

## Nurse Manager's Leadership Practices and its Relation to Staff Nurses Motivation and Intention to Leave

**Amal Hebashy Elewa**

Assistant professor, Nursing Administration Department, Faculty of Nursing Cairo University, Egypt

### Abstract

**Background:** Staff nurses are the most strategic human resource in healthcare organizations. Therefore, administrators struggle to enhance nurse manager's leadership practices to promote employee motivation and retention. **Aim:** to assess nurse manager's leadership practices and its relation to staff nurses motivation and intention to leave. **Research Design:** A descriptive correlational design was utilized to achieve the aim of the present study. **Sample:** A convenient sample (n=142) of staff nurses who agreed to participate in the study were included. **Setting:** The study was conducted at a University hospital at Cairo **Tool:** three questionnaires were used, 1- leadership practices questionnaire 2- motivation questionnaire 3- Intention to leave questionnaire **Results:** the majority of staff nurses' highly perceived their nurse managers leadership practices, around half of them had moderate motivation level and around two-thirds of them had high to moderate intention to leave level. There was a highly positive statistically significant correlation between staff nurses' perception of nurse managers' leadership practices, and staff nurses' motivation and intention to leave. **Conclusion:** the study finding revealed that there was a highly positive statistically significant correlation between staff nurses' perception of nurse managers' leadership practices and their motivation and intention to leave. **Recommendations:** Administrators should develop nursing education programs to prepare the new and inexperienced nurse managers' leadership practices to fit different positions and they should enhance leadership practices that support the development of a healthy work environment through which they will achieve a high motivation level and improve staff retention welling.

**Keywords:** Intention to leave, Leadership practices, Nurse Managers, Motivation and Staff nurses.

Corresponding Author's Email: [dr.amal.fon@gmail.com](mailto:dr.amal.fon@gmail.com)

### Introduction

Leadership practices of nurse managers are considered an important issue, as the healthcare organizations rely on the leadership practices of management as a way to build and maintain a healthy work environment; as well as to maximize staff satisfaction and patient outcomes (Witges, & Scanlan, 2014 and Musinguzi, Namale, & Kekitiinwa,

2018). Nursing leadership plays a critical role in the execution of healthcare organization's outcomes, personnel innovation, and high quality patient care (Abo Gad, 2018) and Cummings, Lee, Tate, Penconek, Micaroni, Paananen, & Chatterjee, 2020).

Nurse managers are the unit administrative leaders responsible for patient care quality, exercise several types of power as: knowledge and administrative

power in the clinical context, and serve as a link between staff nurses and those at the administrative level. Therefore, it is vital to understand how their leadership practices influence nurses' care giving behaviors (Msn, Bsn, Hu, & Broome, 2018). Leadership is the ability to guide others to attain desired outcomes goals and objectives (Marshall & Broome, 2016).

Dunst, Bruder, Hamby, Howse, & Wilkie (2018) defined leadership practices as behavior indicators that may be embraced and used by leaders to influence organizational, leader, team and workgroup, and employee outcomes. Leadership regard as having the ability to influence interpersonally in a given situation to carry out goals and positively have an impact on organizational success via their conduct behaviors and leadership practices (Wong, Cummings & Ducharme, 2013). Existing nurse leader's practices represent the current work relations, incentive, feedback, rewards and penalty (Registered Nurses' Association of Ontario, 2013).

According to Kouzes & Posner (2017), there are five key practices of leadership that rely on transformational leadership as a collection of observable activities that could be used by people at various levels to achieve excellence. The five practices included: modeling the way, inspiring a shared vision; challenging the process; enabling others to act; and encouraging the heart. Bender (2016) stated that the core nurse leader practice entails four activities: continuing communication; improving relationship on intra and inter-professional levels; forming and maintaining teams, and encouraging staff engagement.

Thu, Wilson, McDonald (2015) mentioned that unsupportive managers have been recorded as a de-motivating

factor. AbuAIRub & Nasrallah (2017) recommended that executives should develop leadership behaviors of nurse managers through implementing training programs that focus on organizational culture, dimensions of supervision, collegial collaboration and professional commitment.

Musinguzi, Namale & Kekitiinwa (2018) and Seitovirta, Lehtimäki, Vehviläinen-Julkunen, Mitronen & Kvist (2018) mentioned that nurse managers should provide nurses with variety of rewards to enhance performance and to aid efforts to obtain quality and safe patient outcomes. The use of suitable rewards influencing staff motivation, satisfaction, and teamwork. However, (Haj, 2017) emphasized that motivating employees is a critical leadership role, as it turns personnel knowledge, skills, and capabilities to effort and performance.

Motivation generate a source of power that can motivate people and initiate the required behaviors to attain the proposed goals Göktepe, Yalçın, Türkmen, Dirican & Aydın (2020). Motivation is regard as a force that will assist employee in achieving the organization's goals and objectives (Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014). It is a strong desire to do something, focused on what energizes and provide guide in performing work activities (Ryan & Deci, 2017). Motivation is also described as the incentive of work behavior that directs the staff efforts to meet the organizational goals (Baljoon, Banjar, & Banakhar, 2018).

George (2015) mentioned that there were external or extrinsic factors that influence staff and drive them to continue serving and surviving in their work

environment. While, **Thompson, Buchbinder & Shanks (2012)** clarified that intrinsic motivators include feelings of empathy for customers or pride in performing one's best. Extrinsic motivators include verbal praise from employers and colleagues, gifts, and cash incentives for meeting set goals.

