Research Article

Assertive Behavior of Nurses and Head nurses in Government Hospital Lahore, Pakistan

Uzma Ilyas[1]*, Muhammad Afzal[1], Kousar Parveen[1], Syed Amir Gilani[1]

[1]Lahore School of Nursing, The University of Lahore, Pakistan

Abstract

Assertiveness is the crucial for professional nurses to deal with complex human relations situations and the ability to communicate assertively is often considered as a most precious skill that professional nurses can possess. It is very important for the professional nurses to become more assertive and have awareness of how to use assertive behavior effectively in the workplace to manage all the challenges and difficulties they face on the workplace. The objective of the study is to explore comparison between assertive behavior of professional nurses and head nurse of the Hospital. Cross- sectional descriptive and co-relational study was conduct to measure the assertive behavior of the charge nurses and head nurses with sample size of charge nurses (n=133) and head nurses (n=66) for research. The results of the study showed the charge nurses were less assertive than head nurses in the Sir Ganga Ram hospital Lahore Pakistan. This study concludes that the assertive behavior of the charge nurses and head nurses is very important for the improvement of communication skills, increasing self-confidence, conflict management, taking personal and professional responsibilities.

Keywords: Assertive behavior; Conflict Management; Self-confidence

Introduction

A professional nurse is the person who is trained to provide the nursing care to the injured and ill people. She works for the better health of the patients without any benefit (Brassard and Smolenski, 2011). A nurse manager is person who is responsible for a unit in a hospital, nursing home or ambulatory care setting (Geyer *et al.*, 2002). According to Ünal (2012) assertiveness is defined as speaking up for one own self, making a person to express the opinions, feelings and he is able to say" no". Assertiveness is important for a healthy self-esteem and also for individual overall wellbeing (Ünal, 2012). Assertive professional nurses and head nurses are able to give direct suggestions in a comfortable way, give and take criticism, assessing the rights and responsibilities in a nursing situation, and working in the hospital in a thoughtful problem-solving way (Yin, 2011).

Assertiveness in nursing profession and other profession considering healthy and positive behavior for all people that when presents, militate against their own powerlessness and results in personal empowerment. In nursing profession, professional nurses know about the assertiveness is the valuable behavior of the any person (Parchment, 2015). It is very important for the professional nurses to become more assertive and have awareness of how to use assertive behavior effectively in the workplace to manage all the challenges and difficulties they face on the workplace (Azizi-Fini *et al.*, 2012).

Assertiveness is the crucial for professional nurses to deal with complex human relations situations and the ability to communicate assertively is often considered as a most precious skill that professional nurses can possess (Parchment, 2015). In addition, Assertiveness is considered as a valuable behavior in nursing leading to positive results such as increase of self- confidence, avoidance of conflicts, increase personal and professional rights, improving communication between the professional nurses and head nurses (Brown, 2016). The ability of responding assertively

to crises or dangerous situations is patient's life rescuing skill (Amicone and Miller, 2015).

According to Pakistani literature, they believed that Professional nurses and head nurses in current health care environments need to become to be more and more aware of how to use assertiveness effectively in their workplace to increase the self -confidence, avoidance of conflicts, increase personal and professional rights, improving communication between the professional nurses and head nurses (Ahmad *et al.*, 2015).

Training on assertive behavior will have increased appeal to the professional nurses and also their implementation in the workplace will facilitate all the professional nurses and head nurses (Ünal *et al*., 2012).

Problem Statement

The assertive behavior demonstrated by nurses has significant effect on quality of care at clinical setting. Assertive behavior is necessary because the professional nurses and head nurses have communication problem, inability to acknowledge professional rights and fail to manage conflict situations in the unit effectively (Ibrahim, 2011). Assertive behavior of nurses is an instrument for improving therapeutic communication, ensuring a climate of patient safety, managing conflicts effectively, increased self- confidence and increase professional responsibilities in healthcare settings (Bucco, 2015). So the aim of this study is to explore the assertive behavior of professional nurses and head nurse in the Sir Ganga Ram Hospital, Lahore.

