

**LEADERSHIP STYLES AND THEIR IMPACT ON
NURSES' MOTIVATION IN TEACHING
HOSPITALS, MALAYSIA**

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by

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LIST OF SYMBOLS

p	P value
sig	Significant Level
n	Sample Size

LIST OF ABBREVIATIONS

HCTM	Hospital Canselor Tuanku Muhriz
Hospital USM	Hospital Universiti Sains Malaysia

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GAYA KEPIMPINAN DAN KESAN TERHADAP MOTIVASI JURURAWAT DI HOSPITAL PENGAJAR, MALAYSIA

ABSTRAK

Dalam bidang kejururawatan, ada kemahiran tertentu yang diperlukan oleh pengurus jururawat untuk menguruskan kakitangan dengan berkesan serta mengamalkan gaya kepemimpinan yang boleh diterima oleh kakitangan yang dipimpin. Kemahiran tersebut merangkumi kemampuan untuk mewujudkan budaya organisasi yang menggabungkan penjagaan kesihatan berkualiti tinggi dan keselamatan pesakit. Kajian ini bertujuan meneroka gaya kepemimpinan dan kesannya terhadap motivasi jururawat di hospital pengajar iaitu Hospital Universiti Kebangsaan Malaysia dan Hospital Universiti Sains Malaysia. Kaedah gabungan kuantitatif dan kualitatif, telah dilakukan dalam tiga fasa. Fasa pertama iaitu kajian tinjauan secara keratan rentas dilakukan dalam kalangan 93 pengurus jururawat dan 400 jururawat, fasa kedua adalah fasa intervensi yang mana kajian telah dilakukan dengan memberikan modul kemahiran kepimpinan kepada 93 pengurus jururawat dan fasa ketiga merupakan fasa kajian kualitatif dengan menemuramah pengurus jururawat yang telah dipilih. Keputusan kajian menunjukkan bahawa gaya kepemimpinan yang mempunyai kekerapan tertinggi yang diamalkan dalam kalangan pengurus kejururawatan adalah gaya kepimpinan *autoritarian* dengan kekerapan 74.2% (69). Skor motivasi peserta adalah di antara 69.5% dan 71.98% yang mana skor yang paling rendah adalah dalam kalangan jururawat U29 yang dipimpin oleh pengurus jururawat yang mengamalkan gaya kepimpinan *autoritarian*. Hasil kajian juga menunjukkan bahawa modul latihan kemahiran kepimpinan tidak mempengaruhi skor motivasi jururawat. Dalam fasa kajian kualitatif sebanyak

sembilan sub-tema telah dikenal pasti salah satu daripadanya adalah temuramah dalam kalangan pengurus jururawat menunjukkan bahawa kebanyakan daripada mereka mengatakan “Gaya kepemimpinan terbaik adalah gaya demokratik bukan *authoritarian*”. Secara keseluruhannya kesimpulan hasil kajian ini menunjukkan gaya kepimpinan tidak mempengaruhi motivasi bekerja golongan jururawat U29. Kajian yang lebih menyeluruh mengenai gaya kepimpinan adalah amat disarankan agar perkaitan sebenar dapat dirungkai.

LEADERSHIP STYLES AND THEIR IMPACT ON NURSES' MOTIVATION IN TEACHING HOSPITALS, MALAYSIA

ABSTRACT

In nursing, there are specific skills required from nurse managers to be able to lead the team. The skills include the ability to create an organizational culture that combines high-quality health care and patient/employee safety and highly developed collaborative and team-building skills. This study aims to explore the leadership styles and their impact on nurses' motivation in Malaysia's teaching hospitals, *Universiti Kebangsaan Malaysia Hospital* and *Universiti Sains Malaysia Hospital*. A mixed of quantitative and qualitative methods, was performed in three phases. The first phase is a cross-sectional survey conducted among 93 nurse managers and 400 nurses, in second phase the intervention was done by delivering leadership skills modules to 93 nurse managers and the third phase is a qualitative study phase by interviewing selected nurse managers. The result of this study showed that the highest prevalence of leadership style used among nurse managers is authoritarian style with a prevalence of 74.2% (69). Overall, all the nurses' working motivation related to leadership styles showed motivation scores between 69.5% and 71.98%. The lowest motivation scores were observed among nurses lead by manager who had positive features for authoritarian style. The result also indicated that the leadership skill training module does not affect nurses' motivation scores. In the qualitative study phase, nine sub-themes were identified one of the sub-themes was interviews among nurse managers showed that most of them said "The best leadership style is not authoritarian but democratic style". Generally, conclusion of this study show that the leadership style did not affect the working motivation of among nurses U29.

