



**Perceived Leadership Styles of Nursing Management and Associated Factors among Nurses working in Jimma University Medical Center, Southwest Ethiopia**

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**Jimma University**  
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## ABSTRACT

**Background:** There are various styles of leadership that nurse managers have demonstrated to lead staff nurses in hospital. Even if there have been limited researches in Ethiopia regarding perceived leadership style of nursing management; but they are outdated, used a single variable and also used correlational research design which hinder the results less explanatory. Therefore, this study aimed to assess nurses' perception towards leadership style of nursing management and associated factors in Jimma university medical center.

**Methods:** Institution based cross sectional study was conducted from February 15-June 25, 2022 among nurses at Jimma university medical center. Simple random sampling technique was done and self-administered questionnaire was used to collect data from a total of 421 nurses. Data were entered into Epi-data version 3.1 and exported to SPSS version 26 for further analysis. Factor analysis was done to create factor scores. Linear regression with stepwise variable selection method was done to build the final multiple regression model. Variables with  $<0.25$  P-values during simple linear regression were entered to multiple linear regression. Statistical significance was declared at p-value  $<0.05$ .

**Results:** A total of 384 nurses participated in this study which makes a response rate of 91.2%. The percentage mean score (%SM) of perceived leadership styles of nursing management was found to be 54.8%, 49.6%, 44.9% and 54.4% for transformational, transactional, laissez-faire and democratic leadership style respectively.

**Conclusions:** Jimma university medical center nurses perceived their managers leadership style as transformational more than other leadership styles. Educational level, Job satisfaction, organizational commitment, work engagement, perceived organizational support and personal characteristics of nurses are factors significantly associated. Therefore, the institution should work on strategies in improving the satisfaction of nurses; by providing additional supports.

**Key words:** Perceived leadership style, Transformational leadership style, Transactional leadership style, Laissez-faire leadership style, associated factors, Jimma

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## ACRONYMS

ANOVA – Analysis of variance

ETB – Ethiopian Birr

FMOH – Federal ministry of health

JUMC – Jimma University Medical Center

MLQ - Multifactor Leadership Questionnaire

MSQ - Minnesota satisfaction questionnaire

MOAQ – Michigan organizational assessment questionnaire

OCQ – Organizational commitment questionnaire

UWES - Utrecht work engagement scale

POSS – perceived organizational support scale

BFI – Big five inventory

CBE – Community based education

SPSS – Statistical Software for Social Sciences

JU – Jimma University

PI – Principal investigator

USA – United states of America

PCA - Principal component analysis

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background

Leadership is a process by which an individual motivates or influences others to achieve organizational goals. It is the process of enhancing and encouraging the self-esteem and motivation level of employees to achieve organizational tasks and goals (1); whereas a leader is a person with the responsibility to influence one or more followers and directing them to achieve a set objective (2). The role of leadership in an organization is crucial in terms of creating a vision, mission, determination and establishment of objectives, designing strategies, policies, and methods to achieve the organizational objectives effectively and efficiently along with directing and coordinating the efforts and organizational activities. However, currently many organizations are facing problems related to unethical practices, high staff turnover, staff dissatisfaction, decreased in financial performance, etc. This may be due to the lack of effective leadership (3).

Perception of nurse professionals toward nursing leadership style may affect the nursing service either positively or negatively; Positive perception could improve the highly demanding nursing cares in the hospital (4). But, it has still become imperative to examine the role of leadership style of nurse managers on staff outcomes after miscarriage of health workforce, which is global nursing problem, increasing healthcare cost and workload (5,6).

According to scholars, there are various styles of leadership practicing to lead the staff in hospital such as transformational, transactional, and laissez-faire which are focused on improving organizational commitment as they aim to increase employee involvement and decision making in the process (7).

While there are many types of leadership styles, four types dominate the literature and provide the theoretical foundation for this study. The four leadership styles under investigation included transformational, transactional, laissez-faire and democratic leadership. The reason behind choosing these leadership styles in this study is that these leadership styles have relation with increased follower perception, organizational commitment, and job satisfaction among employees in different

literature. furthermore, these leadership styles are most practiced leadership styles in the developed and developing countries (8–10).

## 1.2 Statement of the problem

Effective leadership styles are the indication of satisfied staff who are working their professional duty with professional manner and vice versa. Staff nurse satisfaction is highly dependent on types of nurse leadership styles (11). Appropriate leadership can create an organizational culture that is committed to quality, reducing conflicts, improving efficiency and productivity of teams, enhancing staff's satisfaction, advancing hospital performance, and finally, meeting personal and organizational goals. Lack of effective nurse leadership style leads staff nurses to have unpleasant outcome such as burnout, fatigue, stress, turnover, and dissatisfaction(12).

According to a cross sectional study conducted in United Kingdom Europe, out of 4770 responses 63.8% of registered nurses reported feeling of 4.8 times more likely to be demoralized due to lack of adequate support and supervision from their managers (13).

As a systematic review and meta-analysis conducted in sub-Saharan Africa and Egypt in 2021, 51.96% of intention to leave and 61.8% of dissatisfaction has been registered out of 15 studies and 346 nurses respectively. In these regard; work overload, poor economic situation, lack of recognition and deficient support from their supervisor and organization are the main factors behind (14,15). In addition in descriptive correlational study from the total of 104 school teachers and 200 staff nurses 23% of organizational performance occurs when nurses perceive their managers as participatory and 14.5% of intention to leave the organization comes due to management style (16,17).

In Ethiopia setting many researches have been done related to leadership style and associated factors such as job satisfaction and turnover intention. For instance, according to the systematic review done in Ethiopia in 2021 from the total of 6 studies conducted on nurses the overall pooled prevalence of job satisfaction was 39.53%, and leadership relationship with nurses is mentioned as one of the factors (18).

In a cross sectional study conducted in 2021 at primary public health facility, from the total of 402 health professionals 61.7% of affective, 83.8% of normative and 11.9% of continuance commitments to their health facility have been registered and health professionals who have low continuance commitment have 9.6 times higher odds of

turnover intention and this turnover intention is 4.1 times higher among health professionals who have low satisfaction with supervision (19).

Factors such as Socio-demography, job satisfaction, turnover intention, intent to stay, organizational commitment and work engagement has been identified as factors to be associated with leadership style (20–23).

Although transformational, laissez-faire, democratic and transactional leadership styles have been described as most practiced, it is not clear which nursing management leadership style contribute most to staff nurse perception.

Even though there were researches done related to leadership styles and came up with important findings, they had certain limitations. The study done in Addis Ababa on selected governmental hospitals and the study done in JUMC, didn't focus on the perception about the leadership style among employees rather it focused on the r/p b/n leadership styles and other variables (organizational change readiness and job satisfaction) (24,25). Even if the study done in public universities of Ethiopia did concentrate on perceived leadership styles among employees, but it was conducted in higher education institutions other than nurses (26).

Another study done in Gurage zone government health facilities didn't assess perceived leadership styles as dependant variable rather it assessed as independent variable along with training opportunity (10).

Common limitation of those studies were they did not assess perceived leadership style among nurses and used limited number of variables.

Thus, this study aimed to assess perceptions of nurses towards leadership styles of nursing management and associated factors in Jimma university medical center.

### 1.3 Significance of the study

The finding of this study is important for prioritizing, designing, and initiating intervention programs.

Moreover, this study can generate data for other researchers to explore extra evidence regarding perceived leadership styles of nursing management among nurses. In addition, the findings of this study could also be used as baseline information for the study context and other similar settings.

This research is believed to be an important input for determining suitable style of leadership to meet the demands of healthcare system in JUMC.

The results of this study will also provide the basis for an action plan related to leadership styles that will enhance satisfaction and reduce turnover among staff nurses.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Overview of the leadership review

Leadership has been defined as interpersonal influence exerted in a situation and directed using communication system towards the attainment of specific goals. It is basically the ability to form and mould attitudes and behavior of other individuals. It is the process of influencing others to mobilize and direct their efforts towards specific goals and attain these goals through them (27,28). Leadership in healthcare organizations is considered as an important element for assuring quality health care services, patient satisfaction, and financial performance (29). Leadership styles play an integral role in enhancing quality measures in health care and nursing (30). According to a study in south east Nigeria, individuals who perceive that management style of leadership may enhance their chances of actualizing their goals within an organization could seem to manifest behaviors that result in organizational commitment (31). Even though there are many types of leadership styles, the four common types dominate the literature and provide the theoretical foundation for this study. These common leadership styles include transformational, transactional, laissez-faire and democratic leadership style (32).

