



THE EFFECTIVENESS OF COACHING AND COUNSELING STRATEGIES IN IMPROVING NURSES' ATTITUDES IN COMMUNICATION, TEAMWORK AND STRESS MANAGEMENT AT RSUD M. NATSIR SOLOK: A QUASY EXPERIMENTAL STUDY

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Abstract

Background: Maintaining quality of care and patient safety is the responsibility of healthcare workers, and nurses play a crucial role in this regard. This role extends beyond cognitive and technical skills; interpersonal skills are essential for delivering excellent healthcare. These interpersonal skills include effective communication, teamwork, and stress management.

Purpose: To determine The effectiveness of coaching and counseling strategies in improving nurses' attitudes in communication, teamwork and stress management at RSUD M. Natsir Solok

Methods: This research will be conducted for 1 year, the research method used is quantitative with a quasi-experimental design with a pre- and post-test design without a control group which This research will be conducted for 1 year, the research method used is quantitative with a quasi-experimental design with a pre-post test design without a control group where the sampling in the study uses the consecutive sampling method so that 52 people are obtained as respondents

Results: The p-value of 0.001 (< 0.005) indicates a statistically significant effect of the Coaching and Counseling Strategy on improving attitudes related to communication, teamwork, and stress management. The respective mean differences observed were +2.5, +2.0, and +2.0

Conclusion: Practically, the results of this study can provide implications for hospital management, particularly in the nursing field, to develop the potential of nursing human resources with a focus on improving interpersonal skills through the implementation of coaching and counseling strategies. Ultimately, nurses can contribute significantly to improving the quality of nursing services in hospitals

Keywords: Leadership Coaching; Counseling; Nurse Attitudes; Teamwork; Stress Management.

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INTRODUCTION

Nurses play a central role in ensuring the effectiveness, safety, and continuity of healthcare services, particularly in hospital settings where clinical demands and patient acuity continue to increase. Nursing performance reflects how nurses fulfill their professional responsibilities in delivering high-quality care (Kurniawan et al., 2021). In Indonesia, this mandate is reinforced by Nursing Law No. 38 of 2014, which emphasizes that professional nursing services must be grounded in scientific knowledge to improve care quality and organizational outcomes. Effective nursing performance further contributes to patient satisfaction, clinical safety, and interdisciplinary collaboration.

Preliminary data from Key Performance Indicators (KPIs) at RSUD M. Natsir Solok demonstrated several performance gaps, including a patient satisfaction score of 3.5 (target ≥ 4.0), a patient safety incident score of 2 (target < 2), hand hygiene compliance of 88% (target 95%), and an average call response time of 5 minutes (target < 5 minutes). These gaps indicate systemic issues related to communication quality, teamwork, and occupational stress among nurses. Ineffective communication among healthcare workers often results in misinterpretation of clinical information, which has been associated with increased errors and decreased care quality (Foronda et al., 2020). Likewise, weak teamwork dynamics can lead to interpersonal conflict, role ambiguity, and reduced efficiency in clinical units (Santos et al., 2023).

Another prominent issue is work-related stress. Nurses frequently experience high workloads, emotional demands, and time pressure, which can lead to psychological strain and burnout if not adequately managed (Chen et al., 2022). Unmanaged stress has been shown to significantly affect job performance, patient safety, and overall mental well-being (Lluch-Canut et al., 2020). Therefore, organizational strategies that strengthen communication, teamwork, and stress management skills are needed to enhance nursing performance.

Coaching and counseling strategies have emerged as effective leadership approaches for optimizing professional behaviors within healthcare settings. Recent studies indicate that structured coaching can enhance nurses' communication competence, teamwork capabilities, and self-regulation in stressful clinical environments (Cheng et al., 2023; Lavoie-Tremblay et al., 2021). Counseling interventions further provide emotional support, facilitate reflective practice, and promote adaptive coping strategies to reduce work stress (Al Sabei et al., 2020). However, research comparing the integrated application of coaching and counseling strategies to improve multiple aspects of nurse attitudes remains limited.

The urgency of this study lies in developing nurses' interpersonal skills, strengthening teamwork, and enhancing stress management through a leadership coaching and counseling approach. Research specifically examining the

effectiveness of these strategies among nurses remains limited, thereby creating a gap in the literature. This study is therefore expected to address this limitation and provide evidence-based solutions through a leadership coaching and counseling strategy approach to improve nurses' performance."

Based on this context, the present study examines the effectiveness of coaching and counseling strategies in improving nurses' attitudes in communication, teamwork, and stress management at RSUD M. Natsir Solok. The study aims to provide empirical evidence supporting the use of leadership-based interventions for strengthening nursing human resource capacity and improving service quality.