Significance

Assertive behavior is very beneficial for nurses in building effective nurse patient relationship. This study provides me awareness regarding the importance of assertive behavior in building therapeutic relationship. The finding of this study will enable the hospital administration to foster an environment of assertiveness which leads to effective nurse-patient relationship. Assertive nurses have high self-confidence and resolve the conflict timing. Consequently, patient care will be improved.

Objective of the Study
1. To explore assertive behavior of professional nurses and head nurse of the Sir Ganga Ram Hospital, Lahore.
2. To explore the comparison between the assertive behavior of professional nurses and head nurse of the Sir Ganga Ram Hospital, Lahore.

Research Question

Who used more assertive behavior Charge nurses or Head nurse of the Sir Ganga Ram Hospital, Lahore?

Conceptual Definitions

Assertive Behavior

Assertive behavior is defined as standing up for personal rights without anxiety, acting in one's on best interest while respecting the rights of others people, and expressing thoughts and feelings openly and honestly (Rasetsoke, 2012).

Conflict Management

Conflict management is defined as the process of restricting the negative angles of conflict while expanding the positive point of views regarding conflict. Conflict management is to improve learning and results, adequacy or execution in an organizational setting (Igbinoba, 2016).

Self Confidence

Self-confidence is the conviction in oneself and capacities. It depicts an inner state made up of what we think and feel approximately ourselves (Perry, 2011).

Assertiveness is the one of the type of communication in which the professional nurses and head nurse are able to build good relations with group member and also work for effective team relationship (Greenlees-Rae, 2016). According to Pakistani literature, assertive mangers can control problems, stresses and have better behavior with nurses and patients. Assertiveness is a set of skills that everybody will attain them by practice(Ibrahim, 2011). A non-assertive professional nurse and head nurse tends to internalize tensions and feelings and to express in the form of conflicts, low self-esteem, low self-confidence, bad communication skills and not violates the rights of others (Orak *et al*., 2016). Professional nurses when act as assertive communicators will showed their feelings clearly and wants their needs appropriately, and respectfully. Always use the word "I" in every statement have ability to Saying" no", showed respect for others, listen well without interrupting, maintain control on self, communicating with others with good eye contact (O'brien, 2017). Highest level of self-confidence is closely related with trusting, supportive relationships inside the family. Nurse with low self-confidence always depends on the others for their own decisions; requests permission to do anything rarely (Schlegel *et al*., 2012). In nursing profession the concept of assertive behavior and self-confidence has not been examined broadly in the proficient field of nurses. Professional Nurses and head nurse have interaction with their clients, colleagues, doctors and other staff nurses, because the nature of nursing works require a highest degree of personal and group interaction (Zavertnik *et al.*, 2010). Conflict management is a critical issue in any organization is characterized as an "interactive process showed in inconsistency between social substances. Conflict management skill improves decision making quality in head nurse within the hospital settings (Amicone and Miller, 2015). In Pakistan, Professional nurses and head nurse in

the hospital had no fear of showing their thoughts regarding the rights of the patients and the rights and responsibilities of the professional nurses. Professional nurses and the head nurse have ability to standing up for their own rights, the rights of other nurses and showing their personal and professional needs, values, concerns without denying the rights of the others and use the word "I" in every statement opposing to you language to do this(Ahmad *et al*., 2015).

Methodology

An analytic descriptive cross sectional study design was used to explore the assertive behavior of Professional Nurses and Head Nurse at Sir Ganga Ram Hospital, Lahore. The research study was conducted at Sir Ganga Ram Hospital Lahore. Target population is All Head Nurses and Professional Nurses of the Sir Ganga Ram Hospital, Lahore. All head nurses and nurse with experience of more than one year is included and others are excluded. Sample size was 133 staff nurses and 66 head nurses. Convenient sampling method was used to gather the data. Sample size was be calculated by using the slovin's formula (Ellen, 2012). A closed-ended questionnaire adopted from Ms R.L Rasetsoke (2011) was used. The data was examined through Statistical Package for Social Sciences (SPSS) version 21. Seven-point Likert scale was used for study.