However, **Acar (2014)** documented that motivation can be divided into two basic categories according to the objectives behind actions: intrinsic and extrinsic. Intrinsic motivations occur when a staff performs actions to obtain pleasure, whereas extrinsic motivations emerge when a staff involved in actions to attain some outcomes.

Motivation of health care providers is affected by many factors involves, supervisors' practices, financial benefits, job content, and hospital setting; as providing financial benefits to healthcare providers and determining best performance is appropriate (**Dagne, Beyene, & Berhanu, 2015**). In addition, critical elements such as autonomy, achievement and sharing value with the organization influence nurses work motivation (**Baljoon, 2020**).

Furthermore, motivation is linked to many critical characteristics, such as performance, staff retention, and satisfaction; it is a major concern for workforce management in healthcare organizations (**Yahya, 2019**). In the previous study done by **Bonenberger Aikins, Akweongo, Wyss (2014)** found that motivation and work satisfaction were both strongly associated with turnover intention. Additionally, **Masum, Azad, Hoque, Beh, Wanke and Arslan (2016)** found that 60.9% of nurses in Turkey had the intention to quit the present workplace due to lack of job motivation.

Paying attention to the leadership practices of nurse managers could prove effective method in improving patient care outcome and increasing the retention of new recruited nurses, which helps to resolve the problem of nursing shortage (**Lavoie-Tremblay, Fernet, Lavigne & Austin, 2016**). Previous research done by (**Roche, Duffield, Dimitrelis, & Duffield, 2015**) found that the role of unit manager was recorded to be a main factor in nurses' intention to remain or leave their workplace.

**Chegini, Jafarabadi, & Kakemam (2019)** stated that turnover intention is a common occurrence in most of institutions and is associated with negative consequences for employees. While, **Roche, Duffield, Dimitrelis & Duffield (2015)** defined it as any career move, whether that move is external, such as when nurses leave the profession or an organization entirely, or internal when nurses move between nursing units in the same hospital.

Employees leaving an organization could have a considerable negative impact on organizational outcomes. Consequences of employee turnover include the loss of skillful and competent staff. Similarly, organizations will pay high cost for recruiting and training new skillful employees. Also, remaining staff may experience morality problems; psychological and social disruption (**Tirelli & Goh 2015 & Kilańsk, Gaworska-Krzemińska, Karolczak, Szyń-kiewicz, Greber, 2019**)

**Sasso, Bagnasco, Aleo, & Watson (2019)** stated that nurse turnover is costly and affect quality of care. Clarifying that, understanding the link between intention to quit and organizational features may help to develop strategies to reduce

turnover. **Mcenroe-petitte et al., (2017)** and **Ebrahim & Ebrahim (2017)** concluded that there were several deterrents of turnover such as age, satisfaction, and job stress. Additionally, **Chegini, Jafarabadi, & Kakemam (2019)** found that nurses intended to leave their employment due to low quality of work life and unsatisfactory wages, and incentives.

**Ghandour, Saad Elzohairy & Elsayed (2019)** emphasized that healthcare administrators should formulate plans to address staff issues and to enhance their satisfaction which can consequently improve their spirits, professional advancement growth, improve retention and satisfaction among professional nurses. However, **Nikkhah-farkhani & Piotrowski (2020)** concluded that providing a flexible work plan, enhancing teamwork and improving the spirit of cooperation could reduce nurses' turnover intention. **Alilu, Valizadeh, Zamanzadeh, Habibzadeh, & Gillespie (2016)** illustrated that managers can keep staff nurses in the work place by offering appropriate tasks and improving their motivation and satisfaction levels.

### **Significance:**

Effective leadership is a vital component of health care systems and has wide range of functions in achieving effectiveness and efficiency of an organization (**Ghiasipour, Mosadeghrad, Arab, Jaafaripooyan, 2017**). Recently, the issues of leadership practices have become important topics in all fields of work and especially in health care sectors. Nurse leaders play a critical role in changing health care system, as well as become models for sub-ordinaries. Effective leaders are countable for quality and integration of care. Leadership practices were found to be strongly

correlated with quality care (**Sfantou, Laliotis, Patelarou, Sifaki-Pistolla, Matalliotakis, Patelarou, 2017**).

**Elqadri (2015)** found a strong association between leadership and staff motivation. The results indicate that both non-financial and financial rewards have negative effects on turnover intention. Singh, Jamil, **Baroto, Hussin, Boyi & Singh (2017)** and **Afsar, Shahjehan & Shah (2018)**, and **Akgunduz, Adan Gök & Alkan (2020)** found that work practices such as managers and rewards affect staff turnover intentions. Data from the present study will support hospital administrators by generating new knowledge about leadership practices required by the nurse managers. Also, it will shed light on the key factors that affect staff nurses' motivation and planning strategies that may enhance staff retention rates and decrease their intent to leave from the hospital and the profession.

### **Subjects and Methods**

The present study was done to:

- To assess nurse manager's leadership practices and its relation to staff nurses motivation and intention to leave.

To fulfill this aim the following research questions were developed:

- What are the levels of motivation as perceived by staff nurses?

- What is the relationship among nurse managers' leadership practices, motivation and intention to leave as perceived by staff nurses?

