarification from my leader when I have doubts about my tasks. 8. I am recognized and valued by the leader, for what I do or for the way I behave. 9. I am guided to follow a new path, when it does not correspond to the expected performance. 10. My performance is monitored periodically. 11. I receive and act on *feedback* with the leader. 12. I am influenced by my leader, expanding my skills in the search for effective results. 13. My leader shares decisions with me. 14. I receive guidance from my leader to carry out the activities and I perceive the sharing of responsibilities. 15. My leader contributes to my development. 16. My leader is available to help me when I am facing any professional difficulties. 17. My leader values my opinion to change a procedure or propose some operational change. 18. My leader defines with me the goals to be achieved. 19. My leader periodically monitors the results presented by me. 20. I know the deadline for reaching the goals.

Thus, of the 8 nurses evaluated, 12% are considered leaders with regular practice, 50% are considered good leaders, and 38% are considered great leaders.



GRAPH 2: Leadership exercise.

Source: Survey data (2019).

FINAL CONSIDERATIONS

It is concluded that being a leader is not only the care process and nursing protocols, leadership in nursing involves several things such as: situations involving decision-making, conflict resolution, communication, interpersonal relationships, articulation of knowledge and professionals, as you have to deal with the generations of professionals involved, today there are technicians of different ages and different levels of knowledge, developing potential, working on deficiencies, developing new skills, organizing and planning work processes.

It is known that work in health involves not only the technical part, but also empathy, respect, generosity and values to preserve the team's principles, ability to influence the strengths and weaknesses of a team, working on them to ensure maximum productivity, being a leader is more than being a coordinator a leader manages to awaken in people the desire to make a difference by

ON SHIFT	PUNCTUATION
A	36
B	50
C	68
D	90
E	67
F	48
G	55
H	87

TABLE 3: Head nurses score.

Source: Survey data (2019)

making the environment healthier and more pleasant for everyone. People management is essential, because everything comes from this management.

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ANNEX

Lead Nurse N°. _____

Technician or nursing assistant-led n°. _____

Identification

Age: Years
 Gender: Masculine
 Feminine
 Are you currently studying? Yes
 Not
 Time working as a nursing technician or assistant at the institution: Years
 Current position: _____
 AFTERNOON) _____
 Training time as a nursing technician or assistant: Years
 Institution: Public
 Private
 Nursing graduation:
 Others _____
 Work shift: Morning
 Afternoon
 Intermediate (MORNING/
 Night

Tick the alternative you consider most appropriate most appropriate

1. Do you think of leadership as

- The process of influencing people's behavior to achieve goals in certain situations.
- The process of transforming the behavior of an individual or an organization.
- The legitimate right to exercise power within the organization to obtain the obedience of workers.

Other concept – specify:

2. Do you consider the nurse to whom you report directly a leader?

- Not
- Yes, why?

Considering him/her a leader, mark the style of leadership exercised by him/her.

- People-oriented leadership
- task oriented leadership
- Both styles, depending on the situation.

3. Check the interpersonal skills you consider necessary for a leader:

- Communication skill.
- Ability to give and receive feedback.
- Ability to gain power and exert influence.
- All the skills mentioned above.

4. Mark with an X the option you consider most appropriate, regarding the practice of leadership exercised by the nurse leader on a daily basis, considering a score of 5 to 1, being:

1. "Never" - I don't understand the statement.
2. "Rarely" - I eventually catch on to the statement.
3. "Not always" - I sometimes understand the statement.
4. "Almost always" – I often hear the statement.

5. "Always" – I perceive the statement every time.

NA. "Not Applicable" - if you have no way of assessing the question cited.

Proposition	5	4	3	2	1	NA
4.1. I am heard by my leader.						
4.2. I receive the leader's attention and interest in continuing the dialogue.						
4.3. I receive guidance and advice from the leader when I need to meet my professional needs.						
4.4. I use verbal communication and pay attention to non-verbal communication in the dialogue with my leader.						
4.5. I contribute to effective communication in working relationships with my leader.						
4.6. I receive guidance from my leader and demonstrations of how I must perform tasks, according to my needs.						
4.7. I receive clarification from my leader when I have doubts about my tasks.						
4.8. I am recognized and valued as a leader, for what I do or for the way I behave.						
4.9. I am guided to follow a new path, when it does not correspond to the expected performance						
4.10. I am periodically monitored in my performance.						
4.11. I receive and practice feedback with the leader						
4.12. I am influenced by my leader, expanding my skills in the search for effective results.						
4.13. My leader shares decisions with me.						
4.14. I receive guidance from my leader to carry out the activities and I perceive the sharing of responsibilities.						
4.15. My leader contributes to my development.						
4.16. My leader is available to help me when I am facing any professional difficulty.						
4.17. My leader values my opinion to change a procedure or propose some operational change.						
4.18. My leader defines with me the goals to be achieved.						
4.19. My leader periodically monitors the results presented by me.						
4.20. I know the deadline for reaching the goals.						
Classify the instrument, according to applicability:						
Fully enforceable ()	Applicable()	Relative applicability	Not applicable()			
Thank you very much!						

Figure 1 – Applied questionnaire.

Source: CARDOSO (2014).



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TERM OF FREE AND CLEAR CONSENT (TCLE)

ABOUT THE SEARCH:

Research Title	
Research Purpose	
Duration (period) of the survey	___/___/___ the ___/___/___

ABOUT THE RESEARCHER:

Pesquisador(a) Responsável:	
Contact phone:	E-mail

ABOUT WHO PARTICIPATES IN THE SURVEY

Full name of guest participating in the survey:	
Your participation in the research consists of:	
Does the research pose risks to the participant? If yes, describe	
Will the research benefit the participant? If yes, describe.	

Important information for research participants:

- Your participation in the research is **not** related to any type of prejudice, discrimination or inequality;
- You who participate in the research, authorize the researchers to use the results of the study for different publications, but your name or identification will not be revealed;
- There will be no remuneration or cost support for your participation in the research;
- Any questions you may have regarding the research or your participation, before or after consent, will be answered by the aforementioned researcher;
- This research was approved by the Research Ethics Committee involving Human Beings of the Centro Universitário de Caratinga-UNEC, located at Av. Moacyr de Matos, 271-Centro-Caratinga-MG: tel. This Informed Consent Form (TCLE) is in accordance with Resolution 466/12 of the National Health Council, which aims to protect the rights of human beings in research.
- If you have any doubts about your rights as a research participant, or if you feel that you have been placed at unforeseen risks, you may contact the UNEC Research Ethics Committee for clarification. Phone(33) 3322-7900 extension 7888;

I declare that I have received the necessary explanations about the research, including that I can withdraw my consent and interrupt my participation at any time.

I undertake to participate in the research by **free and spontaneous will.**

_____/_____/_____

Location and

Research participant's signature

CPF (social security number) or Identity Card:
n°

Figure 2 – Research consent form.

Source: UNEC Regulations (2019).