Results

Current Position

As shown in Table 1 Data was collected from 133(66.8%) charge nurses and 66 (33.2) Head nurses of Ganga Ram Hospital Lahore with mean of 1.33 ± 0.472.

Age of Nurse Manager

Table 2 shows that out of 199 nurses 87 nurses were of 21-30 years old, and ages of 42 nurses are 31-40 years, 66 nurses were of 41-50 years of old and only 4 nurses were of 51-60 years of ages with mean of 2.03 ± 0.950.

Marital Status

Data collected from 199 nurses out of whom 96 were married, 101 were UN married, 2 were widowed and 1 was divorced with mean of 1.98 ± 0.945 (Table 3).

Table 1: Demographic characteristic (Current Position)

What is your current position within your nursing unit?

	Frequency	Percent	Valid Percent	Cumulative Percent
Charge Nurse	133	66.8	66.8	66.8
Head Nurse	66	33.2	33.2	100.0
Total	199	100.0	100.0	

Table 2: Demographic characteristic (Age of nurse manager)

Age of the nurse manager

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 year	87	43.7	43.7	43.7
31-40 year	42	21.1	21.1	64.8
41-50 year	66	33.2	33.2	98.0
51-60 year	4	2.0	2.0	100.0
Total	199	100.0	100.0	

Table: 3 Demographic characteristics (Marital status of nurse manager)

Marital status of the nurse manager

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	96	48.2	48.2	48.2
Unmarried	101	50.8	50,8	99.0
Widowed	2	1.0	1.0	100.0
Divorced	0	0	0	0
Total	199	100.0	100.0	

Qualification

Data was collected from 199 nurses, in which 74 was having general nursing diploma, 27 were Generic BSN, 93 were 2 year BSN and 5 were having MSN qualification with mean of 2.15± 0.961 (Table 4).

Table: 5 showed that out of 199 nurses 52 nurses always Communication is a manner that other people can understand clearly what your point of view is with regard to an issue and only 29 never used this factor. 23 nurses never ask questions to clarify and discover to opinions of other professional nurses. 33 nurses never hesitate to express what they are thinking. 30 nurses always hesitate to call a doctor about a patient's problem. 44 nurses always had a problem starting a conversation. 31 nurses never find it hard to correct a co-worker who performs a job incorrectly. 48 nurses always communicate with other people in a positive and affirmative way. 34 nurses never check the other person understands in order to avoid misunderstanding. 41 nurses always have an ability to express their self verbally. Only19 nurses had aim to reach that both negotiating parties find acceptable.44 nurses never state their beliefs without using destructive words which could be perceived as an attack by another person. 29 nurses never described exactly what they need changed. 32 nurses were having neutral attitude towards Take ownership and responsibility.

Table 6 shows that 42 nurses out of 199 showed non - assertive behavior as they never stand up for personal and professional rights without infringing on those of other people. 43 nurses out of 199 showed non -assertive behavior as they hesitate to confront your manager if she/he gives you an evaluation you consider unfair. 41 nurses out of 199 never accept unreasonable requests to work overtime or double shifts. 43 nurses out of 199 showed non -assertive behavior as they never judge their own behavior. 36 nurses out of 199 never set priorities. 41 nurses out of 199 always hesitate to express their thinking or feeling. Only 31 nurses out of 199 showed assertive behavior as they have the ability to say no to a request without feeling guilty. 40 nurses out of 199 showed non -assertive behavior as they never ask for what they want. 28 nurses out of 199 showed non -assertive behavior as they never communicate their thoughts and feelings to other people without violating their rights. 26 nurses out of 199 never make decisions based on what they think is Right. 32 nurses out of 199 always consider their self-competent and accountable.

