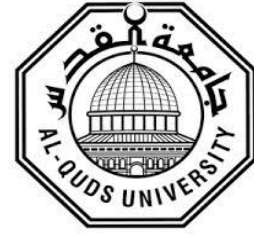


Deanship of Graduate Studies

Al-Quds University



**The Role of Leadership Empowerment in Achieving the
Professional Creativity among Nurses Working at
Governmental Hospitals in Gaza Strip**

Esam S. Nabhan

M.Sc. Thesis

Jerusalem-Palestine

1441 / 2019

**The Role of Leadership Empowerment in Achieving the
Professional Creativity among Nurses Working
at Governmental Hospitals in Gaza Strip**

Prepared by

Esam Sade Nabhan

BSc. Nursing, Islamic University Gaza- Palestine

Supervisor: Dr. Yousif M. Awad

Assistant Professor of Nursing Management,
University of Palestine

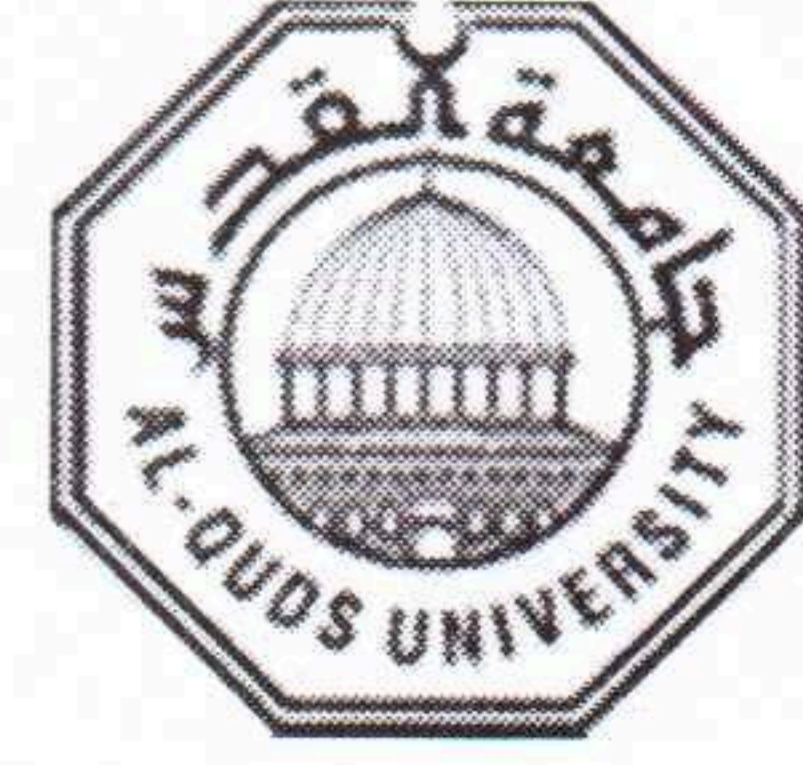
A Thesis Submitted in Partial Fulfillment of Requirements
for the Degree of Master of Nursing Management /Faculty
of Health Professions/Al-Quds University

1441-2019

Al – Quds University

Deanship of Graduate Studies

Faculty of Health Professions / Nursing Management



Thesis Approval

The Role of Leadership Empowerment in Achieving the Professional Creativity among Nurses Working at Governmental Hospitals in Gaza Strip

Prepared by: Esam Sade Nabhan
Registration No.: 21711117

Supervisor: Dr. Yousif M. Awad

Master thesis submitted and accepted. Date: / /

The names and signatures of the examining committee members are as follows:

1. Head of committee Dr. Yousif M. Awad

2. Internal examiner Dr. Moatasem Salah

3. External examiner Dr. Mahmoud Radwan

Jerusalem – Palestine

1441 / 2019

Dedication

*To the greatest man I have in my life, the light of my life...
my lovely **Father**.*

*To the biggest heart with the most loving care, who
sacrificed a lot for me to become what I am now, my
Mother*

*To my **Wife** who supported me through each step of the
way and for being for me the greatest source of
inspiration...*

*To the light of my eyes... my **Sons***

*To all those who encouraged, supported, and helped me all
the way.*

I dedicate this research for all of them ...

Esam Sade Nabhan

Declaration

I certify that this thesis submitted for the degree of master is the result of my own research, except where otherwise acknowledged, and that this thesis or any of its parts has not been submitted for higher degree to any other university or institution.