Further comprehensive study on leadership styles is highly recommended so that the real issue is addressed.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter discussed the information related to the history and the nature of study, problem regarding the existing literature about leadership styles and their impact on nurses' working motivation. This chapter also identified the root cause of the problem being studied, appropriate context of the problem in relation to theory, study, practice, its scope, and the extent to which previous studies have successfully investigated the issue, noting where gaps exist to enhance the study. This study aims to explore which leadership style is the most effective for nurse's leader to adopt and its impact on nurses' working motivation in teaching hospitals, Malaysia.

1.2 Background of the Study

Discourses of an organization are no exception to the organization's organizational chart. A formal organization will have its own management team hierarchy to ensure that the organization functions according to their needs (Fan, Wong, & Zhang, 2013). Each organization has a different level of management to ensure that the operation of the company is functioning properly. Certain organizations, without an excellent management team, will wander from their key goals, for example, good patient care (Ali, Jangga, Ismail, Kamal & Ali, 2015).

In any hospital setting, nurses represented more than 50% of the main workforce and how well nurses are motivated directly affect the quality of patient care delivery and their outcomes (Storch, Schick Makaroff, Pauly, & Newton, 2013). Therefore, to lead a nurse population, the leader is regarded to be the most important person to play the motivating role. Managing nursing staff is not an easy task; the manager herself or himself should have strong leadership values to ensure that the team will be well-led (Saleem, 2015). Worldwide progress in the health care system and increasing customers' expectation has placed high demands on nursing management (Kitson, Marshall, Bassett, & Zeitz, 2013). The leadership styles of the nursing managers were essential for nurses in daily work while at the same time motivating them to achieve a high quality of patient care (Yildiz, Ayhan, & Erdogmus, 2009). According to Cheung & Ching (2014) and Easton & Rosenzweig (2015), a team leader's experience was found to increase working performance among team members and their work relationship.

The leadership styles and attitudes affected the outcomes of the beliefs of the employees towards their jobs (Curtis, Vries, & Sheerin 2011; Saleem, 2015). Same goes to the nurses' team whereby the excellent leaders should enhance nurses in their working motivation and quality of health care services in the hospital (Saleem, 2015). The transformational leadership has a positive impact on job satisfaction meanwhile, transactional leadership has a negative effect on job satisfaction and they also suggested that perceived organizational politics partially mediate the relationship between leadership styles and job satisfaction (Hutchinson & Jackson, 2013).

Referring to literature search there were no single leadership styles suggested for nurse manager to adopt in Malaysia. Most of the researchers conducted study on certain aspect of leadership styles and they found that they could give impact in certain conditions but not suggested which one are most appropriate. The leaders' leadership styles played an important role in increasing job satisfaction among nurses (Colff & Rothmann, 2014). Indeed, the transformational and transactional leadership were found to be the most decisive influence among the leadership styles in attaining good working motivation in various sectors including nursing (Burawat, 2017). However, in Malaysia context, various leadership styles are being practised in managing nursing staff in hospitals and related healthcare organisations.

Choi et al. (2016) revealed that turnover of nursing staff in emerging economy remains a major problem. Specifically, due to a lack of job satisfaction, nursing staff turnover in Malaysia remains high. The Malaysian government plans to create 181,000 new healthcare jobs by 2020 through the Economic Transformation Programme (ETP), despite a shortage of healthcare personnel. In two selected large private and public hospitals in Malaysia, this study was conducted to investigate the causal links between perceived transformative leadership, empowerment, and job satisfaction among nurses and medical assistants. This study used a survey to collect data from 200 nursing staff employed by a large private hospital and a public hospital in Malaysia, among nurses and medical assistants Choi et al. (2016). The result of these study showed that the impact of transformational leadership on job satisfaction among nursing staff was mediated by empowerment Choi et al. (2016).