**Research Design:**

A descriptive correlational design was utilized to achieve the aim of the present study.

**Sample:**

A convenient sample of all staff nurses (n= 142) who agreed to participate in the study at the time of data collection was included in the present study sample. Sample include all staff nurses who had at least one year of experience, providing direct patient care within the study settings and accepted to participate in the study.

**Setting:**

The study was conducted at one of a University Hospital in Cairo, the hospital setting include: critical care units, medical units, surgical units, and other units such as kidney dialysis units and obstetric units.

**Tools for data collection:**

Study data were collected using three questionnaires:

1-The first questionnaire named leadership practices composed of two parts:

- **First part:** personal characteristics data sheet that includes: age, gender, marital status, working units, educational qualification, work status and years of experience.

- **Second part:** leadership practices used to assess nurse manager leadership practices as perceived by staff nurses, developed by Eisler (2009) and modified by the investigator. Composed of 30 items divided under five dimensions as follows: challenge the process, inspire a vision, enable others to act, model the way and

encourage the heart, each domain composed of (6 items).

**Scoring System:** it is three Likert scale composed of (Frequently = 3, Sometimes =2 & Rarely =1)

**2- Second questionnaire:** motivation instrument, to assess staff nurses motivation level, developed by **Paleologou, Kontodimopoulos, Stamouli, Aletras & Niakas (2006)**. It composed of 19 items, consisted of four domains as follows: job attributes (7 items) and achievement (3 items) which are considered intrinsic motivators, and remuneration (4 items, co-workers (5 items) extrinsic work-related motivators

**Scoring system:** it is composed of three Likert scales as the following: very satisfied =3, moderately satisfied =2, not satisfied =1. Scores were summed to calculate motivation level based on the range of scores as follows: Low (0– < 33%), medium (33% – < 66%), and high (66%–100%) as calculated by the expert statistician.

**3-Third questionnaire:** Intention to leave questionnaire modified from **(Peterson, 2009)** to assess staff nurses intention to leave. It consisted of 18 items divided into two sections: the first section was an intention to leave the hospital section, and the second section was the intention to leave the profession, each of the previously section composed of 9 items.

**Scoring system:** The responses were scored on a three-point Likert scale (yes = 0, uncertain = 1 and no= 2). Overall scores were divided into categories according cut points that indicate the level of staff nurses intention to leave as follows: Low intention to leave level scores= < 33%, moderate intention to

leave level scores = 33% < 66%, and high intention to leave level scores = 66% – 100%.

### **Validity and Reliability**

#### **Validity:**

Study questionnaire's content validity was tested by a panel of three expert's two professors and one assistant professor from the Faculty of Nursing Cairo University. Each expert on the panel was asked to examine the questionnaire for content, coverage, clarity, wording, length, format, and overall appearance. Some modifications were done based on the experts' opinions.

#### **Reliability**

Reliability was tested using Cronbach's Alpha Coefficient for the three questionnaires. Results for the questionnaires nurse managers leadership practices and motivation (0.80, 0.94) respectively, indicate that both questionnaires were highly reliable. While intention to leave questionnaire was (0.78) that consider accepted.

#### **Pilot study:**

Pilot study was carried out on (10%) of the current sample to ensure the clarity and applicability of the items, and to estimate the time needed to complete the questionnaire. The result showed that the time spent in filling the questionnaire was ranged between 30-35 minutes. Based on the pilot study analysis no modifications were done in the questionnaires. The pilot study sample was not included in the total number of study sample.

### **Ethical consideration:**

Permission was obtained from the hospital administrators of the hospital after explaining the nature of the work. The nature and aim of the current study had been explained to each staff nurse included in the study sample. They were given a chance to accept or to refuse participation in the present study, and each participant was assured that his/her information will be confidentially utilized and utilized for the research purpose only.

### **Procedure**

After permission was taken from the hospital administrator, the investigator explained the aim, nature, and significance of the study for every head of different departments to achieve their collaboration during the implementation phase of the research. Oral acceptance of each eligible staff nurse to participate in the research was taken. The investigator distributed the questionnaires individually to every staff nurse at their working units and collected them at the same shift. Time spent to fill the questionnaires ranged between 30 to 35 minutes. The investigator checked the completeness of each filled questionnaire after the participant filled it. Data were collected from May to September 2019.

### **Result**

Table (1) shows that near half (45.8%) of staff nurses age was ( $\geq >30$ ) years old and (40.1%) of them their age ( $20 < \leq 25$ ) years old, more than half of them (55.6%) were female and 49.3% and 43.7% had diploma and Associate degree in nursing respectively. Around two thirds (64.8%) of them working in critical care units, the highest (61.3%) of staff nurses working full time job.

Figure (1) illustrates that 38.70% had < 5 years of experience. While, 25.40% had > 10 years of experience.

Table (2) clarifies that the staff nurses' highly perceived all dimensions of nurse managers leadership practices. Model the way dimension was the highly perceived by staff nurses ( $\bar{X}$  % = 79.33%).

Table (3) shows that staff nurses highly perceived motivation dimension, the highest mean percent ( $\bar{X}$  % = 77.7% and  $\bar{X}$  % = 74.8%) of staff nurses for achievement and co-workers respectively.