Table 7 shows that 42 nurses out of 199 never avoid questioning a doctor's order. 26 nurses out of 199 never tend to complain to the nearest person. 18 nurses out of 199 always tend to complain to the nearest person. 59 out of 199 rarely avoid problems rather than solving them. 41 nurses out of 199 showed non -assertive behavior as they never take into consideration different points of view. 41 nurses out of 199 showed non -assertive behavior as they never take responsibility for resolving conflict situations. 23 nurses out of 199 showed non -assertive behavior as they never propose a resolution and seek the other person's agreement. 29 nurses out of 199 showed non -assertive behavior as they never fear giving criticism. 26 nurses out of 199 showed non -assertive behavior as they never have the ability to evaluate criticism objectively. 41 nurses out of 199 showed non -assertive behavior as they never cooperate with other people in solving problems. 43 nurses out of 199 never face problems and decisions squarely. 27 nurses out of 199 showed non -assertive behavior as they never deal with difficult people and situations effectively.

Table 8 shows that 31 nurses out of 199 showed non-assertive behavior as they usually lack confidence in their nursing judgments. 42 nurses out of 199 showed assertive behavior as they never feel self-conscious if somebody watches them while their work. 46 nurses out of 199 showed assertive behavior as they never get flustered when they receive a compliment. 64 nurses out of 199 showed non-assertive behavior as they usually ask for what they need without fear or anxiety. 31 nurses out of 199 showed assertive behavior as they always express their frustrations and anger in an appropriate manner. 29 nurses out of 199 showed non- assertive behavior as they think that their behavior is self-assured and confident. 39 nurses out of 199 showed assertive behavior as they never worry about people confronting them or disliking them. 42 nurses out of 199 showed assertive behavior as they never avoid eye contact or keep your voice low in order to avoid attracting attention.

Table 4: Demographic characteristics (Qualification of nurse manager)

Qualification of the nurse manager				
	Frequency	Percent	Valid Percent	Cumulative Percent
General Nursing	93	46.7	46.7	46.7
4 Year BSN	12	6.0	6.0	52.8
2 Year BSN	93	46.7	46.7	99.5
MSN	1	.5	.1	100.0
Total	199	100.0	100.0	

Table 5: Communication factors related to assertive behavior

Statement	N	R	St	Neutral	Often	U	Al	Mean	S.D
1. Communication is a manner that other people can understand clearly what your point of view is with regard to an issue, e.g. requests for off duties?	29	43	30	17	17	11	52	3.96	2.238
	14.6%	21.6%	15.1%	8.5%	8.5%	5.5%	26.1%		
2. Ask questions to clarify and discover to opinions of other professional nurses?	26	56	33	14	38	9	23	3.51	1.912
	13.1%	28.1%	16.6%	7%	19.1%	4.5%	11.6%		
3. Hesitate to express what you are thinking?	33	56	27	33	17	20	13	3.29	1.827
	16.6%	28.1%	13.6%	16.6%	8.5%	10.1%	6.5%		
4. Hesitate to call a doctor about a patient's problem?	24	45	20	15	35	30	30	4.02	2.061
	12.1%	22.6%	10.1%	7.5%	17.6%	15.1%	15.1%		
5. Have a problem starting a conversation?	18	44	22	16	35	20	44	4.22	2.086
	9%	22.1%	12.1%	8%	17.6%	10.1%	22.1%		
6. Find it hard to correct a co-worker who performs a job incorrectly?	31	60	37	14	41	6	10	3.16	1.698
	15.6%	30.2%	18.6%	7%	20.6%	3%	5%		
7. Find it hard to compliment a co-worker for a job well done?	43	47	37	24	15	14	19	3.20	1.914
	21.6%	23.6%	18.6%	12.1%	7.5%	7%	9.5%		
8. Communicate with other people in a positive and affirmative way?	26	46	29	13	34	3	48	3.92	2.160
	13.1%	23.1%	14.6%	6.5%	17.1	1.5%	24.1%		
9. Check whether you do understand the other person in order to avoid misunderstanding?	34	59	24	37	18	20	7	3.17	1.726
	17.1%	29.6%	12.1%	18.6%	9%	10.1%	3.5%		
10. Have an ability to express yourself verbally?	16	41	19	19	34	29	41	4.33	2.040
	8%	20.6%	9.5%	9.5%	17.1%	14.6%	20.6%		
11. Aim to reach an agreement that both negotiating parties find acceptable?	28	57	38	12	40	5	19	3.35	1.833
	14.1%	28.6%	19.1%	6%	20.1%	2.5%	9.5%		
12. State your belief without using destructive words which could be perceived as an attack by another person?	44	56	38	22	19	11	9	2.92	1.699
	22.1%	28.1%	19.1%	11.1%	9.5%	5.5%	4.5%		
13. Describe exactly what you need changed?	29	56	34	19	35	6	20	3.37	1.851
	14.6	28.1%	17.1%	9.5%	17.6%	3%	10.1%		
14. Take ownership and responsibility for what you say by using 'I' in a statement?	25	30	29	32	27	31	25	4.01	1.955
	12.6%	15.1%	14.6%	16.1%	13.6%	15.6%	12.6%		