#### 2.2 Transformational leadership

In this type of leadership style leaders inspire their followers to have shared vision of targeted goals and standards of performance defined by the organization so that the employees are motivated to give the performances that are beyond expectations through having faith in the norms and values of the organization (33). Another study added furthermore by saying that it also manipulates the employees to make the best use of their abilities (34). A critical review study showed the limitation of this leadership style by stating it is overlooked reality and a risky practice (35).

#### 2.3 Transactional leadership

Transactional leadership is also known as managerial leadership and focuses on role of supervision, organization and group performance and a process of developing a reciprocal relationship with employees (36). It is a crucial element of effective management (37). Like that of the transformational style this style also has limitations such as the leaders who follows this style implement decisions depending on his/her beliefs or based on own visions and convictions (36).

#### 2.4 Laissez-faire leadership

Known as “absence of leadership”, it is considered ineffective because it reduces the trust in supervisors and organizations (20). Such leaders remain absent whenever they want. The decisions are delayed and often ignored by the leaders (38,39). It is a type of leadership in which followers are given complete freedom to make decisions in the leader’s absence and it is limited by the costs interfering with the employees are avoided by the leaders (40).

#### 2.5 Democratic leadership style

It is also known as the participatory leadership style because of the involvement of the employees for the purpose of gathering opinions in the decision-making process (35). However, the final decision is made by the leader (41). It is limited by excess time consumption through getting multiple opinions and varied results dependent on age and maturity of workers also leaders in this theory are too engaged in what people want more than the company need (35).

#### 2.6 Associated factors with leadership style of nursing management

##### **2.6.1 Socioeconomic and demographic factor**

A cross sectional study conducted in Norway in 2014 revealed that from Socio-demography status of the staff, gender is the only significantly related to all the three leadership styles, this means that all three styles of leadership are more suitable to male than female (42). Another study conducted in Ethiopia in 2021 states no relationship between perceived leadership style and Institutional Readiness for Change (26).

##### **2.6.2 Job satisfaction**

Job satisfaction is an emotional state where an individual appraises the job that facilitates achieving and facilitating of one's job values (18). A correlational study conducted in Pakistan found that there was a significant relationship between the Transformational leadership style of the nurse managers, as perceived by the staff nurses, and the staff nurses’ level of job satisfaction. This implies that, as the nurse managers often manifested a Transformational leadership style, the staff nurses’ level of job satisfaction slightly increased (28). In addition to this a study conducted in Rwanda showed that nurse and midwife managerial leadership styles (directive, supportive, participator and achievement-oriented) positively correlated with nurses’ and midwives’ levels of job satisfaction (43). According to the cross sectional result of the study done in Ethiopia on 2017, a one-unit increase or improvement in

transactional leadership style increases employees' job satisfaction by 1.25 in addition transformational leadership style also has a great impact on employees' job satisfaction (9).

### **2.6.3 Turnover intention**

Desirable turnover, undesirable turnover and unavoidable turnover are categories of turnover intention. Family issue or departure and illness are main reasons of unavoidable turnover, the turnover occurs due to lack of skill is known as desirable turnover and turnover occurs due to organizational issues such as poor support, lack of management, and role conflict is known as undesirable turnover. It includes capable and skilled employees who are quitting the organization (44).

Research conducted in Korea states factors affecting nurse's turnover intention by classifying in to individual factors comprise demographic and psycho-social factors and organizational factors comprise nurse home, nurse staffing and resident characteristics (45). A descriptive correlational research in Egypt on 232 staff nurses also showed a positive and negative correlation between three leadership style (autocratic, participator, delegate) of nurse managers and turnover intention (46). A study in Addis Ababa Ethiopia revealed that when leaders implement laissez-faire leadership style the staff nurse turnover intention increases and they will be unsatisfied with their workplace and prefer to search for alternative job (21).

### **2.6.4 Organizational commitment**

Organizational commitment is influenced by personal and structural factors and the employee's previous experience. The continuance organizational commitment is particularly relevant in the healthcare context and should be promoted to mitigate a nurse's intention to leave (47). A study conducted in Japan showed that, the intellectual stimulation aspect of transformational leadership was significantly and positively related to affective commitment (48). In addition a study in Nigeria found a significant relationship between transformational leadership style and employee commitment (49). On the other hand a study conducted in Ethiopia Bench Sheko zone, revealed factors associated with organizational commitment and with this regard transformational leadership style and transactional leadership style are stated as one of the factors which are associated with organizational commitment of health professionals (22).

### **2.6.5 Work engagement**



Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Work engagement is a positive, substantial, work related mental state that includes vigor (i.e., characterized by high levels of energy), dedication (i.e., being strongly involved and experiencing a sense of significance) and absorption (i.e., characterized by being fully concentrated) (50). Academic researches has linked engagement to various positive outcomes, including: developing organizational commitment and reducing turnover intentions (48,51). A study in South Africa showed transformational leadership does influence employee engagement even if there is no leader-member exchange on the other side when employees perceive the presence of laissez-faire leadership style among supervisors their engagement will reduce (52). According to a study in Addis Ababa Ethiopia the result implies that the three leadership style (transformational, transactional and laissez-faire) are accounted for a great percent of the variance in employee engagement (53).

#### **2.6.6 Perceived organizational support**

The support offered by leaders and organizations and organization exerts a great influence on the level of performance and outcomes of a workplace (54). A study conducted in USA found that organizational support derived from transformational and transactional leadership styles, it can have a positive impact on work engagement (55). According to the literature the results of multi group path analysis show that there is a positive relationships between perceived organizational support and, respectively, engagement and life satisfaction, as well as a negative relationship between perceived organizational support and burnout across the five investigated countries including South Africa (56). Another study conducted in Bench Sheko, Ethiopia found that perceived concern for employee was a significant predictor of organizational commitment of health professionals (22).