Table 5: displays that (31.7 % and 29.6%) of staff nurses had high to moderate intention to leave level. while, only (38.7%) of staff nurses had low intention to leave. Table (6) displays that there was a highly positive statistically significant correlation between staff

nurses' perception of leadership practices, motivation, and intention to leave ( $r=0.414^{**}$ ,  $p=0.00$  and  $r=0.346^{**}$  and  $p=0.00$ ) respectively. Added that, there was a statistically significant correlation between staff nurses' perception of motivation and Intention to Leave ( $r=0.183^*$  and  $p=0.0$ ).

Table (7) shows that there was a statistically significant negative correlation between perceived leadership practices and staff nurses' gender ( $t = -3.7$  and  $p = 0.00$ ). Also, there was a positive correlation statistically correlation of perceived nurses motivation and their age and years of experience ( $f = 3.10$ ,  $p = 0.02$  and  $f = 6.32$ ,  $p = 0.00$ ) respectively. Data added that there were a positive correlation between perceived nurses to intention to leave and their marital status and working unit ( $t = 2.08$ ,  $p = 0.03$  and  $f = 5.33$ ,  $p = 0.00$ )

**Table (1) Frequency and percentage distribution of staff nurses' according to their personal characteristics (n=142)**

Personal characteristics	No	%	
Age	< 20	12	8.5
	20 < 25	57	40.1
	25 < 30	8	5.6
	≥30	65	45.8
Gender	Male	63	44.4
	Female	79	55.6
Marital status	Married	60	42.3
	Single	82	57.7
Working Unit	Medical units	17	12.0
	Surgical units	24	16.9
	Critical care units	92	64.8
	Others	9	6.3
Educational Qualifications	Bachelor degree	10	7.0
	Associate degree	62	43.7
	Diploma nurses	70	49.3
Working status	Full time	87	61.3
	Part time	55	38.7

Figure (1) Frequency distribution of staff nurses' according to their years of experience (n= 142)

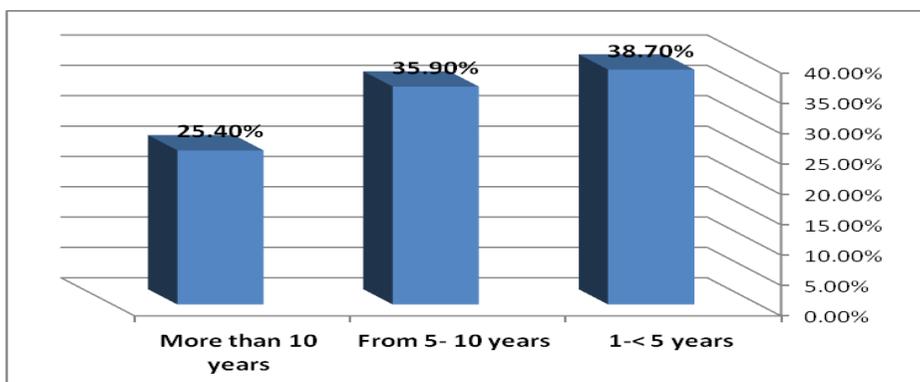


Table (2) Mean and Mean percentage of staff nurses' perception regarding nurse managers leadership practices dimensions (n=142)

nurse managers Leadership practices	Min	Max	$\bar{x} \pm SD$	$\bar{x} \%$
Challenge the process	6.00	18.00	13.65 $\pm$ 3.05	75.87%
Inspire a Shared Vision	6.00	18.00	13.97 $\pm$ 3.48	77.61%
Enable others to act	6.00	18.00	13.59 $\pm$ 2.91	75.5%
Model the way	6.00	18.00	14.28 $\pm$ 3.09	79.33%
Encourage the heart	6.00	18.00	13.28 $\pm$ 3.55	73.77%
<b>Total</b>	30.00	90.00	68.78 $\pm$ 13.09	76.42%

Table (3) Mean and Mean percentage of staff nurses' perception regarding motivation dimensions (n=142)

Motivation dimensions	Min	Max	$\bar{x} \pm SD$	$\bar{x} \%$
Job attributes	7.00	21.00	14.97 $\pm$ 3.93	71.2
Remuneration	4.00	12.00	7.66 $\pm$ 2.65	63.8
Co-workers	5.00	15.00	11.23 $\pm$ 3.02	74.8
Achievement	3.00	9.00	7.00 $\pm$ 1.84	77.7
<b>Total</b>	19.00	57.00	40.88 $\pm$ 9.51	71.7

Table (4) staff nurses perceived level of motivation (n= 142)

Motivation levels	No	%
Low Motivation	30	21.1
Moderate Motivation	64	45.1
High Motivation	48	33.8

Table (4) demonstrates that around half (45.1%) of nurses had moderate motivation level and (33.8%) of them had a high level of motivation.