Signed

Esam S. Nabhan

Date: / /

Acknowledgment

I express my praise and gratitude to Allah who granted me the strength, patience and capability to complete this research.

I owe heartfelt thanks and gratitude to my academic supervisor Dr. Yousif M. Awad, who exerted a lot of his time, knowledge, efforts and patience in supervising this research and encouraging me to do the best.

Sincere thanks and recognition are extended to Dr. Hamza Abdelgwad for his immense contribution, guidance and support.

I would like to thank all academic and administrative staff of the Faculty of Health Professions, Al-Quds University for their guidance and collaboration.

I would like to thank my colleagues and my friend Mohammed Omar Al Kahlout for their special and valuable support.

I would like to thanks all health professionals who participated in this study for their cooperation and participation in this study.

Esam Sade Nabhan

December,2019

Abstract

Leadership Empowerment is one of the critical issues in stimulating creative behavior and prepare it to meet the new changes in the healthcare working environment, the overall aim of this study is to assess level of leadership empowerment in achieving the professional creativity at governmental hospitals in Gaza governorates. The design of the study is a descriptive, analytical and cross-sectional study. All major governmental hospitals from each governorate was selected. The target population is classified into two groups: the first group was nursing supervisors (NS) which included head nurses and NS and the second group was supervisees (Senior nurses) "SN". All NS were included in the study and stratified systematic random sample was selected for the SN group. The response rate for NS was 80.0% and for the SN it was 93.5%.

Most of the sample were Male, they were representing 62% and 38% of them were females in NS and SN. Regarding Age group, most of the age group up to 30 years about 47.7% in SN, but in NS most of the age group was more than 41 years. According to the years of experience among SN the majority of SN (64%) had work experience up to 10 years, but NS 52.8% of the supervisors were having experience from 11-20 years. About 79.3% of them know rights of job and 88.9% know duty of nurse's job. These answers made 77.2% of participant reported work in favorite department. According characteristic of NS, the participation of heads nurse about 95 nurses by 53%, while the participation of clinical supervisors were 85 supervisors by 47%.

The level of leadership empowerment from point of view NS there is a high level of leadership empowerment (83.5%) for SN, which is a very high degree (73.9%) level of professional creativity among nurses as result of the leadership empowerment of them by NS. But, from view SN level of leadership empowerment is a moderate degree (63.5%) for SN from NS. and level of professional creativity is a high degree of professional creativity (76.5%) among SN.

According gender there is no significant difference to leadership empowerment attributable to the gender variable in relation to SN questionnaire, while there are differences on leadership empowerment by gender in the questionnaire of supervisors in three dimensions are (effective participation, supporting environment, cooperative work and total) and the differences were in favor to females. According to the age there are statistically significant differences on leadership empowerment. And the difference between age groups in favor of the 41-49 group in SN, while the differences in the questionnaire supervisors were in favor of the age group 32-40. According educational level and experience there is no statistically significant differences.

But the gender in professional creativity, there is no significant difference attributed to the gender variable in relation to SN questionnaire.

Keywords: Leadership Empowerment - professional creativity - Nursing Supervisors - Senior nurses

Table of Content

Dedication.....	ii
Declaration.....	i
Acknowledgment.....	ii
Abstract.....	iii
Table of Content	iv
List of Tables.....	ix
List of Figures.....	xi
List of Annexes.....	xii
List of Abbreviations	xiii
Chapter One Introduction	1
1.1 Background.....	1
1.2 Justifications of the study	3
1.3 Problem Statement.....	4
1.4 Aim of the Study.....	4
1.4.1 Objectives of the Study:.....	5
1.5 Research questions:.....	5
1.6 Context of the study.....	6
1.6.1 Gaza Governorate demographic characteristics	6
1.6.2 Socio-economical context.....	6
1.6.3 Palestinian Health Care system	6
1.6.4 Primary Health Care Centers	7
1.6.5 Governmental Hospital Services	7
1.7 Theoretical and operational definition:.....	8
Chapter Two Literature Review	11
2.1 Conceptual framework.....	11
2.1.1 NS Leadership Style	12
2.1.2 Nursing Leadership.....	12
2.1.3 Leadership empowerments & major elements	12
2.1.4 Demographical and organizational variables.....	12
2.1.5 Professional Creativity & Major Elements.....	13