Employee empowerment is not only essential for improving job satisfaction, but also mediated the relationship between transformative leadership and nursing staff job satisfaction. Study on employee empowerment contributed a data on job satisfaction in the healthcare industry by improving the understanding of the effects on job satisfaction among nursing staff of empowerment and transformative leadership. For healthcare managers who seek to increase job satisfaction among their nursing staff, this study offered important policy insight (S. L. Choi et al., 2016).

There are a few styles of leadership such as autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional and transformational (Avolio, Walumbwa, & Weber, 2009). A nursing manager tends to use any one or more of these leadership styles that are suitable and comfortable for them. Each style has its own positive and negative values. The styles with negative values will promote negative impacts toward team and will create various problems among the team members in an organization (Curtis & O'Connell, 2011). Most leaders are unaware that their leadership styles may not be appropriate to be practiced because they were not trained formally in leadership styles (Lankshear, Kerr, Spence Laschinger, & Wong, 2013). However, the transformational leadership style was said to give positive impacts and play a key role in developing team (Abualrub & Alghamdi, 2012). Indeed, the nature of employees' relationships with their superior determines on how long the employees remain with the organization and how productive they were within the organization (Kennedy & Anderson, 2002).

Manning (2016), revealed that nursing literature supported the importance of an engaged nursing workforce as tool to positively influence performance. The result also showed that the nurse manager leadership style played a critical role in staff nurses' engagement, but these relationships have been minimally studied in nurse managers and staff nurses. This study also showed that transactional and transformational leadership styles in nurse managers positively influenced staff nurse work engagement while passive-avoidant leadership style in nurse managers negatively influenced staff nurse work engagement (Manning ,2016). Nurse managers who provide support and communication through transformational and transactional leadership styles could give a positive impact on staff nurse work engagement and ultimately improve organizational outcomes.

Proper study on leadership styles was not well documented among nursing populations in this country. The nursing leaders manage their staff guided by their own experiences or by following orders from their top management. Knowledge about the appropriate type of leadership styles engaged by the nurse managers is still unclear. On the other hand, there are no proper or gazette written orders for each nursing manager to apply any style of leadership in managing their staff. Literature search failed to suggest any single leadership styles that are suitable to be practiced because leaders themselves should be aware which styles that they have to use in certain situation.

1.3 Problem Statements

Currently, there is no proper study on the type of leadership styles practiced in the hospital context by nurse managers in Malaysia. The study on which style of leadership is more effective in helping to improve the working motivation among nurses are also still not well-recorded in Malaysia. Out of 520 article that being review by researcher 210 article discussing on leadership style only 20 articles discussing about leadership skill. The appropriate style of guidance provided by nurse managers in Malaysia also remains blurred, although they are aware of its benefits; hence there is a need to explore existing styles of leadership. Findings could form the basis for establishing a well-structured system for training effective and efficient leadership skills among nursing managers before being promoted as one.

Many factors lead to decreased of working motivation among nurses. Baljoon, Banjar, & Banakhar, (2018) conducted a study to examine nurses' work motivation and factors affecting it. This study founded that there are many factors give impact to nurses' work motivation, such as nurses' age, years of experience, autonomy, educational level, and administrative positions were also found as personal characteristics that affect nurses' work motivation level. Moreover, nurses' empowerment, work engagement, pay and financial benefits, supervision, promotion, contingent rewards, supportive relationship (co-workers), communication and nature of work were identified as organizational factors affecting nurses' work motivation. Therefore, this review confirmed that nurses' work motivation was often affected by several personal and organizational factors which are crucial in affecting the level of nurses' work motivation.

Nurses who feel less motivated to work, they will leave the job and try to find other alternatives to stay in their careers. Countries in Southeast Asia, including Malaysia, are facing problems of maldistribution of health workers, and in rural areas are often understaffed due to job dissatisfaction and burn out (Kanchanachitra et al., 2011). Job dissatisfaction was a significant predictor of having an intention to leave nursing career among nurses in Malaysia, and this situation motivated them to do so (Ramoo, Abdullah, & Piaw, 2013). Due to this situation researcher would like to know whether the nurses at the study location also faced problems with motivation to work in relation to the leadership styles of their leaders.