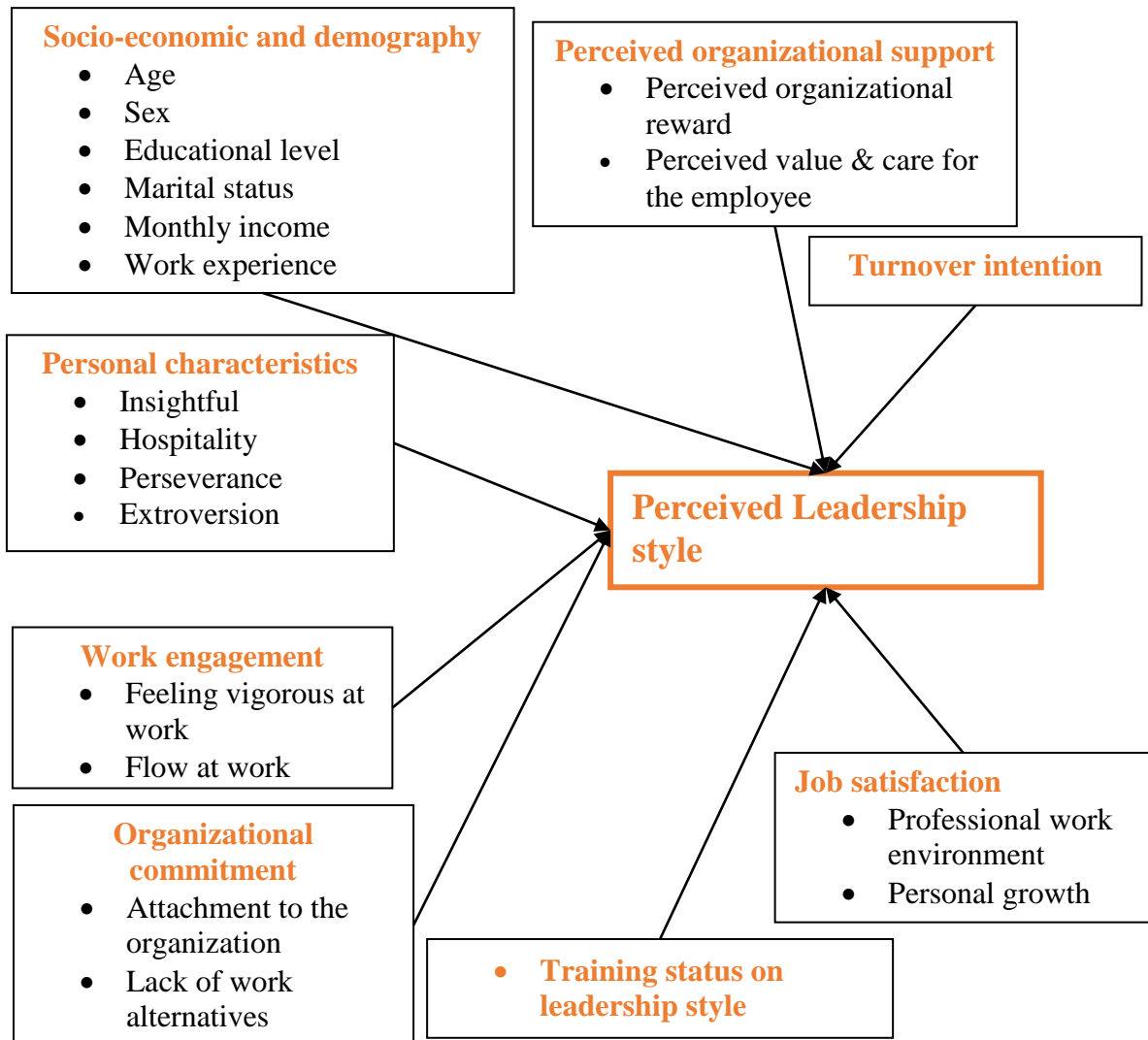
#### **2.6.7 personal characteristics**

In many academic studies human personality in organizations is an attractive topic specially to build the relationship between the personality characteristics and job-related behaviors (57)

The study in California, America showed that there is a positive significant relationship between the extroversion personal characteristics and the transformational leadership style (58).

Another study in Africa revealed that having respect for traditions, developing appropriate personal characteristics, and adopting a visionary and servant leadership style are important elements of effective leadership and would thus contribute to the success of organizations in East African (59).

### 2.7 Conceptual framework of the study



→ Direct relationship

Figure 1: conceptual frame work of perceived leadership style and associated factors adapted from different literature (22,28,58).

## CHAPTER THREE

### OBJECTIVES

#### 3.1 General Objective

- To assess perception towards leadership style of nursing management and associated factors among nurses in JUMC, 2022

#### 3.2 Specific Objectives

- To determine the perception level towards leadership style of nursing management among nurses working in JUMC.
- To identify factors associated with perceived leadership styles among nurses in JUMC.

## CHAPTER FOUR

### METHODS

#### 4.1 Study area and period

This study was conducted at Jimma University Medical center (JUMC) from February 15- June 25, 2022. Jimma university medical center is located in Jimma Town, 352 km southwest of Addis Ababa. Jimma town is bordered on the south by the Southern Nations, Nationalities and Peoples Region, the northwest by Illubabor Zone, on the north by East Welega Zone and on the northeast by West Shoa Zone. According to 2022 statistics, Jimma city has a population of 207,573 people.

Jimma university medical center is the only teaching and referral hospital in the southwestern part of the country and a catchment population of over 15 million people. It has 1089 health professionals, from them 669 are nurses and the structure of nursing management goes from director of nursing service (top nurse manager), supervisors (middle nurse manager) to unit head nurse (first line nurse managers).

#### 4.2 Study design

Institution based cross sectional study design was employed.

#### 4.3 Population

##### 4.3.1 Source population

All nurses who were working at Jimma university medical center.

##### 4.3.2 Study population

Nurses who were working at Jimma University medical center and fulfilled the inclusion criteria.

##### 4.3.3 Inclusion and Exclusion criteria

###### 4.3.3.1 Inclusion criteria

Those nurses with one and more year of work experience in nursing profession in JUMC.

###### 4.3.3.2 Exclusion criteria

Nurses who were on the managerial position at top, middle or in front-line at the time of study period.

#### 4.4 Sample size, sampling technique and sampling procedures

##### 4.4.1 Sample size determination

The Sample size was determined using Epi-info version 7 considering single population proportion formula taking assumption of 95% confidence level, 5% margin of error and proportion (P) of 46.16% (0.4616) from prior study conducted in Gurage zone, Ethiopia (10).

$$n = \frac{Z^2 P(1-P)}{d^2} \quad n = \frac{(1.96)^2(0.4616)(1-0.4616)}{(0.05)^2} = 382$$

Z=1.96 corresponding to 95% confidence interval

n =sample size

p= proportion of perceived leadership style

d= degree of precision within (+ or -) 5% of the true value

After adding 10% (i.e., 39 additional samples) non-response rate, the final sample size of the study becomes 421.

##### 4.4.2 Sampling techniques and sampling procedures

A simple random sampling technique was used to select nurses who were working in JUMC. The sampling frame was list of nurses and the list was rearranged not to include those nurses who were not available for different reasons (academic leave, maternal leave, annual leave). Then the sample respondents were selected randomly by using computer generated simple random sampling technique.

#### 4.5 Study variable

##### 4.5.1 Dependent variable

✓ Perceived Leadership styles of nursing management.

##### 4.5.2 Independent variable

✓ Socio-demography status of the participants;

- Age
- Sex
- Educational level
- Marital status
- Monthly income

- Work experience
- Training status on leadership
- ✓ Job satisfaction
  - Professional work environment
  - Personal growth
- ✓ Turnover intention
- ✓ Organizational commitment
  - Attachment to the organization
  - Lack of work alternatives
- ✓ Work engagement
  - Feeling vigorous at work
  - Flow at work
- ✓ Perceived organizational support
  - perceived organizational reward
  - perceived value and care for employee
- ✓ Personal characteristics
  - Insightful
  - Hospitality
  - Perseverance
  - Extroversion

#### 4.6 Operational definition

**Perceived leadership styles:** refers to perception of nurses about the leadership styles followed to manage the nursing service.

**Perceived transformational leadership style:** perception of nurses about the leadership approach that enhance motivation, causes change in individuals and social systems. Measured with nine items using a 5-point Likert Scale ranging from 1 = very unsatisfied to 5 = very satisfied formed from factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from “0%” to “100%”. It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). These factor was treated as continuous dependent variable on linear regression.

**Perceived transactional leadership style:** perception of nurses about the leadership approach that conforms to the existing structure of an organization and measures success according to that organization's system of rewards and penalties. Measured with three items using a 5-point Likert Scale ranging from 1 = very unsatisfied to 5 = very satisfied formed from factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from “0%” to “100%”. It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). These factor was treated as continuous dependent variable on linear regression.

**Perceived laissez-faire leadership style:** perception of nurses about the leadership approach that have an attitude of trust and reliance on their employees and who don't micromanage or get too involved. Measured with four items using a 5-point Likert Scale ranging from 1 = very unsatisfied to 5 = very satisfied formed from factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from “0%” to “100%”. It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). These factor was treated as continuous dependent variable on linear regression.

**Perceived democratic leadership style:** perception of nurses about the leadership approach that involves employees, seek feedback and input from subordinates. Measured with four items using a 5-point Likert Scale ranging from 1 = very unsatisfied to 5 = very satisfied formed from factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from “0%” to “100%”. It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). These factor was treated as continuous dependent variable on linear regression.

**Job satisfaction:** one's positive perceived emotion on the appraisal of his/her job. It was measured with ten items using a 5-point Likert Scale ranging from 1 = very unsatisfied to 5 = very satisfied formed from factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from “0%” to “100%”. It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential$

maximum - Minimum) \*100 (22). These factor was treated as continuous independent variable on linear regression and higher score indicate higher job satisfaction.

**Turnover intention:** The employee's intent or predisposition to leave the work which one is presently employed in, and look forward to find other work soon. It was measured by 3 items using a 5-point Likert scale from 1=strongly disagree to 5=strongly agree. Turnover intention scale was created on factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from "0%" to "100%". It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). This factor was treated as continuous independent variable on linear regression and higher scores indicate higher turnover intention.

**Organizational commitment:** The relative strength of an individual's linkage to the organization. It was measured with six items using a 5-point Likert Scale ranging from 1 = strongly disagree to 5 = strongly agree formed from factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from "0%" to "100%". It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). These factor was treated as continuous independent variable on linear regression and higher score indicate higher organizational commitment.