Table 6: Personal and Professional Rights and Responsibilities

Statement	N	R	St	Neutral	Often	Us	Al	Mean	S.D
15. Stand up for personal and professional rights without infringing on those of other people?	42	50	34	20	16	18	19	3.24	1.955
	21.1%	25.1%	17.1%	10.1%	8%	9%	9.5%		
16. Hesitate to confront your manager if she/he gives you an evaluation you consider unfair?	43	56	38	21	15	18	8	2.97	1.739
	21.6%	28.1%	19.1%	10.6%	7.5%	9%	4%		
17. Accept unreasonable requests to work overtime or double shifts?	41	50	35	18	19	15	21	3.27	1.965
	20.6%	25.1%	17.6%	9%	9.5%	7.5%	10.6%		
18. Judge you own behavior?	43	56	37	23	20	12	8	2.94	1.691
	21.6%	28.1%	18.6 %	11.6%	10.1%	6%	4%		
19. Set priorities?	36	47	31	25	19	13	28	3.48	2.025
	18.1%	23.6%	15.6%	12.6%	9.5%	6.5%	14.1%		
20. Hesitate to express what you are thinking or feeling?	16	45	22	16	36	23	41	4.23	2.051
	8%	22.6%	11.1%	8%	18.1%	11.6%	10.6%		
21. Have the ability to say no to a request without feeling guilty?	19	44	24	16	39	26	31	4.08	2.000
	9.5%	22.1%	12.1%	8%	19.6%	13.1%	15.6%		
22. Take responsibility for the consequences of your actions e.g. delegation of duties?	29	64	34	21	44	4	3	3.06	1.525
	14.6%	32.2%	17.1%	10.6%	22.1%	2%	1.5%		
23. Deal with other people without being dependent on them for approval?	22	30	28	32	33	30	24	4.06	1.899
	11.1%	15.1%	14.1%	16.1%	16.6%	15.1%	12.1%		
24. Ask for what you want?	40	59	36	21	19	13	11	3.02	1.754
	20.1%	29.6%	18.1%	10.6%	9.5%	6.5%	5.5%		
25. Communicate your thoughts and feelings to other people without violating their rights?	28	62	32	15	42	7	13	3.27	1.760
	14.1%	31.2%	16.1%	7.5%	21.1%	3.5%	6.5%		
26. Make decisions based on what you think is Right?	26	58	31	18	42	5	19	3.42	1.829
	31.1%	29.1%	15.6%	9%	21.1%	2.5%	9.5%		
27. Consider yourself competent and accountable?	22	29	28	31	26	31	32	4.16	1.978
	11.1%	14.6%	14.1%	15.6%	13.1%	15.6%	16.1%		