Leadership is the process of influencing others to understand and to decide on what needs to be done and how to do it, and the process of facilitating individual and collective efforts to attain shared objectives. This description shows the importance of leadership, which is an essential function of management that aims to optimize efficiency and achieve corporate goals. Effective clinical leadership has repeatedly been identified as a critical component in providing quality care and safe environments in clinical settings. The importance of good leadership in health care is becoming increasingly apparent. Leadership styles and skill give a big impact on staff working motivation.

According to a study done by Al-Yami et al. (2018), nurse managers' leadership styles in Saudi Arabia were having a strong relationship with nurses' organisational commitment. Using a survey design, the Multifactor Leadership Questionnaire and the Organisational Commitment Questionnaire were distributed to 219 nurses and nurse managers from two hospitals in Saudi Arabia. Researcher found—that

Transformational leadership was the most likeable leadership style. After controlling for the influence of manager, nationality and hospitals, transformational leadership was the strongest contributor to organisational commitment. Perceptions of both transformational and transactional leadership styles increased with age for nurse managers and nursing staff. They concluded that by Introducing the Full Range of Leadership model to the Saudi nursing workforce could help to prepare Saudi nurses for positions as nurse managers and leaders. As an implication for nursing management, it was found that the study gave an insight into the type of leadership that is best suited to the dynamic and changing health care system in Saudi Arabia. It is possible that transformational leaders could influence and induce positive changes in nursing.

Nurse managers are responsible for supervising nursing staff in a hospital or clinical setting. They oversee patient care, make management and budgetary decisions, set work schedules, coordinate meetings, and make decisions about personnel. In medical dictionary, (2009) nurse manager is a nurse who responsible for a unit in a hospital, nursing home, or ambulatory care setting. The nurse manager supervises staff performance and patient care. Nurse manager also have a task to lead nursing team in doing their nursing task. Nursing encompasses autonomous and collaborative care of individuals of all ages, families, groups and communities, sick or well and in all settings.

Nursing responsibilities includes the promotion of health, prevention of illness, and the care of ill, disabled and dying people. Advocacy, promotion of a safe environment, research, participation in shaping health policy and in patient and

health systems management, and education are also key nursing roles (ICN, 2002). Meanwhile, International nursing council define nurse as a person who cares for the sick or infirm specifically: a licensed health-care professional who practices independently or supervised by a physician, surgeon, or dentist and skilled in promoting and maintaining health. In Malaysia a nurse manager is a promoted staff from nurse entry grade U29 to nurse manager with grade U32 and will be involved with management task among team.

In Oxford dictionary (2016), the definition of a nurse is the profession or practice of providing care for the sick and infirm. According to the role definition of the Israeli Ministry of Health, nurse coordinators define as a person who accompany patients across the continuum of care, serve as advocates for patients and their families, and help them navigate the healthcare system and provide patients' education (Monas et al., 2017). In Malaysia registered nurse is a healthcare staff who is responsible to carry out all the nursing care and also treatment that ordered by a physician to particular patient. A nurse in a teaching hospital has additional tasks such as involvement with teaching and learning together with medical and nursing students.

Yew et al. (2020) in their study on work satisfaction among nurses in a private hospital aims to examine job satisfaction and its contributing factors among nurses in a Malaysian private hospital. A survey was carried out on 209 nurses in a Malaysian private hospital. The Index of Work Satisfaction (IWS) developed by Stamps was adopted to measure the level of job satisfaction among nurses. Researcher founded that the overall IWS was 11.7 and nurses below 30 years old had lower IWS than those aged 30 and over. The study also showed that the low level of job satisfaction

among nurses was reflected by the lowest scores on pay, task requirements, and organizational policies, all in the second quartile of satisfaction level. This study concluded that there was low job satisfaction among nurses from a private hospital, especially with the low pay. Nurses are more concerned with aspects that affect their personal well-being directly. Hence, hospital management should consider a more attractive remuneration, as well as other incentives to increase job satisfaction among the nurses. This work satisfaction is close related with their work motivation.