**Work Engagement:** In this study, describes employees who experience and express emotional reactions to their work, and who are willing to devote physical and cognitive energy to performing job duties. It was using seven items 5-point Likert Scale ranging from 1 = always to 5 = never formed from factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from "0%" to "100%". It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). These factors was treated as continuous independent variable on linear regression and higher score indicate higher work engagement.

**Perceived Organizational Support:** refers to the extent to which employees feel that the organization recognizes their contribution and cares about their well-being. It was measured using four items using a 5-point Likert Scale ranging from 1 = strongly disagree to 5 = strongly agree formed from factor analysis. The mean score was



reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from “0%” to “100%”. It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). These factor was treated as continuous independent variable on linear regression and higher score indicate higher perception for organizational support.

**Personal characteristics:** in this study defined as people’s characteristics pattern of thoughts, feelings and behaviors. measured by eleven items using a 5-point Likert Scale ranging from 1 = strongly disagree to 5 = strongly agree formed from factor analysis. The mean score was reported as the percentage of scale mean score (%SM) after calculation of standardized mean value. This value ranges from “0%” to “100%”. It was calculated using the formula  $\%SM = (\text{Actual score} - \text{Potential minimum score} / \text{Potential maximum} - \text{Minimum}) * 100$  (22). This factors was treated as continuous independent variable on linear regression and higher score indicate higher personal characteristics.

#### 4.7 Data collection procedure

##### 4.7.1 Data collection tool

The tool consisted of eight parts. such as Socio-demography questions, Multifactor leadership questionnaire (MLQ), Minnesota Satisfaction Questionnaire (MSQ), Michigan organizational assessment questionnaire (MOAQ), organizational commitment questionnaire (OCQ), Utrecht work engagement scale (UWES), perceived organizational support scale (POS) and Big-five scale.

Part one was on Socio-demography data that comprised of 7 items adapted from different literature (10,21,60).

Part two was the Multi-factor Leadership Questionnaire Rater form to measure the dependent variable perceived leadership style. The MLQ Rater Form was composed of 20 items adapted from studies in Pakistan which was initially developed by Bass and Avolio (61). According to the study done in Addis Ababa in 2019 this items had reliability coefficient (Cronbach’s alpha) of above 0.6 (53).

Part three was short form of MSQ. It was used to measure the independent variable job satisfaction of nurses by two dimensions namely: internal (intrinsic) and external (extrinsic) job satisfaction. adopted from short form of Minnesota satisfaction

questionnaire manual (31). It has reliability of greater than 0.6 by Cronbach's alpha test (62)

Part four was turnover intention scale adapted from Michigan Organizational Assessment Questionnaire (MOAQ) which used to measure turnover intention (63).

Part five was organizational commitment questionnaire (OCQ) adapted from Ala'aldin Alrowwad et.al but first developed by Mowday et.al (64). It has a total reliability coefficient of greater than 0.7, which explains 68.88%, 24.84% and 15.63% of the total variability in the organizational commitment of health professionals respectively (22).

Part six was Utrecht work engagement scale (UWES) used to measure work engagement of the nurses (65). measures 3 sub-scales of work engagement: vigor, dedication, and absorption.

Part seven was perceived organizational support (POS) scale used to measure the nurse's perception towards the organizational support composed of adopted from Muhammad Yasir Imran et.al, which was first developed by Eisenberger et.al. (66). POS measured by 2 scales; perceived value and care for employee and perceived concern for employee. Perceived value and care for employee defines job characteristic where the organization acknowledges the effort of health professionals and care for their well-being. The items had reliability coefficient (Cronbach's alpha) of 0.692 which explains 27.22% of total variability in the perceived organizational support of health professionals (22).

Part eight was Big Five Inventory (BFI) used to measure the five personal characteristics (Extroversion, Neuroticism, Agreeableness, Conscientiousness and Openness to Experience) adopted from Samantha Easley, initially developed by John, O. P., & Srivastava, S. (58).

After running factor analysis, the following scales were emerged as part of the tools.

Composite scale of perceived leadership style score was created from the four factors emerged on factor analysis of perceived leadership style items. The KMO measure of sample adequacy was 0.899 with significant Bartlett's test of sphericity. Finally, four components were extracted at one eigenvalue and the total variance explained by these variables was 65.1%. This score was used as continuous dependent variable on linear regression. The internal consistency of items was checked using Cronbach's alpha and it was found to be 0.909.

**Job satisfaction:** The KMO measure of sample adequacy was 0.899 with significant Bartlett's test of sphericity. Finally, two components were extracted at one eigenvalue and the total variance explained by these variables was 65%. The internal consistency of items was checked using Cronbach's alpha and it was found to be 0.823. Five items which had reliability coefficient (Cronbach's alpha) of 0.874 were loaded on the first factor. This scale was named as professional work environment. The second factor was also loaded with 5 items. This scale was denoted as personal growth. The items had reliability coefficient (Cronbach's alpha) of 0.853.

**Turnover intention:** The KMO measure of sample adequacy was 0.730 with significant Bartlett's test of sphericity. Finally, one component was formed at one eigenvalue and the total variance explained by these variables was 78.3%. This factor had three items and internal consistency of the items was checked using Cronbach's alpha and it was found to be 0.864.

**Organizational commitment:** The KMO measure of sample adequacy was 0.783 with significant Bartlett's test of sphericity. Finally, two components were extracted at one eigenvalue and the total variance explained by these variables was 70.3%. These scores had six items and were used as continuous independent variable on linear regression. The internal consistency of items was checked using Cronbach's alpha and it was found to be 0.819. The first factor was labeled as attachment to the organization had three items with reliability coefficient (Cronbach's alpha) of 0.806. The second factor was labeled as lack of work alternatives had three items with reliability coefficient (Cronbach's alpha) of 0.727.

**Work engagement:** The KMO measure of sample adequacy was 0.749 with significant Bartlett's test of sphericity. Finally, two components were extracted at one eigenvalue and the total variance explained by these variables was 70.8%. These scores had seven items and were used as continuous independent variable on linear regression. The internal consistency of items was checked using Cronbach's alpha and it was found to be 0.901. The first factor was loaded with four items and was labeled as feeling vigorous at work. The items of this scale had reliability coefficient (Cronbach's alpha) of 0.818. The second factor was loaded with three items and was labeled as flow at work. The items of this scale had reliability coefficient (Cronbach's alpha) of 0.857.

**Perceived organizational support:** The KMO measure of sample adequacy was 0.674 with significant Bartlett's test of sphericity. Finally, two components were

extracted at one eigenvalue and the total variance explained by these variables was 64.1%. These scores had three items and were used as continuous independent variable on linear regression. The internal consistency of items was checked using Cronbach's alpha and it was found to be 0.882. Four items were loaded on the first factor This factor was labeled as perceived organizational recognition scale. Perceived organizational reward had reliability coefficient (Cronbach's alpha) of 0.694. The second factor was loaded with one item. The scale was identified as perceived value and care for employee scale.

**Personal characteristics:** The KMO measure of sample adequacy was 0.727 with significant Bartlett's test of sphericity. Finally, four components were extracted at one eigenvalue and the total variance explained by these variables was 67.1%. These scores had eleven items and were used as continuous independent variable on linear regression. The internal consistency of items was checked using Cronbach's alpha and it was found to be 0.868. The first factor which consists of three items was labeled as idealistic with reliability coefficient (Cronbach's alpha) of 0.762. The second factor was loaded with three items. This factor was labeled as hospitality. The items of this scale had reliability coefficient (Cronbach's alpha) of 0.697. The third factor was labeled by patience with three items. The items of this scale had reliability coefficient (Cronbach's alpha) of 0.674. The last factor was extroversion with two items. The items of this scale had reliability coefficient (Cronbach's alpha) of 0.710.

#### *4.7.2 Data collection techniques*

Data was collected using a self-administered semi-structured questionnaire adapted from different literature (31,58,63,64,66) . Regarding the data collector, the data was collected by four health professionals after training about the sampling procedures and the questionnaire for two days. After they were trained, data collectors distributed the questionnaire to the respondents and inform them about aim of the study and how to administer the questionnaire. After getting the consent, data collectors registered every respondent who took the questionnaire daily. During data collection the principal investigator was continuously following and was supervising the data collectors as well as daily data clearing was done. A total of 421 self-administered questionnaires were distributed in order to ascertain the perception of nurses with respect to leadership style of nursing management in JUMC.