METHOD

This research is based on thesis follow-up research (8). This research will be conducted for 1 year. The research method used is quantitative with a quasi-experimental design with a pre- and post-test design without a control group (9) which aims to test the effect of leadership coaching and counseling strategies by measuring nurses' attitudes in communication, teamwork, and stress management before (pre-test) and after (post-test). The intervention in this study was providing coaching and counseling on communication, teamwork, and stress management by applying the Clear Model (Contracting, Listening, Exploring, Action, Review). Nurses' attitudes in communication were measured using the Communication Skills Attitude Scale (CSAS) questionnaire with a validity and reliability value of 0.862 (Baharudin et al., 2017). Teamwork was measured using the teamwork subscale, roles and responsibilities with validity and reliability value of 0.913 (Ramadhanti, 2021). and stress management was measured using the Management Competency Indicator Tool with validity and reliability value of 0.82. (Grasiaswaty et al., 2022).

This research was conducted at M. Natsir Regional General Hospital, Solok City. The population and sample were nurses in the inpatient ward of M. Natsir Regional General Hospital, Solok City. The inclusion criteria for this study were nurses working in the inpatient care of M. Natsir Regional General Hospital, willingness to participate as research respondents, literacy, and good communication skills. The exclusion criteria were nurses on leave. Sampling was conducted using the following sample size formula for a single population to estimate the mean:

$$n = \frac{Z^2 \cdot \sigma^2}{d^2}$$

Based on the sample size calculation above, the sample size is 47. To anticipate dropouts, a 10% reduction will be added to the minimum sample size. Thus, the sample size is 52 nurses. The sampling method used was consecutive sampling. Samples meeting the inclusion and

exclusion criteria were sequentially included in the study until the required sample size was reached.

Data analysis was performed using SPSS for Windows to test the hypotheses. Prior to analysis, a Kolmogorov-Smirnov normality test was performed. Data were categorized as normal if the calculated r value was greater than the table r value (>0.05). Nonparametric statistical tests were used for normally distributed data. Bivariate analysis used the paired-sample t-test for non-normally distributed data, and the Wilcoxon Signed Rank test was used for this analysis. Differences in attitude scores in communication, teamwork, and stress management were analyzed before and after the intervention. The null hypothesis (Ho) was rejected if the p-value was less than α ($p \leq 0.05$).

This study began with the administrative process for the study, which involved obtaining a research permit from the Solok City Investment and One-Stop Integrated Services Office. This was followed by a socialization of the research at M. Natsir Regional General Hospital in Solok City. During the preparation stage, a consensus was reached with the enumerators regarding how to collect pre- and post-test data.

During the data collection stage, the initial step was to find a sample that met the study's inclusion and exclusion criteria, followed by the signing of an informed consent form. A pre-test was then conducted to measure nurses' attitudes toward communication, teamwork, and stress management using a questionnaire. The intervention involved coaching and counseling on communication, teamwork, and stress management. The coaching and counseling sessions lasted three days, and respondents were provided with learning videos to enhance their knowledge and monitored through a WhatsApp group. A post-test was conducted on the fourth day, using the same questionnaire”.

RESULTS AND DISCUSSION

1. Analysis Univariate

Table 1. Distribution of Average Pre- and Post-Intervention Coaching and Counseling Strategies on Improving Nurses' Attitudes in Communication, Teamwork, and Stress Management

N o	Variabel	Pre (mean±SD)	Post (mean±SD)
1	Communication Attitude	15.6 ± 3.2	18.1 ± 2.8
2	Teamwork	15,0 ± 3,0	17,0 ± 2,7
3	Stres Management	14,0 ± 3,1	16,0 ± 2,9

The findings demonstrated an increase in mean scores for communication attitude, teamwork, and stress management following the intervention. These improvements indicate that

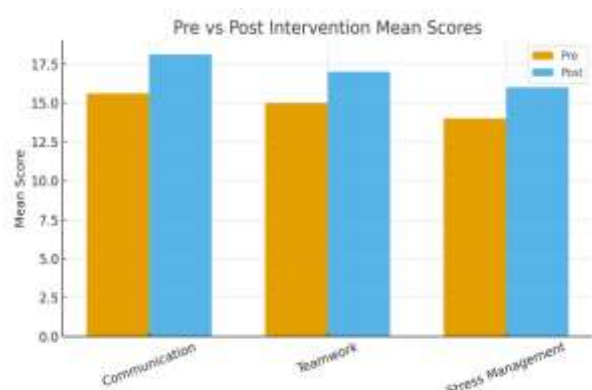
coaching and counseling strategies positively influenced nurses' professional attitudes.

The increase in communication attitude aligns with recent literature, which shows that structured communication coaching improves nurses' confidence, clarity, and patient interaction skills. A study by Altmiller et al. (2021) reported that communication-focused coaching significantly enhanced nurses' ability to deliver patient-centered messages and decreased communication-related errors. Effective communication is also supported by Potter and Perry's theoretical framework, which emphasizes the consistent use of therapeutic communication techniques to improve care quality.

From the researchers' interpretation, coaching and counseling facilitated open dialogue between managers and nurses, allowing issues to be explored collaboratively. By applying the SBI (Situation–Behavior–Impact) feedback model, nurses received objective, constructive feedback that encouraged behavioral improvement. This is consistent with Cummings et al. (2021), who note that feedback-rich coaching environments promote reflective practice and strengthen communication competencies.