On other hand, a study on Motivation and Job Performance among Nurses in the Health Tourism Hospital in Malaysia by Hee et al., (2016) , intended to examine nurses' motivation and job performance in the health tourism hospital in Malaysia. Administered on-site method was used to collect data from 180 respondents in a health tourism hospital. The result of this study indicated that intrinsic motivation was positively and significantly related to nurses' job performance. The researcher suggested that the finding of this study should be used as a baseline data to urge the hospital management to turn to intrinsic rewards instead of extrinsic rewards to motivate their nurses. Realistically, intrinsic rewards are less costly and more effective in enhancing nurses' performance. Career development, job enrichment and providing greater autonomy were among the ways to increase nurses' job performance. In addition, the researcher also suggested that implementing interventions in terms of training, guidance and counselling would be able to produce motivated and high-performance nurses in the hospital. This in return will fulfil the existing demands and expectations of the health travellers in Malaysia.

A university teaching hospital, by definition, is an institution that provides clinical education and training to future and current doctors, nurses and other health professionals in addition to delivering medical care to patients, as well as carrying out medical research. In Malaysia, currently there are five such hospitals: University Malaya Medical Centre (UMMC), *Hospital Canselor Tuanku Muhriz* (HCTM) also previously known as Universiti Kebangsaan Malaysia Medical Centre, *Hospital Universiti Sains Malaysia* (Hospital USM), International Islamic University Malaysia Medical Centre and Universiti Teknologi Mara Teaching Hospital. To ensure a more cohesive and direct transmission of the ministry's vision and the spirit of collegiality.

The Public University Teaching Hospital Consortium was created under the ministry as reported by Ruzana, (2018). However, in this study, only 2 teaching hospitals were selected as a study location due to time limitation. In early part, plan to collect data from Universiti Malaya Medical Centre (UMMC), *Hospital Canselor Tuanku Muhriz* (HCTM) and *Hospital Universiti Sains Malaysia* (Hospital USM) however the requirement to do data collection is researcher have to appoint another co-supervisor for each centre and need to pass through ethic committee for each university so researcher decide to collect data in 2 centre *Hospital Canselor Tuanku Muhriz* (HCTM) and *Hospital Universiti Sains Malaysia* (Hospital USM) because time constraint and researcher need to complete the data collection within time frame given by *JePem Universiti Sains Malaysia*. In term of hospital selected in this study, researcher choose teaching hospital instead of government hospital due to after comparing the job descriptions for nurses in teaching hospital and government

hospitals and found that there some additional tasks for nurses in teaching hospital related to teaching and learning activities(Ghawadra et al., 2019).

Almost 520 literatures are reviewed by researcher and researcher is interested to study further to investigate about what was the relationship between leadership styles and subordinates working motivation. This study aims to assess nurse manager leadership styles and nurses working motivation in teaching hospitals because in teaching hospital there are extra job descriptions among this population compare to nurse manager and nurses in government hospital.

1.4 Significance of the Study

At the time of this study was done, no published studies were found to examine the current status of leadership styles that are used by nursing managers in the nursing sector in Malaysia. Thus, this study helped nursing managers to improve their way in managing the staff. This study might also help to increase working motivation among nurses. Indirectly by increasing working motivation, it is expected to reduce dissatisfaction and improve the willingness of nursing staff to remain in the nursing profession. By understanding the importance of effective leadership styles, the nursing team could improve staff motivation and increase the quality of a patient's care. Thus, the improvement in the quality of patient's care will help to shorten the length of stay in the hospital and decrease the expenditure due to prolonged stay in the hospital.

1.5 Objective of the Study

1.5.1 General Objective

This study aims to explore the leadership styles and their impacts on nurses' motivation in teaching hospitals.

1.5.2 Specific Objectives

- i. To identify the leadership styles used by nurse managers.
- ii. To determine the differences of leadership styles of the nurse manager's and nurse motivation score.
- iii. To determine the association between working years and teaching hospital for nurse managers motivation score under different leadership styles.
- iv. To investigate the effect of leadership skill training module on motivation score
- v. To explore nursing managers perception of leadership styles.