#### 4.8 Data analysis procedure

Data was checked for its completeness, edited, cleaned, coded and entered into Epi-data version 3.1 and was exported to Statistical Package for the Social Sciences (SPSS window version 26) for analysis. Assumptions of linear regression and the result of assumption were checked. Simple and multiple linear regression was performed. Variables with  $<0.25$  P-values during simple linear regression were entered to multiple linear regression model. Linear regression with stepwise variable selection method was done to build the final multiple regression model. A p value of  $< 0.05$  and the range of confidence interval was considered as statistically significant and  $R^2$  test was used to test the goodness of fit of the model. Finally, findings were presented using; figures, means, standard deviations, percentage mean scores and summary tables.

#### 4.9 Data quality assurance

The questionnaire was prepared in English language then was translated to local languages, namely Amharic and Afan Oromo and then translated back to English to check its consistency in meaning. For the quality of the data, pretest of the questionnaire was performed on 21 nurses (5% of the sample) at Shenen Gibe hospital found in Jimma city. And factor analysis was done in order to validate the modified tools. Before the data collection, training was given to the data collectors regarding aim of the study, sampling procedure and the content of the questionnaire for two days. During data collection, the principal investigator was continuously following and was supervising the data collectors and daily data clearing was done. After the data was collected, it was coded and entered to SPSS version 26 for analysis.

#### 4.10 Ethical consideration

The ethical approval and letter of permission was taken from ethical board of Jimma University and official permission was requested from JUMC. During data collection all respondents were asked their permission and written consent was obtained prior to the interview from selected nurses. In addition, confidentiality of information assured and privacy of the study participants respected and kept as well the name of respondents was not included.

#### 4.11 Dissemination plan

The result of this study will be disseminated to the nursing director office of JUMC for action plan related to leadership styles that will enhance satisfaction and reduce

turnover among staff nurses and also for determining suitable style of leadership to meet the demands of healthcare system.

The result of this study will also be disseminated to Jimma university institute of health department of Health policy and management.

Additionally, the result of this study will also be disseminated to journals for possible publication.

## CHAPTER FIVE

### RESULTS

From the total of 421 distributed questionnaires, 384 were completed and returned and the overall response rate was 91.2%.

#### 5.1 Description of independent variables

##### 5.1.1 Demographic Characteristics of the Participants

62 (16.1%) of the respondents were in the age group of 25 and below years and 213(55.5%) were between the age group of 26-30 years and also 92 (24%) were between 31-40 years, 9 (2.3%) were between the age group of 41- 50 years while the rest of 8(2.1%) respondents were 51 and above years. This implies that high numbers of the respondents which means 213 (55.5%) of the respondents are in the age range of 26-30 years. Regarding sex of the study participants, the majority were females (57.3%). Related to the level of education of nurses, 327 (85.2%) were degree holders followed by college diploma (10.2%). Regarding respondents' marital status, the result revealed that high numbers of the respondents which was around 231 (60.2%) were married. The result also illustrates that 40.6% of respondents had work experience of between 2.1 - 5 years which accounts the highest percent followed by 33.9% who had work experience of 6 - 10 years in the current hospital. 82.8% of our respondents had monthly income of 5000-9999 ETB. The majority of the respondents 318 (82.8%) had no training status related to leadership style (table 1).

Table 1: Socio-demography characteristics of nurses of JUMC, 2022 (n=384)

		Frequency	Percentage
Age	≤ 25	62	16.1
	26 – 30	213	55.5
	31 – 40	92	24.0
	41 – 50	9	2.3
	> 50	8	2.1
	<b>Total</b>		<b>384</b>
Sex	Male	164	42.7
	Female	220	57.3
	<b>Total</b>	<b>384</b>	<b>100.0</b>
Educational level	Diploma	39	10.2
	Degree	327	85.2
	Masters	18	4.7
	<b>Total</b>	<b>384</b>	<b>100.0</b>
Marital status	Single	141	36.7

	Married	231	60.2
	Divorced	11	2.9
	Widowed	1	.3
	<b>Total</b>	<b>384</b>	<b>100.0</b>
Work experience in the current hospital	< 2	63	16.4
	2.1 – 5	156	40.6
	6 – 10	130	33.9
	> 10	35	9.1
	<b>Total</b>	<b>384</b>	<b>100.0</b>
Monthly income (in ETB)	<5000	32	8.3
	5000 – 9999	318	82.8
	>10000	34	8.9
	<b>Total</b>	<b>384</b>	<b>100.0</b>
Training status on leadership	Yes	66	17.2
	No	318	82.8
	<b>Total</b>	<b>384</b>	<b>100.0</b>

### 5.1.2 Associated factors of perceived leadership styles

Associated factors of perceived leadership styles of nursing management: the percentage mean score of each associated variables of perceived leadership styles in this study was; 51.6% for job satisfaction, 37.6% for turnover intention, 50.7% for organizational commitment, for 46.7% work engagement, for 49.2% perceived organizational support and for 49.9% personal characteristics.

Table 2: Associated factors of perceived leadership styles among nurses (n=384)

Variables	N	Raw Mean $\pm$ Std. Deviation		%SM
Job satisfaction	384	3.0125	0.89824	51.6%
Turnover intention	384	2.5052	1.08286	37.6%
Organizational commitment	384	3.0299	0.97125	50.7%
Work engagement	384	2.8676	0.91038	46.7%
Perceived organizational support	384	2.9677	0.77695	49.2%
Personal characteristics	384	3.2296	0.58978	49.9%
Valid N (list-wise)	384			



## 5.2 Level of perception towards leadership style

Level of Perceived leadership styles of nursing management: The overall level of Perceived leadership styles of nursing management (percentage means score) of nurses participated in this study was 54.8% for perceived Transformational leadership style scale, 49.6% for perceived Transactional leadership style scale, 44.9% for perceived laissez-faire leadership style scale and 54.4% for perceived democratic leadership style scale.

According to the result of this study, staff nurses do scale transformational leadership style of nursing management more than they do other leadership style.

Table 3: Mean score of perceived leadership style of nursing management among nurses of JUMC, 2022 (n=384)

	N	Raw Mean	± Std. Deviation	%SM
Perceived Transformational	384	3.1918	7.91639	54.8%
Perceived Transactional	384	2.9844	2.81323	49.6%
Perceived Laissez-faire	384	2.7956	4.09968	44.9%
Perceived Democratic	384	3.1745	3.93914	54.4%
Valid N (list-wise)	384			

## 5.3 Factor associated with perceived transformational

In the simple linear regression analysis of perceived transformational leadership style; composite score of job satisfaction, turnover intention, composite score of organizational commitment, composite score of work engagement, composite score of perceived organizational support and composite score of personal characteristics were found associated with perceived leadership style composite score ( p-value <0.25).

Multiple linear regression analysis was conducted using the variables which were found associated in simple linear regression analysis. Candidate variables in simple linear regression analysis were entered to multiple linear regression analysis to identify possible factors associated with perceived transformational leadership style score. The amount of dependent variable explained by independent variable was shown by adjusted R square and it was found to be 18.2%. Multi collinearity between independent variables was checked using variance inflation factor (VIF) and the maximum VIF was found to be 1.565.

In this study job satisfaction composite score has a significant association with perceived transformational leadership style score. Therefore, keeping other variables constant a one unit increment in job satisfaction composite score results a 0.274 unit increment in perceived transformational leadership style [ $\beta=0.274$ , (95%CI: 0.173 - 0.374,  $p<0.001$ )]. Similarly, there was positive relationship between personal characteristics composite score and perceived transformational leadership style score. So, a unit increment in personal characteristics composite score increases perceived transformational leadership style composite score by 0.138 [ $\beta=0.138$ , (95%CI: 0.083 - 0.193,  $p<0.001$ )]. The other associated variable of perceived transformational leadership style score was composite score of organizational commitment. It was found that a unit increment in composite score of organizational commitment leads to decrement of perceived transformational leadership style score by 0.165 keeping other variables constant [ $\beta= -0.165$ , (95%CI= -0.267 - -0.064,  $p<0.01$ )]. In addition, composite score of work engagement was the significantly associated variable of perceived transformational leadership style score. Thus keeping other variables constant a one unit increment in composite score of work engagement leads a 0.127 unit increment in perceived transformational leadership style score [ $\beta=0.127$ , (95%CI= 0.032 - 0.222,  $p<0.01$ )].