Table 7: Conflicts

Statement	N	R	S	Neutral	Often	Us	Al	Mean	S.D
28. Avoid questioning a doctor's order?	42	52	34	21	18	11	21	3.52	5.308
	21.1%	26.1%	17.1%	10.6%	9%	5.5%	10.6%		
29. Tend to complain to the nearest person?	26	64	38	14	43	6	8	3.17	1.636
	13.1%	32.2%	19.1%	7%	21.6%	3%	4%		
30. Tend to avoid problems rather than solving them?	27	59	32	16	42	5	18	3.37	1.821
	13.6%	29.6%	16.1%	8%	21.1%	2.5%	9%		
31. Take into consideration different points of view?	41	59	37	25	17	13	7	2.92	1.657
	20.6%	29.6%	18.6%	12.6%	8.5%	6.5%	3.5%		
32. Take responsibility for resolving conflict situations?	41	57	35	19	20	15	12	3.07	1.806
	20.6%	28.6%	17.6%	9.5%	10.1%	7.5%	6%		
33. Propose a resolution and seek the other person's agreement?	23	29	29	33	30	33	22	4.03	1.896
	11.6%	14.6%	14.6%	16.6%	15.1%	16.6%	11.1%		
34. Describe how you feel about the individual's behavior or actions?	22	31	28	33	27	34	24	4.06	1.927
	11.1%	15.6%	14.1%	16.6%	13.6%	17.1%	12.1%		
35. Fear giving criticism?	29	60	33	13	44	6	14	3.29	1.779
	14.6%	30.2%	16.6%	6.5%	22.1%	3%	7%		
36. Have the ability to evaluate criticism objectively?	26	63	33	20	45	7	5	3.18	1.595
	12.1%	6.1%	6.1%	9.1%	6.1%	18.2%	42.2%		
37. Cooperate with other people in solving problems?	41	52	35	24	17	14	16	3.15	1.861
	20.6%	26.1%	17.6%	12.1%	8.5%	7%	8%		
38. Face problems and decisions squarely?	43	59	35	20	17	17	8	2.96	1.740
	21.6%	29.6%	17.6%	10.1%	8.5%	8.5%	4%		
39. Deal with difficult people and situations effectively?	27	64	34	16	43	9	6	3.18	1.637
	13.6%	32.2%	17.1%	8%	21.6%	4.5%	3%		

Table 8: Self Confidence

Statement	N	R	S	Neutral	Often	U	Al	Mean	S.D
40. Lack of confidence in your nursing judgments?	26	28	30	34	28	31	22	3.96	1.924
	13.1%	14.1%	15.1%	17.1%	14.1%	15.6%	11.1%		
41. Feel self-conscious if somebody watches you while you work?	42	52	34	18	20	14	19	3.20	1.933
	21.1%	26.1%	17.1%	9%	10.1%	7%	9.5%		
42. Get flustered when you receive a compliment?	46	55	38	22	21	14	3	2.85	1.612
	23.1%	27.6%	19.1%	11.1%	10.6%	7.0%	1.5%		
43. Ask for what you need without fear or anxiety?	28	64	37	14	47	3	6	3.11	1.587
	14.1%	32.2%	18.6%	7%	23.6%	1.5%	3%		
44. Reflect on how you deal with situations?	28	59	34	16	39	5	18	3.33	1.818
	14.1%	29.6%	17.1%	8%	19.6%	2.5%	9%		
45. Express you frustrations and anger in an appropriate manner?	21	28	27	33	31	28	31	4.17	1.939
	10.6%	14.1%	13.6%	16.6%	15.6%	14.1%	15.6%		
46. Think your behavior is self-assured and confident?	23	29	27	33	32	31	24	4.06	1.909
	11.6%	14.6%	13.6%	16.6%	16.1%	15.6%	12.1%		
47. Worry about people confronting you or disliking you?	39	50	34	22	16	19	19	3.30	1.946
	19.6%	25.1%	17.1%	11.1%	8%	9.5%	9.5%		
48. Allow others to make decisions on your behalf?	30	61	34	17	37	5	15	3.23	1.771
	15.1%	30.7%	17.1%	8.5%	18.6%	2.5%	7.5%		
49. Verbally agree others despite your real feelings?	25	27	30	28	27	29	33	4.13	2.010
	12.6%	13.6%	15.1%	14.1%	13.6%	14.6%	16.6%		
50. Always escape responsibility with excuses and "good" reasons?	27	63	37	18	41	7	6	3.14	1.602
	13.6%	31.7%	18.6%	9%	20.6%	3.5%	3%		
51. Avoid eye contact or keep your voice low in order to avoid attracting attention to you?	42	54	33	20	22	15	13	3.12	1.840
	21.1%	27.1%	16.6%	10.1%	11.1%	7.5%	6.5%		