Teamwork also showed improvement, which mirrors the findings of Salman et al. (2022) regarding the effectiveness of leadership coaching in enhancing collaborative behaviors among nurses. Modern nursing models underscore teamwork as an essential competency requiring continuous reinforcement, consistent with Benner's (1984) competency framework. Recent studies affirm that manager-led coaching interventions strengthen role clarity, cooperation, and coordination in clinical units (García-Sierra & Fernández-Castillo, 2022).

Similarly, the enhancement in stress management scores reflects the success of the intervention in equipping nurses with coping strategies. Zhu et al. (2020) demonstrated that structured counseling reduces occupational stress by improving emotional regulation and resilience. Stress management is a crucial component of nursing practice due to its direct influence on patient safety and the risk of burnout (Rees et al., 2021). Techniques such as deep breathing, progressive muscle relaxation, cognitive reframing, and mindfulness have been widely recognized for their effectiveness in reducing physiological and emotional strain.



Grafik 1

The bar chart illustrates the comparison of mean scores across three key behavioral domains—communication, teamwork, and stress management—before and after the implementation of coaching and counseling strategies. Overall, a consistent upward trend is observed in all domains following the intervention.

In the communication domain, mean scores improved noticeably from the pre-intervention value of approximately 15.5 to around 18.2 post-intervention, indicating enhanced clarity, assertiveness, and interaction effectiveness among nurses. A similar pattern is evident in the teamwork domain, where scores increased from roughly 14.8 to 17.0, reflecting strengthened collaboration, coordination, and collective problem-solving within nursing units. The stress management domain also demonstrated meaningful improvement, rising from an initial mean of about 13.8 to 16.3 after the intervention, suggesting that nurses developed better coping mechanisms and emotional regulation skills when faced with workplace demands.

The consistent improvements across all three domains suggest that the coaching and counseling strategies employed in the intervention were effective in fostering positive behavioral changes. These findings indicate that coaching and counseling strategies are effective in addressing key behavioral domains in nursing performance—communication, teamwork, and stress management.

Overall, these findings indicate that coaching and counseling strategies are effective in addressing key behavioral domains in nursing performance: communication, teamwork, and stress management. The results support adult learning theory (Knowles, 1984), which emphasizes experiential, problem-centered learning facilitated by supportive leadership. Coaching and counseling create opportunities for experiential reflection, role modeling, guided practice, and reinforcement—elements essential for behavioral change among adult learners.

2. Analisis Bivariat

Tabel 2. Paired Sample T-Test Statistical Test

Variabel	Selisih Mean (Pre-Post)	SD Defference	P Value
Communication Attitude	+2.5	2.6	0.001
Teamwork	+2.0	2.8	0.001
Stres Management	+2.0	2.9	0.001

Based on Table 2, the P Value = 0.001 < 0.005 can be interpreted that there is an influence of Coaching and Counseling Strategies on improving Attitudes in Communication, Teamwork and Stress Management. With the respective Mean Difference values of +2.5, + 2.0 and + 2.0. These results indicate a significant increase in all variables with Large and Medium.

The research results showed a P-value of 0.001 < 0.005, indicating an effect of coaching and counseling strategies on improving attitudes in communication, teamwork, and stress management. The mean difference values were +2.5, +2.0, and +2.0, respectively. These results indicate that the coaching and counseling strategy intervention and approach were effective in improving nurses' attitudes in communication, teamwork, and stress management at M. Natsir Regional General Hospital. This study aligns with Wijayati et al.'s (2021) study, which found a significant effect of coaching on improving nurses' attitudes in communication.

This study demonstrates that coaching and counseling can improve interpersonal communication skills through strengthening reflexes, feedback, and guided practice. Furthermore, collaboration (teamwork) and stress management are proven to be improved in the clinical environment. According to adult learning theory (andragogy), coaching and counseling strategies implement and provide training on how to enhance relevant, participatory, and real-world learning experiences in the workplace, particularly those directly involved in service delivery.

Practically, the results of this study can provide implications for hospital management, particularly in the nursing field, to develop the potential of nursing human resources by focusing on enhancing interpersonal skills through the application of coaching and counseling strategies. Ultimately, nurses can contribute significantly to improving the quality of nursing services in hospitals.

Despite the positive outcomes demonstrated in this study, several methodological limitations must be acknowledged. The absence of a control group may have introduced potential biases, as improvements in communication, teamwork, and stress management could also be influenced by external organizational factors or concurrent initiatives within the hospital. The short observation period also limits the ability to determine whether the improvements observed are sustainable over time; longitudinal evaluations are needed to assess the durability of coaching and counseling effects on behavioral competencies. Furthermore, the study was conducted within a single institution, which may limit generalizability to other healthcare settings with different organizational cultures, leadership structures, or workload dynamics.

CONCLUSION

Coaching and counseling strategies were proven effective in improving nurses' communication attitudes, teamwork behaviors, and stress management abilities at RSUD M. Natsir Solok. These strategies should be considered essential components of professional development programs, as they support improved service quality, strengthen interprofessional collaboration,

and enhance the psychological resilience of healthcare workers. We recommendation for hospital management to integrate coaching and counseling into routine supervisory Practices and develop it into artificial intelegenc. For future research it can be do comparative studies across hospital types and investigation of moderating and mediating factors

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