Table 4: Simple and multiple linear regression analysis (stepwise) of perceived transformational leadership style of nursing management and associated factors among nurses of JUMC, 2022 (n=384)

Variables	Unstandardize		95% CI for B	
	d coefficients	P value		
	B		Lower	Upper
Turnover intention	0.167	0.001	0.109	0.225
Composite of job satisfaction	0.274	0.000**	-0.917	-0.376
Composite of organizational commitment	-0.165	0.001*	0.511	0.705
Composite of work engagement	0.127	0.009*	0.452	0.648
Composite of perceived organizational support	0.178	0.000	0.446	0.642
Composite of personal characteristics	0.138	0.000**	0.236	0.439

\*Significant at p value <0.01, \*\*significant at p value <0.001

#### 5.4 Factor associated with perceived transactional

In the simple linear regression analysis of perceived transactional leadership style; educational level, training status on leadership, composite score of job satisfaction, composite score of work engagement, composite score of organizational commitment, composite score of perceived organizational support, composite score of personal characteristics and turnover intention were found associated with perceived leadership style composite score ( p-value <0.25).

Multiple linear regression analysis was conducted using the variables which were found associated in simple linear regression analysis. Candidate variables in simple linear regression analysis were entered to multiple linear regression analysis to identify possible factors associated with perceived transactional leadership style score. The amount of dependent variable explained by independent variable was shown by adjusted R square and it was found to be 10.9%. Multi collinearity between independent variables was checked using variance inflation factor (VIF) and the maximum VIF was found to be 1.011.

In this study composite score of job satisfaction has a significant association with perceived transactional leadership style score. Thus, keeping other variables constant a one unit increment in job satisfaction composite score results a 0.296 unit increment in perceived transactional leadership style [ $\beta=0.296$ , (95%CI: 0.210 - 0.381,  $p<0.001$ )]. Additionally, educational level has a significant association with perceived transactional leadership style score. Therefore, keeping other variables fixed a one unit increment on educational level increased perceived transactional leadership style score by 0.279 [ $\beta=0.279$ , (95%CI: 0.030 - 0.529,  $p=0.028$ )].

Table 5: Simple and multiple linear regression analysis (stepwise) of perceived transactional leadership style of nursing management and associated factors among nurses of JUMC, 2022(n=384)

Variables	Unstandar dized coefficient s	P value	95% CI for B	
			Lower	Upper
Turnover intention	0.237	0.000	0.180	0.295
Educational level	0.191	0.028*	0.030	0.529
Training status on leadership	-0.270	0.045	-0.425	-0.115

Composite of job satisfaction	0.286	0.000**	0.210	0.381
Composite of organizational commitment	0.204	0.000	0.152	0.255
Composite of work engagement	0.057	0.211	0.005	0.110
Composite of perceived organizational support	0.103	0.023	0.051	0.156
Composite of personal characteristics	0.108	0.000	0.075	0.141
*Significant at p value = 0.028, **significant at p value <0.001				

### 5.5 Factor associated with perceived laissez-faire

In the simple linear regression analysis of perceived laissez-faire leadership style; sex, training status on leadership, composite score of job satisfaction, composite score of work engagement, composite score of organizational commitment, composite score of perceived organizational support, composite score of personal characteristics and turnover intention were found associated with perceived leadership style composite score ( p-value <0.25).

Multiple linear regression analysis was conducted using the variables which were found associated in simple linear regression analysis. Candidate variables in simple linear regression analysis were entered to multiple linear regression analysis to identify possible factors associated with perceived transactional leadership style score. The amount of dependent variable explained by independent variable was shown by adjusted R square and it was found to be 5.1%. Multi collinearity between independent variables was checked using variance inflation factor (VIF) and the maximum VIF was found to be 1.083.

In this study composite score of perceived organizational support and composite score of personal characteristics has a significant association with perceived laissez-faire leadership style score. For the first significant variable, a one unit increment in composite score of perceived organizational support results an increment of perceived laissez-faire leadership style score by 0.116 keeping another variables constant [ $\beta=0.116$ , (95%CI: 0.025 - 0.207,  $p=0.013$ )]. For the second significant variable, keeping another variables constant a one unit increment in composite score of

personal characteristics results a 0.095 unit increment in perceived laissez-faire leadership style score [ $\beta=0.095$ , (95%CI: 0.037 - 0.153,  $p=0.001$ )].

Table 6: Simple and multiple linear regression analysis (stepwise) of perceived laissez-faire leadership style of nursing management and associated factors among nurses of JUMC, 2022(n=384)

Variables	Unstandardize	P value	95% CI for B	
	d coefficients		Lower	Upper
	B			
Sex	0.127	0.217	0.009	0.246
Turnover intention	0.130	0.011	0.072	0.189
Training status on leadership	-0.161	0.235	-0.316	-0.005
Composite of job satisfaction	0.081	0.076	0.028	0.134
Composite of organizational commitment	0.106	0.020	0.054	0.159
Composite of work engagement	0.128	0.005	0.076	0.180
Composite of perceived organizational support	0.116	0.013*	0.037	0.153
Composite of personal characteristics	0.095	0.001**	0.025	0.207

\*Significant at p value = 0.013, \*\*significant at p value <0.01

#### 5.6 Factor associated with perceived democratic

In the simple linear regression analysis of perceived laissez-faire leadership style; age, sex, educational level, marital status, training status on leadership, composite score of job satisfaction, composite score of organizational commitment and composite score of personal characteristics were found associated with perceived leadership style composite score ( p-value <0.25).

Multiple linear regression analysis was conducted using the variables which were found associated in simple linear regression analysis. Candidate variables in simple linear regression analysis were entered to multiple linear regression analysis to identify possible factors associated with perceived transactional leadership style score. The amount of dependent variable explained by independent variable was shown by adjusted R square and it was found to be 2.8%. Multi collinearity between independent variables was checked using variance inflation factor (VIF) and the maximum VIF was found to be 1.104.

In this study composite score of job satisfaction has a significant association with perceived democratic leadership style score. Therefore, keeping other variables constant a one unit increment in job satisfaction composite score results a 0.096 unit increment in perceived democratic leadership style [ $\beta=0.096$ , (95%CI: 0.003 - 0.189,  $p=0.043$ )]. In addition, a unit increment in composite score of personal characteristics leads an in increment on perceived democratic leadership style by 0.067 keeping other variables fixed [ $\beta=0.067$ , (95%CI: 0.007 - 0.126,  $p=0.028$ )].

Table 7: Simple and multiple linear regression analysis (stepwise) of perceived democratic leadership style of nursing management and associated factors among nurses of JUMC, 2022(n=384)

Variables	Unstandardized	P value	95% CI for B	
	coefficients		Lower	Upper
	B			
Age	-0.097	0.126	-0.170	-0.024
Sex	0.162	0.116	0.044	0.281
Educational level	-0.179	0.182	-0.333	-0.025
Marital status	0.110	0.241	0.002	0.218
Training status on leadership	-0.271	0.045	-0.426	-0.116
Composite of job satisfaction	0.096	0.043*	0.003	0.189
Composite of organizational commitment	0.076	0.098	0.023	0.128
Composite of personal characteristics	0.067	0.028**	0.007	0.126

\*Significant at p value = 0.043, \*\*significant at p value <0.028

## CHAPTER SIX

### DISCUSSION

The study was conducted with the aim of assessing perception towards leadership style of nursing management and associated factors among nurses in JUMC, south west Ethiopia. The result pointed out that perceived transformational, perceived transactional, perceived laissez-faire and perceived democratic leadership style of nursing management percentage mean score was 54.8%, 49.6%, 44.9% and 54.4% respectively. Factors that are significantly associated with each four leadership styles were, job satisfaction, organizational commitment, work engagement and personal characteristics for transformational, educational level and job satisfaction for transactional, perceived organizational support and personal characteristics for laissez-faire and also job satisfaction and personal characteristics for democratic leadership style.