Independent T test showed that charge nurses used non-assertive behavior more commonly as compared to head nurses as they never Communication is a manner that other people can understand clearly what your point of view is with regard to an issue, e.g. requests for off duties with mean difference-2.690 and p value 0.000.

Head nurses used assertive behavior by asking questions to clarify and discover to opinions of other professional nurses than charge nurses with mean difference -1.533 and p value 0.000.

In present study charge nurses found more hesitant while expressing their point of view as compared to head nurse with mean difference -0.886 and p value 0.001.

In present study charge nurses found hard to correct a co-worker who performs a job incorrectly view as compared to head nurse with mean difference -0.893 and p value 0.00.

In present study head nurses communicate positively with others more than charge nurses with mean difference -2.720and p value 0.00.

Head nurses most commonly used assertive behavior as they reach they the conclusion which both parties found acceptable than charge nurses with mean difference -1.151 and p value 0.00.

Head nurses most commonly describe what change they need as compared to charge nurses with mean difference -1.287 and p value 0.00.

Head nurses more commonly perform professional responsibilities by setting priorities as compared to charge nurses with mean difference -1.145and p value 0.00.

Head nurses more commonly made decision on what they think is right as compared to charge nurses with mean difference -1.190 and p value 0.00.

Discussion

This descriptive and cross sectional study investigate the assertive behavior of the charge nurses and head nurses among 133 charge nurses and 66 head nurses in Sir ganga ram Hospital, Lahore. The aim of the study was to examine assertive behavior of the charge nurses and head nurse sand head nurses in Sir Ganga ram Hospital, Lahore., Pakistan. Assertive behavior of the charge nurses and head nurses was examined in the all wards of the hospital in relation to nurses, age, working experience, departments where they performed duties. Charge Nurses and head nurses response rate was almost 100 percent towards that research study.

Factors which promote assertive behavior among nurses at work include age, high education, seniority in job, knowledge, confidence, experience and senior staff nurses are more assertive than junior staff nurses older age nurses are less assertive than young age. Diploma holder nurses are less assertive than graduate nurses(Maheshwari and Gill, 2015)

The study finding shows that the head nurses were more assertive than the charge nurses. In Our study most of the professional nurses'(83, 41.7%) falls between the age group of 21-30 years These results similar to a study finding conducted by Rasetsoke in which most of professional nurses (n=60, 40.5%) were in the younger age group as comparison to older age group(Rasetsoke, 2012)

In our study most of nurses (93) were 2 year BSN with mean of 2.15± 0.961. Which showed that they have graduated and there is a positive relationship between higher education and assertive behavior? Nurses must be encouraged to pursue graduate studies. Our results similar to a study in which 54 out of 148 had 4 year degree programme in nursing. A large study reported that nurses in the U.S. appeared more assertive than non-nurses (e.g. teacher) did This study demonstrated that at least one population of nurses (e.g. staff nurses) was assertive, even when the previous nursing literature assumed that nurses were typically unassertive. In addition, there was a positive correlation between academic degree level and assertiveness. This indicates that the academic degree level of nurses may affect their assertiveness in this era(Okuyama, Wagner, and Bijnen, 2014).