1.6 Research Questions

- i. What is the leadership style preferred by nursing managers in selected teaching hospitals?
- ii. What is the differences of leadership styles of the nurse manager's and nurse motivation score?

- iii. What is the association between working years and teaching hospital for nurse motivation score under different leadership styles?
- iv. What is the effective the leadership training module on motivation score?
- v. What is the nurse manager perception on leadership styles?

1.7 Alternative Hypothesis

- i. There are significant differences in styles of leadership among nursing managers in teaching hospitals.
- ii. There are significant differences of leadership styles on nurse's motivation score.
- iii. There is a significant association between years of working and teaching hospital nurse managers' leadership styles and nurse motivation scores in Malaysia teaching hospitals.
- iv. There is a significant different in motivation score for pre and post intervention.

1.8 Definitions of Terms

1.8.1 Leadership Styles

Leadership style is the manner and method of providing direction, performing plans, and motivating employees in the nursing population (Sethuraman & Suresh, 2014). While Gandolfi & Stone (2017) described leadership styles as a deliberate means by

which a leader influences a group of people in an organisation into a generally known future state that is different from the current one. On the other hand, Xie et al.,(2018) in their study on leadership style and innovation related to the atmosphere in enterprise defined a leadership style as a leader's technique of giving path, applying plans, and motivating people under their management.

Another study on leadership styles issues on the role of leaders in achieving organisational results describes leadership styles as the behavioural act embraced by a leader to promote his followers' work activities. Leadership style in this study refers to the way a leader behaves in controlling and managing their staff and handling management issues. This research consists of eight (8) main types of leadership styles; autocratic, cooperative, pragmatic, evolutionary, cross-cultural, laissez-faire, transactional, and charismatic leadership styles (Su & Baird, 2017).

1.8.2 Impact on Nurses Motivation

Kara et al. (2013) defined an impact leadership styles as, whether the style has a positive or negative impact in fostering employee well-being (enhancing quality of work-life and life satisfaction) as well as increasing organisational commitment and decreasing employee burnout. In this study, the impact of leadership style is defined as the impact of each leader style towards nurses' motivation, whether it is a positive or negative impact. Abeysekera & Dawson (2015) in their study defined nurses' motivation as a combination of intrinsic and extrinsic motivation that enhance the willingness of a person to perform the task. In this study, the nurses' motivation

refers to the willingness of nursing staff in performing good quality care to the patient.

1.8.3 Teaching Hospital

A teaching hospital is a hospital that is affiliated with a medical school and provides the means for medical education to students, interns, residents and sometimes postgraduates (Webster Dictionary, 2016).

In this study, teaching hospital is a hospital that trains the medical staff including medical doctor, nurses and other paramedic staff. The teaching hospitals in this study refer to *Hospital Canselor Tuanku Muhriz (HCTM)*, and *Hospital Universiti Sains Malaysia (Hospital USM)*.

1.8.4 Nurse Manager (Grade U32)

According to Johnson & Johnson (2016), nurse managers are the person who plays essential roles in the hospital. They are obliged to take care of one or more nursing units in a hospital, leadership, mentoring and coaching of subordinate nurses, leading their group to meet organisational goals. Other than that, they are also regarded as a human resources management of the unit, involved in budget planning and management, attend meeting regularly, help to increase the level of professionalism of the staff on the unit, communicate and embed the organisation's culture into the unit so that all staff embrace it.

In this study, a nurse manager is the nurse who is promoted from Grade U29 to Grade U32 purposely to manage the ward and ward staff to meet the hospital goals.

1.8.5 Registered Nurse (Grade U29)

A registered nurse grade U29 is known as a nurse who has successfully completed an education programme approved by the nursing board/council, passed the examination established by the nursing board/council, and continued to meet the standards of the nursing board. The terms licensed, professional or qualified nurse are used in a similar sense. For this research, the term registered nurse is used to denote this category of nursing personnel this definition used by (Currie & Carr, 2013). In this study, registered nurse grade U29 refers to the nurses who poses a nurse position and has been working for more than two (2) years in the teaching hospitals.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discussed the literature related to the topic of study which is leadership styles and its impacts on the nurses' working motivation. The past research findings conducted by the previous researchers which have similarities with the current study are laid out clearly by the researcher to support this study.