Mean score of the three (transformational, transactional, laissez-faire) leadership styles in this study was higher than the mean score result of study done in public universities of Ethiopia where the mean score result was 1.975, 1.915 and 1.948 respectively (26). Similarly the mean score of perceived democratic leadership style was also higher than that of the study conducted in public hospitals of Addis Ababa which in their case was 2.7060 (21). The difference with those studies might be due to the methodological differences, sampling technique and number of study participants. However, the current finding was lower than finding of a study conducted in Ghana where the row mean score was (16.7) transformational, (16.55) transactional, (13.15) laissez-faire and (15.07) democratic (6). This disparity can be attributed to methodological difference of our study. For one, in case of this study, a single health institution was involved where as the study in Ghana multiple hospitals were involved.

The significantly associated factors of perceived transformational leadership style in this study was job satisfaction, organizational commitment, work engagement and personal characteristics. Result of the study done in Saudi Arabia and two studies in Addis Ababa argued that there was a significant relationship between the Nurse Managers' Transformational Leadership Style, as Perceived by Staff Nurses, and the staff nurses' job satisfaction, organizational commitment and work engagement (28,67,68). This congruence might be by the fact that if staff nurses are satisfied with

their job and work environment is satisfying and suitable for work, the perception about their leadership style will become increased and better. Furthermore, this study found that personal characteristics of nurses is a significantly associated factor of perceived transformational leadership style; this might also be by the fact that professionals with better personal characteristics are more likely to have a rational judgment in their leadership style (which means an increased perceived leadership style). Additionally, those nurses who are more socially and people-oriented tend to prefer to work with a leader that emphasizes effective communication and group work. On the other hand, the significantly associated factors of perceived transactional leadership style are job satisfaction and educational level of nurses. The study in Ghana supported that there is a significant positive relation between this two (perceived transactional leadership style and job satisfaction) variables (6). This congruence might be due to as long as nurses know and implement the standards expected to be followed from the leader, they are comfortable with the leadership style and if they deviate from the standards they know that they will be punished so they take it as their fault.

Another significantly associated factor was educational level of nurses. This result is supported by the study in Saudi Arabia (69). This congruence may be due to nurses level of education affects their understanding towards standards that leaders follow.

The first factor that is significantly associated with perceived laissez-faire leadership style in this study was personal characteristics. This result was supported by the research conducted in south Africa (70). This agreement might be due to leader let employees use their ability to make decision, to solve their own problems , and experience to help them meet their goals with Little guidance from him/her so that nurses/employees can develop personality characteristics of making plans and follow with them, coming with new ideas and becoming deep thinkers.

The second significantly associated factor with perceived laissez-faire leadership style was perceived organizational support. Even though I didn't find researches on association of perceived organizational support and perceived laissez-faire leadership style, but in this study perceived organizational support was one of the significantly associated factor of perceived laissez-faire leadership style. The possible justification for this relation might be that when employees perceived value, care and reward from the organization, their perception related to their nursing management leadership style will somehow increase.



Finally, factors that are significantly associated with perceived democratic leadership style were job satisfaction and personal characteristics. This agrees with result of other study which referred to a perceived democratic leadership style as enhancing job satisfaction (71). This association can be due to managers implementing this leadership style encouraged nurses by participating and exchanging ideas with them; this results staff nurses satisfaction.

On the contrary, the other significant variable with this (democratic) leadership style was personal characteristics. This result supported by the result of other study (72). This congruence came due to nurses who has personal characteristics of insightful and extroversion are more likely chooses this leadership style because they choose to participate and exchange ideas with the leader to get comfortable work environment.

#### 6.1 Strength and Limitation of the study

- This study unlike previous studies included more independent variables in combination (some studies used two or 3 of the variables used in this study) which creates a more explanatory result of perceived leadership style.
- As compared to a previous study in the study area, this study used linear regression for the analysis which makes the variables hold more stronger information than that of using logistic regression
- When performing PCA on the organizational commitment variable the items those are loaded on two components were not omitted from the factor due to minimum number of items in the variable. The study classified those items depending on their loaded results.
- After performing PCA for all variables the components were combined into one by performing composite factor for the dependant variable perceived leadership style.

## CHAPTER SEVEN

### Conclusion and recommendation

#### 7.1 Conclusion

Jimma university medical center nurses perceived their managers leadership style as transformational more than other leadership styles. Besides associated factors such as job satisfaction, organizational commitment, work engagement and personal characteristics were the significant factors that are associated with perceived transformational leadership style, educational level of nurses and job satisfaction were for perceived transactional, perceived organizational support and personal characteristics were for perceived laissez-faire, job satisfaction and personal characteristics were for perceived democratic leadership style. And this associated variables can be considered for future efforts to increase level of perceived leadership styles of nursing management significantly.

#### 7.2 Recommendation

Based on the findings and conclusions of this study, the researcher suggested the following recommendations which they possibly be considered by senior management to increase employee engagement within the organization.

- Since staff nurses do scale transformational leadership style more than other leadership styles, leaders of nursing management at all level should implement this (transformational) leadership style to increase staff satisfaction and commitment which leads to achieve organizational goal.
- Leaders of the nursing management at all levels; top, middle, and front-line, should pay a great attention to individuals' personal characteristics differences among employees and treating them empathetically in accordance with existing situations. Additionally, the institution is also recommended to facilitate on personality development training for staff nurses.
- Since Job satisfaction was one of the important associated factors the institution should work on strategies in improving the satisfaction of its nurses; by providing additional supports, such as incentives, training on skill improvement and creating conducive work environment.

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## ANNEX - PCA result of variables

### Perceived leadership style

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.899
Bartlett's Test of Sphericity	Approx. Chi-Square	3900.304
	df	190
	Sig.	.000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.046	35.231	35.231	7.046	35.231	35.231	5.045	25.223	25.223
2	3.121	15.603	50.834	3.121	15.603	50.834	2.957	14.786	40.009
3	1.526	7.632	58.466	1.526	7.632	58.466	2.774	13.869	53.878
4	1.327	6.636	65.102	1.327	6.636	65.102	2.245	11.224	65.102
5	.705	3.523	68.624						
6	.673	3.365	71.990						
7	.642	3.210	75.200						
8	.570	2.850	78.050						
9	.539	2.693	80.743						
10	.449	2.246	82.988						
11	.444	2.220	85.208						
12	.434	2.172	87.381						
13	.396	1.978	89.359						
14	.383	1.913	91.272						
15	.366	1.831	93.103						
16	.327	1.634	94.737						
17	.293	1.465	96.202						
18	.273	1.363	97.565						
19	.258	1.290	98.856						
20	.229	1.144	100.000						

#### Rotated Component Matrix<sup>a</sup>

	Component			
	1	2	3	4
Instills pride in me for being associated with him/ her	.748			
Express confidence on goal achievements	.755			
Seeking different perspective in problem solving	.789			

Suggests new ways to completing my work	.771		
Treats me as individual rather than member of group	.647		
Goes beyond self-interest for the good of staff	.744		
He/ she Provides with assistants an exchange for my effort	.714		
He/she Clarifies my expectation when meeting perform expectation goal	.609		
Express satisfaction when meeting performance	.657		
Focuses attention on irregularities/ mistakes deviation from standards			.798
Directs my attention towards failures to meet standards			.794
Do not fail interfere until the problem is serious			.742
Avoids getting involved when important issues arise		.771	
is absent when needed		.766	
Avoids making decisions		.864	
Delays responding to urgent questions		.826	
Like to use his/her leadership power to help subordinates grow	.722		
Employees will exercise self-direction if they are committed to the objective	.829		
Always try to include one or more employees in determining what to do and how to do it	.822		
When there are references in role expectations, he/ she work with us to solve	.768		

## Job satisfaction

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.899
Bartlett's Test of Sphericity	Approx. Chi-Square	1999.170
	df	45
	Sig.	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.313	53.133	53.133	5.313	53.133	53.133	3.314	33.145	33.145
2	1.196	11.961	65.094	1.196	11.961	65.094	3.199	31.949	65.094
3	.726	7.265	72.359						

4	.625	6.248	78.607						
5	.488	4.881	83.488						
6	.405	4.054	87.542						
7	.392	3.923	91.464						
8	.313	3.129	94.594						
9	.284	2.839	97.432						
10	.257	2.568	100.000						

### Rotated Component Matrix<sup>a</sup>

	Component	
	1	2
The chance to do something that makes use of my abilities		.798
The feeling of accomplishment I get from the job		.774
The chances for advancement on this job		.712
The way my co-workers get along with each other		.679
The chance to try my own methods of doing the job		.771
The way hospital policies are put in practice	.759	
The praise I get for doing a good job	.806	
The freedom to use my own judgement	.825	
The way my boss handles his/her workers	.671	
The competence of my supervisor in making decisions	.772	