Our study results showed that out of 199 nurses 52 nurses always Communication is a manner that other people can understand clearly what your point of view is with regard to an issue and only 29 never used this factor. Only19 nurses had aim to reach that both negotiating parties find acceptable.44 nurses never state their beliefs without using destructive words which could be perceived as an attack by another person. 29 nurses never described exactly what they need changed. 32 nurses were having neutral attitude towards Take ownership and responsibility. 23 nurses never ask questions to clarify and discover to opinions of other professional nurses. These findings are opposite to a study conducted in which two third nurses always ask questions to clarify and discover to opinions of other professional nurses(Okuyama *et al.*, 2014).

A study conducted in U.S in which 133 respondents always Communication is a manner that other people can know openly what your point of view and Assertiveness is a style of communication that empowers nurses to build actual team relationships. Work together with further team followers wants both a high level of assertiveness (meeting the own need) and a high level of cooperation (meeting the other's need). Assertiveness is described as expressing thoughts and feelings without denying the rights of others. Nurses' ability to be assertive when they are unsure or concerned about medical procedures, the treatment of patients, or symptoms of patients is key in reducing risk and preventing major medical errors(Okuyama *et al.*, 2014).

Study results revealed that slightly more than half of nursing managers had high assertiveness and the rest had low assertiveness. This finding indicates that assertive training programs are needed for these nurse managers. Meanwhile, there was a significant percentage of nursing managers had a high assertiveness regards communication, but there was low assertiveness with personal/ professional rights and responsibilities, conflict and self- confidence. Indeed, improving assertiveness will reflect in productivity and efficiency. Being assertive allows individuals to work with people to accomplish tasks, solve problems, and reach solutions.

In this study mostly 32% nurses take ownership and responsibility for what you say by using 'I' in a statement. These result findings are similar to a study conducted in Pakistan, in which most of the Professional nurses and head nurse in the hospital had no fear of showing their thoughts regarding the rights of the patients and the rights and responsibilities of the professional nurses Professional nurses and the head nurse have ability to standing up for their own rights, the rights of other nurses and showing their personal and professional needs, values, concerns without denying the rights of the others and use the word "I" in every statement opposing to you language to do this (Ahmad *et al*., 2015).

One of the most complex and conflicting settings of health system is hospitals. Nursing is a part of qualitative-therapeutic care and nurses play critical role in healthcare system. Generally, nurses are working in a conflicting setting and solving such conflicts seems difficult. The role of nurse managers in health management has a more manifestation in reduction of nurses' conflicts one of the most important factors that determine ability of managers for solving effectively conflicts is their assertive behavior. Assertiveness is one of modifiable aspects of inter-personal relationships. This skill can help individuals for a good behavior with inferior and superior coworkers (Okuyama *et al*., 2014).

Conclusion

This study concludes that charge nurses were not using assertive behavior more commonly however head nurses used assertive behavior as they communicate in a technique that other people can understand clearly what your point of view, by asking questions to explain and determine to views of other professional nurses, by correcting co-worker incorrect job, by communicate positively with others, by reaching the conclusion which both parties found acceptable, by performing professional responsibilities by setting priorities, made decision on what they think is right.

Recommendation

The assertive behavior of the head nurses and charge nurses is the most important component for the health care providers and need more researches should be conducted on that problem in future. Future researches should be conducted on assertive behavior related with head nurses and charge nurses linked with communication, self-confidence, personal and professional Responsibilities and conflict management and identified those factors which affect the head nurses and charge nurses assertive behavior. It is recommended that further research be done on assertive behavior of head nurses and charge nurses for the improvement of communication skills, increasing self-confidence, conflict management, taking personal and professional responsibilities. It is also recommended that assertive behavior of the head nurses and charge nurses also be measured to further validate the role of better nurses' behaviors.

Limitation

The main limitation of this study was lack of time and too much less sample size of head nurses (n= 66) and charge nurses (n=133) due to which we cannot generalize this study on whole population. The study was also limited to one hospital. The cross-sectional design of the research was another limitation, as the data were collected at a single point of time; longitudinal studies are required to confirm the scale validation in indoor healthcare providers' behaviors. Further, since the study had collected data from hospitalized patients, outdoor patients need also to be contracted in future studies to examine the suitability.

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