Table (5) Staff nurses intention to leave (n= 142)

Intention to leave	No	%
High	45	31.7
Moderate	42	29.6
Low	55	38.7

Table (6) Correlation Matrix of Total Staff Nurses Perception regarding Nurse managers Leadership Practices, Motivation and Intention to Leave (n= 142)

Variables	Test	1- Nurse managers Leadership practices	2-Motivation
1- Nurse managers Leadership practices	p	1	-
	r		
2-Motivation	p	0.000	1
	r	0.414**	
3-intention to leave	p	0.000	0.02
	r	.346**	0.183*

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Table (7) Correlation between total nurses' perception about leadership practices, Motivation and Intention to leave according to their personal characteristics (n=142)

Variables	Test	Nurse managers leadership practices	Motivation	Intention to leave
Age	f	1.42	3.10	0.70
	p	0.23	0.02	0.55
Gender	t	-3.7-	0.440	-0.75-
	p	0.00	0.65	0.44
Marital status	t	-0.13-	0.18	2.08
	p	0.89	0.85	0.03
Working unit	f	2.06	0.74	5.33
	p	0.10	0.52	0.00
Educational qualifications	f	0.42	1.44	0.43
	p	0.65	0.23	0.65
Years of experience	f	0.31	6.32	2.29
	p	0.73	0.00	0.10
Working status	t	0.34	-2.28-	0.22

- Correlation is significant at the 0.05 level.

## Discussion

Healthcare systems recognize and value nurse managers' leadership practices, and train those inexperienced managers with a designed developmental plan. Therefore,

attention should be placed on leadership practices development rather than on their clinical power (Cheng, Feng, Hu, & Broome, 2018). Previous researches in different healthcare organizations declared that organizational and personal factors related to staff nurses' work motivation

(Baljoon, Banjar & Banakhar, 2018). Determining factors that influence nurses' turnover intention are important to all countries suffering from a shortage of nursing staff (Alzamel, Abdullah, Chong and Chua, 2020).

Data of the present research revealed that the majority of staff nurses perceived positive agreement regarding all dimensions of leadership practices. This could be due to the use of nurse managers to their leadership practices to facilitate their work and to achieve goals and objectives of the organization. In the same respect, a study done by Zimmerman (2016) found that the highest scores for the subscales enabling others to act, modeling the way, and encouraging the heart while the two lower scores were noted in scales inspiring a shared vision and challenging the process. Additionally, in Egypt, a study done at Tanta city by Abo Gad (2018) revealed that staff nurses' perceived their nurse managers' five leadership practices was a high frequency at El-Mogamaa El-Tepy Hospital, while demonstrated as a medium level at Sidi-Salem Hospital. Adding that, staff nurses' perceived their nurse managers had the lowest mean percent regarding inspiring a shared vision at the two hospitals.

The present study clarified that staff nurses highly perceived motivation dimension. This could be explained as the staff nurses who had non-financial motivation consider an important aspect, as the hospital had a system to recognize nurse effort by providing certificates for unique and distinctive nurses who match with hospital policies. This was supported by Dobre, Davidescu & Issa Eid (2017) whose findings declared that motivation manifests a positive impact on the overall degree of motivation. In the same line study done by Yousef & Ahmed (2016) and Zarei, Najafi, Rajae, Shamseddini, & Hospital (2016) found that promotion, appreciation of work efforts, good relations with colleagues, and superior encouragement were the most

important incentives as reported by respondents.

Concerning motivation levels as perceived by staff nurses present study results demonstrate that around half of nurses had moderate motivation level and more than one third of them had a high level of motivation. This was supported by a study done in Iran by Esfahani and Afshin (2019) who found that the mean of job motivation among nursing was between medium to high. Additionally, in the same context Baljoon (2020) documented that nurses' work motivation level was high. Also, Zarei, Najafi, Rajae & Shamseddini (2016) concluded that the motivation of nurses was at a medium level.

Concerning staff nurses' intention to leave results of the present data revealed that more than one third of the sample had the intent to leave the hospital. This may be due to a shortage of staff nurses which leads to dissatisfaction, work stress, and staff burnout, consequently lead to intent to leave the hospital. In the same line a study was done by Ebrahim, & Ebrahim (2017) found that more than two-thirds of the study sample was more likely to hold an intention to leave the working place.

Moreover, data revealed that (53.5%) of them disagreed to leave the nursing profession. This could be explained as that nursing profession is considered one of the profitable jobs that maintain acceptable life security for them. Opposite to this Ahmed, Abdelwahab & Elguindy (2017) whose results revealed that staff nurses had a higher intention to leave the profession

Data of the present study declared that there was a highly positive statistically significant correlation between staff nurses' perception of leadership practices, motivation. This was in agreement with a study done by Othman & Wanlabeh (2012) and Musinguzi, Namale & Kekitiinwa (2018). Also, results indicated that a highly positive statistically significant correlation

between staff nurses' perception of leadership practices and staff intention to leave. This could be due to the major role that carried out by the nurse managers as it helps staff to innovate, be autonomous and adhere to the standard of care by acting as role model provide support, trust, feedback and justice among the team members. This was supported By **Labrague, wafor & Tsaras (2020)** who found that leadership practices had a positive influence with intention to quit the healthcare facilities. In the same line study done by **Ugurluoglu, Aldogan,Turgut, and Ozatkan (2018)** found that leadership dimensions have a direct impact on intention to leave.

Data of the present study added that there was a statistically positive significant correlation between staff nurses' perception of motivation and intention to leave. This is in disagreement with **Smokrović, Žvanut, Bajan, Radić & Žvanut (2019)** who revealed that motivation does not have a significant direct effect on the intention to leave the job.

Regarding nurses' perception of nurse managers' leadership practices and their personnel characteristics, the present study results showed that there was a statistically significant negative correlation between their perceived nurse managers' leadership practices by staff nurses and their gender. Opposite to this result, **Hunt (2014) and Nanyonga (2015)** found no statistically significant difference between gender and staff nurse's perception of nurse manager's leadership practices.