2.2 Literature Review	14
2.2.1 Introduction.....	14
2.2.2 Concept of Leadership:.....	15
2.2.3 Leadership Nursing:.....	16
2.2.4 Concept of Nursing Supervisor:	17
2.2.5 Nursing Leadership Style:	18
2.2.5.1 Democratic leadership	19
2.2.5.2 Autocratic Leadership.....	20
2.2.5.3 Laissez-faire leadership:	20
2.2.5.4 Transactional Leadership:.....	20
2.2.5.5 Transformational Leadership:.....	21
2.2.5.6 Servant Leadership:	22
2.2.6 Senior Nurse:	23
2.2.7 Empowerment:.....	24
2.2.8 Type and Classification of Empowerment:	25
2.2.9 Leadership Empowerment:	27
2.2.10 Dimensions of leadership Empowerment:.....	28
2.2.11 Professional Creativity:	29
2.2.12 Creativity Defined	30
2.2.13 Dimensions of Professional Creativity:	31
2.2.14 Leadership Empowerment and Professional Creativity:	31
Chapter Three Methodology	34
3.1 Study design.....	34
3.2 Setting of the study	34
3.3 Study population	34
3.4 Sample size and sampling method.....	35
3.5 Period of the study	35
3.6 Eligibility Criteria	35
3.6.1 Inclusion Criteria:	35
3.6.2 Exclusion Criteria:	36
3.7 Ethical and Administrative Considerations	36
3.8 Study Tools	36
3.8.1 Senior nurse's questionnaire	37

3.8.2 Nurse Supervisor questionnaire	38
3.9 Reliability of study instruments	39
3.10 Validity of study instruments.....	42
3.10.1 Face Validity.....	42
3.10.2 Content Validity:	42
3.10.3 Validity of the first questionnaire related to SN.....	42
3.10.4 Validity of the second questionnaire related to NS	43
3.11 Pilot study	44
3.12 Data Collection	45
3.13 Response Rate.....	45
3.14 Data Management	45
3.14.1 Data Entry:.....	45
3.14.2 Data Analysis:	45
3.15 limitation of the study:	46
Chapter Four Results and Discussion.....	47
4.1 Socio-demographic characteristics of study participants:	47
4.2 Characteristic of participant:.....	49
4.2.1 Characteristic of senior nurses:.....	49
4.2.2 Characteristic of Nursing Supervisor:	50
4.3 Research questions:.....	53
4.3.1 What is the level of leadership empowerment from point of view NS ^o	53
4.3.1.1 Provide independence.....	54
4.3.1.2 Effective participation	56
4.3.1.3 Leadership values	57
4.3.1.4 Professional development.....	58
4.3.1.5 Supporting environment	59
4.3.1.6 Cooperative work	60
4.3.1.7 Effective communication.....	61
4.3.2 What is the level of professional creativity of SN from point of view NS ^o	62
4.3.2.1 Problem solving.....	63
4.3.2.2 Confront of challenges & risks.....	65
4.3.2.3 Cognitive flexibility.....	66
4.3.2.4 Analysis & evaluation	68

4.3.2.5	Change & Development	69
4.3.2.6	Decision making	70
4.3.2.7	Persuasion & Creativity.....	71
4.3.3	What is the level of leadership empowerment from point of view SN?.....	72
4.3.3.1	Provide independence.....	74
4.3.3.2	Effective participation	75
4.3.3.3	Leadership values	76
4.3.3.4	Professional development.....	77
4.3.3.5	Supporting environment	78
4.3.3.6	Cooperative work.	79
4.3.3.7	Effective communication.....	80
4.3.4	What is the level of professional creativity from point of view SN? ^o	81
4.3.4.1	Problem solving	82
4.3.4.2	Confront of challenges & risks.....	84
4.3.4.3	Cognitive flexibility.....	85
4.3.4.4	Analysis & evaluation	86
4.3.4.5	Change & development	87
4.3.4.6	Decision making.....	89
4.3.4.7	Persuasion & creativity.....	90
4.3.5	Is there a relationship between leadership empowerment and professional creativity?	92
4.3.6	Is there a relationship between leadership empowerment and socio demographic variables NS and SN?	94
4.3.6.1	Leadership empowerment analysis according gender	94
4.3.6.2	Leadership empowerment analysis according age	95
4.3.6.3	Leadership empowerment analysis according education level.....	97
4.3.6.4	Leadership empowerment analysis according years of experience.....	98
4.3.7	Is there a relationship between professional creativity and socio-demographic variables?	99
4.3.7.1	Professional creativity analysis according gender of SN and NS?.....	99
4.3.7.2	Professional creativity analysis according age	100
4.3.7.3	Professional creativity analysis according education level	102
4.3.7.4	Professional creativity analysis according years of experience.....	103