2.2 Search Engines

Various search engines-were used to find all relevant literatures in this study such as PubMed, Cinahls, Medline, Google scholar, Africa journal online and Open Library. The key word that researcher used to find literature are nurse, nurse manager, leadership style, motivation, job satisfaction and type of leadership styles. More than 500 article and books are used as reference but in this thesis the researcher just listed the importance and close related article most of the article searches within past 10 years publish.

By using keywords leaderships nurse, nurse manager, leadership style, motivation, job satisfaction and type of leadership styles researcher has searched for relevant articles. For articles using leadership keywords the researcher has examined 220 articles and 70 of these articles discuss how leaders play a role in management while the rest discuss about a leader's style. Searching with CINAHL, researcher type a subject term into the first search box on the screen and click Search. The next screen

displays a list of CINAHL subject headings for the term that researcher entered. This list allows the researcher to select the most relevant term related with keywords that being desired.

2.3 Theoretical Related with the Study

2.3.1 Leadership Theory

There are a few theories related to the leadership styles; most of the theory is focusing on the positive value of the styles. However, in this study, the researcher also focuses on the leadership styles that is expected to bring a positive impact on the styles adopted by a leader. The most popular leadership theory is related to transformational leadership styles.

The concept of transformational leadership was initially identified by a leadership researcher (Barling et al., 1996). According to Eliyana et al., (2019), transformational leadership is a relationship between the leader and the follower that motivates each other to higher levels, resulting in value system congruence between the leader and the follower. Later, (Farr, 2008) original thoughts were expanded, and this researcher assumed that strong vision and charisma were standard features of transformational leaders. They also inspire their followers to change aspirations, views and inspirations to work towards common goals. Farr (2008) also listed four components of transformational leadership: ideal effect, strong motivation, intellectual stimulation, and personal concern.

Most of the research suggested that transformational leadership affects follower satisfaction and commitment to the organization. Due to its benefits to the individuals and institutional performance, transformational leadership is always recommended to be used in all organizations. Transformational leadership theory focuses on change. Leaders who use this approach are agents of change who use their strengths and personality to inspire their supporters to achieve their goals, express their dreams, and encourage them. Transformation leaders influence followers by empowering and inspiring them to achieve organizational objectives. Leaders will build a relationship of belief with their followers. This relationship of trust can be established by being transparent, fair, and honest with workers and by empowering them to be confident of their decision - making. Leaders must also make use of effective communication to lead the staff to achieve the overall objectives. Besides, leaders should have healthy self - confidence, trust in their dream, and ability to achieve their goals.

In their research on leader-member exchange and crossover theory, Gutermann et al. (2017) examined how the work commitment of leaders can spread to followers, highlighting the role of leader-member exchange as an underlying explanatory process. In particular, researcher investigated whether leaders who are highly involved in their work have better relationships with their supporters, which in turn can explain the high engagement of employees. The researcher surveyed 511 employees nestled in 88 teams and their team leaders in a large service organisation for this purpose. In this multi-source design, employees and supervisors supplied information. In addition, researcher asked the staff to report their annual assessment of performance. Using multilevel path analyses in Mplus, researcher tested our

model. As hypothesised, the work commitment of leaders improved the quality of leader-member exchange, which in turn increased employee engagement (mediation model).

In addition, employee engagement was positively linked to performance and negatively linked to intentions for turnover. As such, our multilevel field study connects the dots between research on work engagement and literature on leadership. The researcher identifies the work commitment of leaders as a key to positive relationships between leaders and followers and a means of promoting employee engagement and performance. It may be a fruitful starting point for fostering an organisational culture of engagement to promote work engagement at the managerial level (Gutermann et al, 2017).

Carnevale et al. (2017) conducted another study to examine how leaders can provide relational support or resources through social exchange to facilitate proactive attempts to bribe employees. These three results voice, creativity, and innovative behaviour are considered by researcher under the same nomological network as they all represent the contribution of the idea of the employee to the organisation. Therefore, the current paper meta-analytically reviews the findings of research relating to voice exchange between leaders (37 samples), creativity (53 samples) and innovative behaviour (29 samples). The results indicate that voice, creativity, and innovative behaviour are positively predicted. In addition, a significant difference is more strongly associated with creativity than with voice or innovative behaviour, even after controlling for study characteristics that can act as confounding variables. Also discussed are the implications of our findings and directions for future research.