Also, there was a positive correlation statistical correlation of perceived nurses' motivation and their age and years of experience. in the same line (**Baljoon et al., 2018**). In disagreement with this result study done by **Yahya (2019)** who documented that there was no significant difference between respondents motivation perception and their age and years of experience. Data added that there was a positive correlation between perceived nurses to intention to leave and

their marital status and working unit. In the same context **Mcenroe- petite et al., (2017)** found that staff nurses' ages were significantly influenced their turnover intentions.

### **Conclusion:**

It was concluded that the majority of staff nurses highly perceived all dimensions of leadership practices. Around half of staff nurses had moderate motivation level and around two- thirds of staff nurses had high to moderate intention to leave level. Also, there was a highly positive statistical significant correlation between staff nurses' perception of leadership practices of their nurse managers and their motivation and intention to leave.

### **Recommendations**

Based on the study results the following recommendations are suggested:

- Administrators should develop nursing education programs to prepare the new and inexperienced nursing managers to fit leadership positions.
- Different motivational strategies should be used by top- level managers to enhance nurses' motivation level
- Hospital manager should create strategies to retain staff nurses
- Administrators should enhance the development of nurse managers' leadership practices that support the development of healthy work environment through which achieve high motivation level and improve staff retention.
- Other researches should be done to investigate:

- The perception among different health care team members in different settings

- Factors that motivate nurses

- Factors that lead to a higher rate of nurses intention to leave

- Replicate the study on a large sample to assure generalization of results

### Funding

No funding was received for this study.

### Conflict of interest

The authors declare no conflict of interest or otherwise.

### References

- Acar AB. (2014).** Do intrinsic and extrinsic motivation factors differ for generation X and generation Y. *Int J Bus Soc Sci.* 2014;5(5):12-20
- Abo Gad, R. A. E. S. A. (2018).** The Influence of Nurse Managers' Leadership Practices and Organizational Characteristics on Staff Nurses' Innovation: A Comparative Study. *IOSR Journal of Nursing and Health Science, Vol7 (5), 73-86*
- AbuAlRub, R. F., & Nasrallah, M. A. (2017).** Leadership behaviours, organizational culture and intention to stay amongst Jordanian nurses. *International Nursing Review, 64(4), 520-527.*
- Ahmed, R., Abdelwahab, E., & Elguindy, H. (2017).** Staff nurses' intention to leave nursing profession and their organizational commitment in selected hospitals at Beni-Sueif city. *Egyptian Nursing Journal, 14(1), 17.* <https://doi.org/10.4103/2090-6021.206940>
- Alilu, L., Valizadeh, L., Zamanzadeh, V., Habibzadeh, H., & Gillespie, M. (2016).** A qualitative exploration of facilitators and inhibitors influencing nurses' intention to leave clinical nursing \*, *50(6), 980–987.*
- Alzamel, Abdullah1, Chong and Chua (2020).** The quality of work life and turnover intentions among Malaysian nurses: the mediating role of organizational. *Commitment Journal of the Egyptian Public Health Association (2020) 95:20*
- Baljoon, R. A. (n.d.)(2020).** Nurses' Work Motivation and the Magnet Journey. [https://sigma.nursingrepository.org/bitstream/handle/10755/21100/Baljoon\\_Abstract.pdf?sequence=2&isAllowed=y](https://sigma.nursingrepository.org/bitstream/handle/10755/21100/Baljoon_Abstract.pdf?sequence=2&isAllowed=y)
- Baljoon, R., Banjar, H., & Banakhar, M. (2018).** Nurses' Work Motivation and the Factors Affecting It: A Scoping Review. *International Journal of Nursing & Clinical Practices, 5(1).* <https://doi.org/10.15344/2394-4978/2018/277>
- Bender, M. (2016).** Conceptualizing clinical nurse leader practice: An interpretive synthesis. *Journal of Nursing Management, 24(1), E23–E31.* <https://doi.org/10.1111/jonm.12285>
- Bonenberger, M., Aikins, M., Akweongo, P., & Wyss, K. (2014).** The effects of health worker motivation and job satisfaction on turnover intention in Ghana: a cross-sectional study. *Human resources for health, 12(1), 1-12.*
- Chegini, Z., Jafarabadi, M. A., & Kakemam, E. (2019).** Occupational stress , quality of working life and turnover intention amongst nurses, *24(5), 283–289.* <https://doi.org/10.1111/nicc.12419>
- Cheng, L., Feng, S., Hu, Y., & Broome, M. E. (2018).** Leadership practices of nurse managers for implementing evidence-based nursing in China. *Journal of Nursing Management, 26(6), 671–678.* <https://doi.org/10.1111/jonm.12594>