Chapter Five Conclusion and Recommendation	105
5.1 Conclusion	105
5.2 Recommendations.....	108
5.3 Recommendations for further studies	109
References.....	111
Annexes.....	122

List of Tables

Table (3.1): Reliability for Senior Nurse's Instrument	40
Table (3.2): Reliability for NS Instrument	41
Table (3.3): Correlation coefficient for domains of leadership empowerment & professional creativity to SN	43
Table (3.4): Correlation coefficient for domains of leadership empowerment & professional creativity to NS	44
Table (4.1): Distribution of study participants by socio-demographic characteristics	47
Table (4.2): Characteristic of Senior nurses	49
Table (4.3): Characteristic of Nursing Supervisor	51
Table (4.4): The level of leadership empowerment among SN from point of view NS.....	53
Table (4.5): Mean, SD & weighted percentage for the field of provide independence.....	55
Table (4.6): Mean, SD & weighted percentage for the field of effective participation.....	56
Table (4.7): Mean, SD & weighted percentage for the field of leadership values	57
Table (4.8): Mean, SD & weighted percentage for the field of professional development	58
Table (4.9): Mean, SD & weighted percentage for the field of supporting environment...	59
Table (4.10): Mean, SD & weighted percentage for the field of cooperative work	60
Table (4.11): Mean, SD & weighted percentage for the field of effective communication	61
Table (4.12): Rank of professional creativity from point of view NS	62
Table (4.13): Mean, SD & weighted percentage for the field of problem solving	64
Table (4.14): Mean, SD & weighted percentage for the field of confront of challenges & risks	65
Table (4.15): Mean, SD & weighted percentage for the field of cognitive flexibility	67
Table (4.16): Mean, SD & weighted percentage for the field of analysis & evaluation	68
Table (4.17): Mean, SD & weighted percentage for the field of change & development..	69
Table (4.18): Mean, SD & weighted percentage for the field of decision making.....	70
Table (4.19): Mean, SD & weighted percentage for the field of persuasion & creativity..	71
Table (4.20): Rank of leadership empowerment from point of view SN	72
Table (4.21): Mean, SD & weighted percentage for the field of provide independence....	74
Table (4.22): Mean, SD & weighted percentage for the field of Effective participation ...	75
Table (4.23): Mean, SD & weighted percentage for the field of leadership values.	76
Table (4.24): Mean, SD & weighted percentage for the field of professional development	77

Table (4.25): Mean, SD & weighted percentage for the field of supporting environment.	78
Table (4.26): Mean, SD & weighted percentage for the field of cooperative work	79
Table (4.27): Mean, SD & weighted percentage for the field of effective communication.	80
Table (4.28): Rank of professional creativity from point of view SN	82
Table (4.29): Mean, SD & weighted percentage for the field of problem solving	83
Table (4.30): Mean, SD, & weighted percentage for the field of confront of challenges & risks	85
Table (4.31): Mean, SD & weighted percentage for the field of cognitive flexibility	86
Table (4.32): Mean, SD & weighted percentage for the field of analysis & evaluation	87
Table (4.33): Mean, SD & weighted percentage for the field of change & development..	88
Table (4.34): Mean, SD & weighted percentage for the field of decision-making	89
Table (4.35): Mean, SD & weighted percentage for the field of persuasion & creativity..	90
Table (4.36): Correlation coefficient between leadership empowerment and professional creativity.....	92
Table (4.37): Result of independent samples test according gender	94
Table (4.38): One-way ANOVA results according age.....	96
Table (4.39): Results of Scheffe test for multiple comparisons according age.....	97
Table (4.40): One-way ANOVA results according education level.....	97
Table (4.41): One-way ANOVA results according years of experience in nursing.....	98
Table (4.42): Result of independent samples test according gender	100
Table (4.43): One-way ANOVA results according age.....	101
Table (4.44): Results of Scheffe test for multiple comparisons according to age of NS.	102
Table (4.45): One-way ANOVA results regarding education level	102
Table (4.46): One-way ANOVA results according years of experience in SN.....	104

List of Figures

Figure (2.1): Conceptual framework diagram "self-developed"	11
Figure (4.1): Distribution of participant by gender	48
Figure (4.2): Distribution of nursing supervisors by job title.....	50
Figure (4.3): Years of experience in supervision	52
Figure (4.4): Distribution of supervisors by span of control	53