2.3.2 Motivation Theory

Inner working life theory has been useful in understanding more about working motivation. Such knowledge can help managers and employees to create a conducive working environment where employees want to live. This theory focuses on employees in businesses primarily made up of professionals who need to solve complex problems in their day-to-day work successfully (Amabile, 2019). However, based on our understanding, the principle of inner work experience has not been used in a nursing context, even though standard criteria exist, such as the need to solve complex problems during daily work. Further knowledge of this theory concerning the nursing context may, therefore, encourage the creation of a work environment in which registered nurses wish to remain. The theory describes a dynamic system, an interplay between perceptions, emotions and work motivation. There are three (3) key factors presented in this theory, diet, development, and catalysts. Such main factors have an impact on the dynamic system in a positive direction for excellent performance at work.

The first key factor, nutrition, is interpersonal support, including gratitude, motivation, emotional support, and association. The second key factor, improvement, is the force of sense and accomplishment. It included activities that indicated progress, such as small wins, breakthroughs, positive momentum, and target achievement. The third key factor, the catalysts, are activities that explicitly promote work, such as clear objectives, sufficient resources, flexibility, and a positive environment. This theory has two setbacks; barriers act aimed at work that deliberately impedes work, and toxins directed at the individual and preventing or disrupting the work of the person (Goktepe et al., 2020).

2.4 Leadership Styles

Mung et al. (2011) identified the various types of leadership styles that leaders have embraced in running organizations. Nursing managers have been reported to have adopted different kinds of leadership styles. Still, most of the time, when making decisions during ethical dilemmas, they were likely to use one style that they favored the most (Zydziumaite et al., 2013). On the other hand, (Gruman & Saks, 2011) concluded that transactional and transformational leadership styles are among the most prominent leadership styles that the leader will adopt. Transformation proponents stress the inner drive and personal growth of followers. Transformation leaders try to match the desires and wishes of followers with the desired organizational results (Hutchinson & Jackson, 2013). Transformational leaders are always seen as ideal mediators of change who could lead followers in times of uncertainties and high risk-taking. In contrast, transactional leaders gain legitimacy through the use of rewards, praises and promises that would satisfy followers' immediate needs (Seetharaman & Suresh, 2014).

Most employees dream of a leader who leads them in the style they desire with. Wong & Laschinger (2013) carried out a study on authentic leadership, performance, and job satisfaction. Almost 600 nurses have been interviewed in this study. The researcher found that genuine leadership had an important and positive effect on the interpersonal confidence of nurses, which in turn improved work satisfaction, self-rated performance, and motivation (Laschinger, & Wong, 2013).

Harris, Bennett, & Ross (2014) conducted a research study on nursing leadership and innovation through a historical lens. The study aimed to explore the impact of Matron Muriel Powell's style of management and leadership, its effect on the implementation and sustainability of innovation at the workplace. One hundred and thirty-two interviewees were interviewed, and the findings showed that most nurses were very capable of recalling the style of leadership applied by Matron Muriel Powell. Even though, he had not worked as a matron for a long time. In conclusion, the researcher discovered the style of leadership that Matron Muriel Powell used, created a positive culture among nurses and enabled them to be more creative in their daily work.

Another study was done by Azzaree and Gross (2011) regarding the nature of leadership styles used by nurse managers to describe nurse's perceptions of leadership styles in Ghana. Twenty nurses from two hospitals in Ghana were interviewed, and the researchers found that effective leadership among nurse managers has been associated with nurses' job satisfaction and retention. Therefore, the researchers concluded that the respondents involved in this study lack of confidence, trust, and comfort with the current style of leadership. The respondents preferred a more proactive, articulate, and independent nursing leadership at the top level. The researcher recommended that effective and practical leadership training should be done before leaders being selected to be a nurse manager.

Effective nursing leadership is known to be as an essential factor in achieving optimal patient outcomes and workplace enhancement (Carter & Greer, 2013). This issue was debated frequently, writing and research on nursing leadership have been