

**LEADERSHIP STYLE OF FIRST-LINE  
MANAGERS  
IN GOVERNMENTAL HOSPITALS ON  
THE WEST BANK**

by

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## DECLARATION

*No portion of the work referred to in this study has been submitted as an application for another degree or qualification to this or any other university or institute of learning.*

***Seyyan Al Arab***

## DEDICATION

*This piece of work is dedicated to all of my family members, to my mother, to my wife, and to our children, Ehab, Hiba, Mohammed, Roba, Rashad, Ameer and Haya, for their suffering, patience, and supporting. To all of my friends and lovers for their encouragement.*

*To them and to everyone who participated, helped, and encouraged me to complete this work. I dedicate this thesis.*

***Seyyan Al Arab***

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## ABSTRACT

This study discusses the leadership styles of the first line managers in the governmental hospital on the West Bank (W.B).

The total head nurses in the governmental hospitals on the West Bank were involved in the study. The Ohio State model of leadership styles was the theoretical framework, and self administer questionnaire was the tool for data collection. The questionnaire included two main sections: The first section was demographic and personal data, while the second one was leader behavior self questionnaire.

After collecting the data and verifying content the findings revealed that 62% of the subjects were between 31-40 years old, 70% of them were females and 84% were married. The majority of them 75% were diploma graduates. Most of them are seniors in nursing, but in head nurse position 30% of them are being in position for 12 years or more while 37.5% are new in position (less than 3 years).

Concerning the leadership style the findings revealed that 59% of the subjects are using high task and high people oriented style, while 30% of them are using high task and low people oriented one.

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the decision-making process. However, there are times when nursing managers are forced to adopt an autocratic management style, thus, making unilateral decisions and telling subordinates how and when to implement them.

The governmental hospitals (GHS) on the West Bank (W.B) which are currently run by the Palestinian National Authority (P.N.A) suffer a variety of serious flaws including poor infrastructure, scanty resources, and inadequate management system. Moreover, these hospitals are under increasing pressure to meet growing needs with such abilities. In the light of these, hospitals would have to undergo qualitative management betterment in order to be able to make use of existing potentials and, consequently, meet as effectively as possible the health care needs of a growing population. An effective nursing management is, therefore, essential for attaining a sound health care. Furthermore, the leadership style used by managers plays an important role in dealing with such a situation and eventually achieving best performance.

This study will focus on the leadership style used by the first-line managers in governmental hospitals on the West Bank; and to find out if there is a relationship between demographic characteristics of those managers and the leadership styles they used.

The first-line manager in nursing is the head nurse or the clinical supervisor. Individuals who fill these positions are continually caught between meeting boss's and subordinate expectations respectively, often resulting in persistent role conflict and job dissatisfaction. The first line manager represents the administration to the staff nurses and aides, but is seen by nursing administrators as part of the clinical work force. As a result of this duplicate role, first line managers move uneasily back and forth between management and labor, representing the first party's view points and simultaneously bear full or partial responsibility for running prescribed daily tasks.

### **B. Significance of the problem:**

Little is known about leadership styles adopted by nursing managers in governmental hospital on the W.B. A study of leadership styles of first-line managers in the governmental hospitals is, therefore, essential for the purpose of enabling those managers to identify their styles, and then modifying them according to the present challenges those leaders are facing.

The leadership style of nurses managers is one of the important factor influencing their subordinates. On the West Bank governmental hospitals are providing care for a large portion of Palestinians. One of the important factors influencing nurse's activities is the leadership style of their managers.

### **A. Statement of the problem:**

The leadership style of nurse's managers are essential elements influencing subordinates productivity Hersey and Blanchard (1988) defined leadership style as using of communication processes to influence the activities of an individual or of a group toward attainment of goal or goals in a unique situation.

The stereotyping of poor nursing care and dissatisfactory management in governmental hospitals on the West Bank stimulate all concerned people to investigate the problem and further motivate them to search for appropriate solution. The leadership style of managers in general, and first-line managers in particular, is an important factor influencing effectiveness, which in turn promotes high level performance. For this reason an exploratory study of leadership styles of first-line managers in the governmental hospitals on the West Bank will help in assessing the actual situation and highlight the problem for further researches in the future.

### **C. Purpose of the study:**

The study aims at the following objectives:-

1. To explore the primary leadership style of first line managers in governmental hospitals on the West Bank.
2. Finally, the main goal of the study is to be a basis for further investigation by other researchers, and to benefit the ministry of health (M.O.H).

The following questions are to be investigated by the researcher:

### D. Research Questions:

1. What are the primary leadership styles of (F.L.M.) in (GHS) on the West Bank?
2. Have first-line managers in governmental hospitals on the West Bank used different leadership styles to fit the situation?

### E. Assumptions: It is assumed that:

1. the questionnaire will be clear, easy, and understandable by participants.
2. response will be high among first-line managers in the governmental hospitals, hence the majority of them are personally known to the researcher.
3. the researcher can complete the study within the time span allowed.
4. the nursing division in the Ministry of Health (M.O.H.) will help facilitate carrying out the study.

### F. Limitations of the study:

The following limitations are expected by the researcher:

1. Closure of roads between cities in West Bank by Israeli forces adversely affects movement between hospitals.

2. Apathy by some of the first-line managers make them disinterested, thus improperly fill the questionnaire which may eventually affect the reliability of the study.
3. Lack of relevant local literature on the topic.
4. Since the study is conducted only in the West Bank, the result can't be generalized to governmental hospitals in Gaza even though they are operating under similar conditions.

### **G. Definition of terms:**

1. Nurse : Male or female person who studied and graduated from an accredited nursing school (Palestinian Nursing Council 1972)

2. Nursing art: "The ability to assist others in the design, provision and management system of self care to improve or maintain human functioning at some level of effectiveness (Dorothea Orem, 1959).

3. Leadership: Using communication process to influence the activities of individual or of a group toward the attainment of goal or goals in a unique and given situation (Hersey & Blanchard, 1988).

### **4. Leadership style**

- (conceptual): is how a manager acts toward members of system: behavior patterns exhibited in influencing the activities of others as perceived by those others (Hersey & Blanchard, 1988).