- Cummings, G. G., Lee, S., Tate, K., Penconek, T., Micaroni, S. P., Paananen, T., & Chatterjee, G. E. (2020). The essentials of nursing leadership: A systematic review of factors and educational interventions influencing nursing leadership. *International Journal of Nursing Studies*, 103842
- Dagne, T., Beyene, W., & Berhanu, N. (2015). Motivation and factors affecting it among health professionals in the public hospitals, Central Ethiopia. *Ethiopian journal of health sciences*, 25(3), 231-242.
- Dobre, I., Davidescu, A. A., & Issa Eid, M. T. (2017). Key Factors Of Health Employee Motivation In Jordan. Evidence From Dual-Factor Theory Based On Structural Equation Models. *Economic Computation & Economic Cybernetics Studies & Research*, 51(2).
- Dunst, C., Bruther, M. B., Hamby, D., Howse, R., & Wilkie, H. (2018). Meta-Analysis of the Relationships between Different Leadership Practices and Organizational, Teaming, Leader, and Employee Outcomes. *Journal of International Education and Leadership*, 8(2), 1-45.
- Ebrahim, Z. H., & Ebrahim, A. (2017). *International Journal of Nursing & Clinical Practices Factors Influencing Job Satisfaction and Turnover Intention among Coronary Care Unit Nurses in Bahrain*, 4.
- Eisler, K. (2009). The leadership practices of nurse managers and the association with nursing staff retention and the promotion of quality care in two Saskatchewan hospitals. Faculty of Nursing. University of Toronto. Doctoral dissertation published thesis.
- Elqadri, Z. M. (2015). Effect of Leadership Style, Motivation, and Giving Incentives on the Performance of Employees--PT. Kurnia Wijaya Various Industries. *International Education Studies*, 8(10), 183-192
- Esfahani, P., & Afshin, M. (2019). Job Motivation among Iranian Nurses; a Systematic Review and Meta-Analysis Study. *Health Research Journal*, 4(1), 30-37
- George Ch. (2015): *Retaining Professional Workers: What Makes them Stay*. Emerald Group Publishing Limited. Vol. 37(1), PP.102-121. DOI 10.1108/ER-102013-0151
- Ghiasipour, M., Mosadeghrad, A. M., Arab, M., & Jaafaripooyan, E. (2017). Leadership challenges in health care organizations: The case of Iranian hospitals. *Medical Journal of the Islamic Republic of Iran*, 31(1), 560-567. <https://doi.org/10.14196/MJIRI.31.96>
- Göktepe, N., Yalçın, B., Türkmen, E., Dirican, Ü., & Aydın, M. (2020). The relationship between nurses' work-related variables, colleague solidarity and job motivation. *Journal of nursing management*, 28(3), 514-521.
- Haj, A. Al. (2017). *Leadership Styles and Employee Motivation in Qatar Organizations*.
- Hunt, D. (2014). Does value congruence between nurses and supervisors effect job satisfaction and turnover?. *Journal of Nursing Management*, 22(5), 572-582
- Ghandour, S., Saad Elzohairy, M. H., & Elsayed, N. M. (2019). Relationship between staff morale and intention to leave among professional nurses at Damanhour national medical institute. *Port Said Scientific Journal of Nursing*, 6(3), 178-194.
- Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenge: how to make extraordinary things happen in organizations*, 6th ed.. Hoboken, NJ: John Wiley & Sons
- Labrague, L. J., Nwafor, C. E., & Tsaras, K. (2020). Influence of toxic and transformational leadership practices on

- nurses' job satisfaction, job stress, absenteeism and turnover intention: A cross-sectional study. *Journal of Nursing Management*, 28(5), 1104-1113.
- Lavoie-Tremblay, M., Fernet, C., Lavigne, G. L., & Austin, S. (2016).** Transformational and abusive leadership practices: Impacts on novice nurses, quality of care and intention to leave. *Journal of Advanced Nursing*, 72(3), 582–592. <https://doi.org/10.1111/jan.12860>
- Masum, A. K. M., Azad, M. A. K., Hoque, K. E., Beh, L. S., Wanke, P., & Arslan, Ö. (2016).** Job satisfaction and intention to quit: an empirical analysis of nurses in Turkey. *PeerJ*, 4, e1896.
- Marshall, E. S., & Broome, M. E. (2016).** *Transformational Leadership in Nursing: from Expert Clinician to Influential Leader*. New York, NY: Springer Publishing Company
- Mcenroe-petitte, D. M., Labrague, L. J., Gloe, D. S., Mcenroe-petitte, D. M., Tsaras, K., & Colet, P. C. (2017).** Factors influencing turnover intention among registered nurses in Samar Applied Nursing Research Factors in influencing turnover intention among registered nurses in Samar Philippines. *Applied Nursing Research*, 39(December 2020), 200–206. <https://doi.org/10.1016/j.apnr.2017.11.027>
- Msn, L. C., Bsn, S. F., Hu, N. Y., & Broome, M. E. (2018).** Leadership practices of nurse managers for implementing based nursing in China, (November 2017), 671–678. <https://doi.org/10.1111/jonm.12594>
- Musinguzi, C., Namale, L., & Kekitiinwa, A. (2018).** The relationship between leadership style and health worker motivation, job satisfaction and teamwork in Uganda, 21–32.
- Nanyonga, R. C. (2015).** *Leadership, Followership, and the Context: An Integrative Examination of Nursing Leadership in Uganda*. Yale University
- Nikkhah-Farkhani, Z., & Piotrowski, A. (2020).** Nurses' turnover intention a comparative study between iran and poland. *Medycyna Pracy*, 71(4), 413-420.
- Othman, A., & Wanlabeh, N. (2012).** Teachers' perspectives on leadership practices and motivation in Islamic private schools, Southern Thailand. *Asian Education and Development Studies*.
- Paleologou, V., Kontodimopoulos, N., Stamouli, A., Aletras, V., & Niakas, D. (2006).** Developing and testing an instrument for identifying performance incentives in the Greek health care sector. *BMC Health Services Research*, 6(1), 118
- Peterson J (2009).** Job stress, job satisfaction, and intention to leave among new nurses, University of Toronto, unpublished dissertation.
- Kilańska D, Gaworska-Krzemińska A, Karolczak A, Szykiewicz P, Greber M.(2019)** Work patterns and a tendency among Polish nurses to leave their job. *Med Pr.* 2019;70(2):145–53, <https://doi.org/10.13075/mp.5893.00727>
- Registered Nurses' Association of Ontario (2013).** *Developing and Sustaining Nursing Leadership*, (2nd ed.). Toronto,: [www.rnao.ca/bestpractices](http://www.rnao.ca/bestpractices)
- Rn, J. S., Researcher, E. S., & Lehtimäki, A. (2018).** Registered nurses' perceptions of rewarding and its significance, (September 2017), 457–466. <https://doi.org/10.1111/jonm.12571>
- Roche, M. R., Duffield, C. M., Dimitrelis, S., & Duffield, C. (2015).** to leave Leadership skills for nursing unit managers to decrease intention to leave, 5, 57–64.
- Ryan, R. M., & Deci, E. L. (2017).** *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications

- Sasso, L., Bagnasco, A., Aleo, G., & Watson, R. (2019).** Push and pull factors of nurses' intention to leave. (December 2018), 946–954. <https://doi.org/10.1111/jonm.12745>
- Seitovirta, J., Lehtimäki, A. V., Vehviläinen-Julkunen, K., Mitronen, L., & Kvist, T. (2018).** Registered nurses' perceptions of rewarding and its significance. *Journal of nursing management*, 26(4), 457-466. *Witges*,
- Sfantou, D. F., Laliotis, A., Patelarou, A. E., Sifaki-Pistolla, D., Matalliotakis, M., & Patelarou, E. (2017, December).** Importance of leadership style towards quality of care measures in healthcare settings: a systematic review. In *Healthcare* (Vol. 5, No. 4, p. 73). Multidisciplinary Digital Publishing Institute.
- Shahzadi, I., Javed, A., Pirezada, S. S., Nasreen, S., & Khanam, F. (2014).** Impact of employee motivation on employee performance. *European Journal of Business and Management*, 6(23), 159-166
- Smokrović, E., Žvanut, M. F., Bajan, A., Radić, R., & Žvanut, B. (2019).** The effect of job satisfaction, absenteeism, and personal motivation on job quitting: A survey of Croatian nurses. *JEEMS Journal of East European Management Studies*, 24(3), 398-422.
- Thu, N. T. H., Wilson, A., & McDonald, F. (2015).** Motivation or demotivation of health workers providing maternal health services in rural areas in Vietnam: findings from a mixed-methods study. *Human resources for health*, 13(1), 1-11
- Thompson, J. M., Buchbinder, S. B., & Shanks, N. H. (2012).** An overview of healthcare management. S, B Buchbinder and N, H Shanks (eds), *Introduction to Health Care Management*, 2.
- Tirelli, A., & Goh, S. C. (2015).** The relationship between trust, learning capability, affective organisational commitment and turnover intentions. *International Journal of Human Resources Development and Management*, 15(1), 54-68.
- Ugurluoglu, O., Aldogan, E. U., Turgut, M., & Ozatkan, Y. (2018).** The effect of paternalistic leadership on job performance and intention to leave the job. *Journal of Health Management*, 20(1), 46-55
- Witges, K. A., & Scanlan, J. M. (2014).** Understanding the role of the nurse manager: The full-range leadership theory perspective. *Nurse Leader*, 12(6), 67-70.
- Wong CA, Cummings GG, Ducharme L. (2013).** The relationship between nursing leadership and patient outcomes: a systematic review update. *J. Nurs. Manag.* 2013 Jul; 21(5):709-24.
- Yahya, O. A. (2019).** Correlates of nurses' motivation and their demographic characteristics, 7–15. <https://doi.org/10.1111/nuf.12291>
- Yousef, H. R., & Ahmed, D. M. (2016).** Incentives System for Nurses in Assiut University Hospital. *The Journal of Middle East and North Africa Sciences*, 10(3909), 1-9.
- Zarei, E., Najafi, M., Rajaei, R. & Shamseddini (2016).** *Electronic Physician* (ISSN : 2008-5842 ), (April), 2249–2254.
- Zimmerman, M. (2016).** Leadership Practices of Supervisory Employees: An Exploration of Current Practices at a Southeastern Veterans Affairs Medical Center. ProQuest Dissertations and Theses, 108. Retrieved from [https://www.proquest.com/docview/1867668144?accountid=26642%0Ahttp://link.peiodicos.capes.gov.br/sfxlcl41?url\\_ver=Z39.88-2004&rft\\_val\\_fmt=info:ofi/fmt:kev:mtx:dissertation&genre=dissertations+%26+theses&sid=ProQ:ProQuest+Dissertations+%26+Theses+Global&a](https://www.proquest.com/docview/1867668144?accountid=26642%0Ahttp://link.peiodicos.capes.gov.br/sfxlcl41?url_ver=Z39.88-2004&rft_val_fmt=info:ofi/fmt:kev:mtx:dissertation&genre=dissertations+%26+theses&sid=ProQ:ProQuest+Dissertations+%26+Theses+Global&a)