### Turnover intention

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.730
Bartlett's Test of Sphericity	Approx. Chi-Square	550.803
	df	3
	Sig.	.000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.360	78.663	78.663	2.360	78.663	78.663
2	.371	12.350	91.013			
3	.270	8.987	100.000			

#### Component Matrix<sup>a</sup>

	Component	
	1	
I plan to leave this organization as soon as possible		.900

I intend to ask people about new job opportunities	.896
I will probably look for a new job in the next year	.864

## Organizational commitment

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.783	
Bartlett's Test of Sphericity	Approx. Chi-Square	882.816
	df	15
	Sig.	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of	Cumulative %	Total	Loadings		Total	Loadings	
		Variance			% of	Variance		% of	Variance
1	3.188	53.131	53.131	3.188	53.131	53.131	2.346	39.102	39.102
2	1.033	17.217	70.348	1.033	17.217	70.348	1.875	31.246	70.348
3	.726	12.093	82.441						
4	.447	7.448	89.889						
5	.317	5.277	95.166						
6	.290	4.834	100.000						

### Rotated Component Matrix<sup>a</sup>

	Component	
	1	2
It would be very hard for me to leave my job at this organization right now	.421	.721
One of the few negative consequences of leaving my job at this organization		.810
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	.447	.710
Even if it were to my advantage, I do not feel it would be right to leave	.697	.410
This organization deserves my loyalty	.852	
I owe a great deal to this organization	.868	

## Work engagement

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.749	
Bartlett's Test of Sphericity	Approx. Chi-Square	1237.417
	df	21
	Sig.	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.176	45.368	45.368	3.176	45.368	45.368	2.595	37.072	37.072
2	1.783	25.466	70.833	1.783	25.466	70.833	2.363	33.762	70.833
3	.639	9.126	79.960						
4	.515	7.359	87.319						
5	.463	6.619	93.938						
6	.233	3.332	97.271						
7	.191	2.729	100.000						

### Rotated Component Matrix<sup>a</sup>

	Component	
	1	2
At my work, I feel bursting with energy		.802
When I get up in the morning, I feel like going to work		.904
At my work I always persevere, even when things do not go well		.906
I am proud on the work that I do	.672	
Time flies when I'm working	.895	
I feel happy when I am working intensely	.870	
It is difficult to detach myself from my job	.733	

### Perceived organizational support

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.674
Bartlett's Test of Sphericity	Approx. Chi-Square	342.574
	df	10
	Sig.	.000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	2.152	43.036	43.036	2.152	43.036	43.036	2.152	43.034	43.034
2	1.054	21.071	64.107	1.054	21.071	64.107	1.054	21.073	64.107
3	.855	17.110	81.217						
4	.574	11.482	92.700						
5	.365	7.300	100.000						

### Rotated Component Matrix<sup>a</sup>

	Component	
	1	2
The organization values my contribution to its well-being	.840	
The organization fails to appreciate any extra effort from me (R)	.826	
The organization would ignore any complaint from me (R)	.723	
The organization cares about my general satisfaction at work		.965
The organization shows very little concern for me (R)	.488	

### Personal characteristics

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.727
Bartlett's Test of Sphericity	Approx. Chi-Square	995.596
	df	55
	Sig.	.000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.053	27.756	27.756	3.053	27.756	27.756	2.064	18.766	18.766
2	1.927	17.515	45.271	1.927	17.515	45.271	1.936	17.603	36.368
3	1.310	11.905	57.176	1.310	11.905	57.176	1.825	16.593	52.961
4	1.102	10.016	67.191	1.102	10.016	67.191	1.565	14.230	67.191
5	.682	6.200	73.391						
6	.605	5.502	78.893						
7	.560	5.086	83.979						
8	.511	4.644	88.624						
9	.444	4.037	92.660						
10	.434	3.942	96.602						
11	.374	3.398	100.000						

### Rotated Component Matrix<sup>a</sup>

	Component			
	1	2	3	4
Is full of energy				.876
Has an assertive personality				.857
Is outgoing, sociable		.713		
Tends to find fault with others(R)		.785		
Is helpful and unselfish with others		.774		
Is considerate and kind to almost everyone			.751	
Preserve until the task is finished			.779	
Does things efficiently	.805			
Makes plans and follows through with them			.795	
Comes up with new ideas	.832			
Is ingenious, a deep thinker	.708			

## ANNEX: data collection tool

Information sheet

code; \_\_\_\_\_

Dear Respondent

My name is **Meron Teka**, I am MPH candidate in Health service management at Jimma University. I am conducting research on perceived leadership style of nursing management and associated factors among nurses in JUMC with my advisors Mr. Yibeltal Sirahin (PH, MPH, PHD ©, Asst.professor) and Mr. Wakuma Akafu (BSC, MPH)

You have been selected randomly from nurses who are working in this hospital to take part in this study survey and your participation is very important.

By completing this survey, you will be contributing to the goal of identifying best nursing leadership style and its associated factors and I will send you the study findings upon request.

All answers will be kept confidential to the extent possible. All information will be reported in the aggregate. participation in this study is voluntary, and you may refuse to answer any question found on the survey.

I thank you for your time and consideration in contributing to this study and if you have questions as a study subject, you may contact me via email: [tmeron92@gmail.com](mailto:tmeron92@gmail.com)

Do you agree to continue?

Yes; \_\_\_\_\_(sign)

No; \_\_\_\_\_



## Part one: Socio- demographic characteristics

Please answer the best describe you by checking (√) in the box provided

S.no	Variable	Options
1	Age	_____
2	Sex	Male <input type="checkbox"/> Female <input type="checkbox"/>
3	Educational level	<input type="checkbox"/> Diploma <input type="checkbox"/> Degree <input type="checkbox"/> MSC
4	Marital status	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed
5	Experience in this hospital (In Year)	_____
6	Monthly income (ET birr)	_____
7	Training status on leadership	<input type="checkbox"/> Yes <input type="checkbox"/> No

## Part Two: Perceived Leadership style Questionnaire

The following questions are used to evaluate leadership style and by having key points in mind, you can rate leadership style in your department/ward/OPD.

**Key: 1= not at all    2= once in a while    3= sometimes    4= often    5= frequently**

Please make ✓ on the right box provided.

Serial no	Items	1	2	3	4	5
1	Instills pride in me for being associated with him/ her					
2	Express confidence on goal achievements					
3	Seeking different perspective in problem solving					
4	Suggests new ways to completing my work					
5	Treats me as individual rather than member of group					
6	Goes beyond self-interest for the good of staff					
7	He/ she Provides with assistants an exchange for my effort					
8	He/she Clarifies my expectation when meeting perform expectation goal					
9	Express satisfaction when meeting performance					
10	Focuses attention on irregularities/ mistakes deviation from standards					
11	Directs my attention towards failures to meet standards					
12	Do not fail interfere until the problem is serious					
13	Avoids getting involved when important issues arise					
14	is absent when needed					
15	Avoids making decisions					
16	Delays responding to urgent questions					
17	Like to use his/her leadership power to help subordinates grow					
18	Employees will exercise self-direction if they are committed to the objectives					
19	Always try to include one or more employees in determining what to do and how to do it. However, he/ she maintain the final decision-making authority					
20	When there are references in role expectations, he/ she work with us to solve the differences					

## Part Three: Job satisfaction survey (MSQ)

The purpose of the following questions is to give you a chance to tell how you feel about your present job, what you are satisfied with and what you are not satisfied with. on the basis of your answers and those of people like you, we hope to get a better understanding of the things people like and dislike about their jobs.

- **Keeping the statement in mind: and check (√) the correct box**

1= very dissatisfied    2= dissatisfied    3= neutral    4= satisfied    5= very satisfied

S. no	Items	Scales				
		1	2	3	4	5
	<b>Intrinsic</b>					
1	The chance to do something that makes use of my abilities					
2	The feeling of accomplishment I get from the job					
3	Being able to keep busy all the time					
4	The chances for advancement on this job					
5	My pay and the amount of work I do					
6	The way my co-workers get along with each other					
7	The chance to try my own methods of doing the job					
	<b>Extrinsic</b>					
8	The way hospital policies are put in practice					
9	The praise I get for doing a good job					
10	The freedom to use my own judgment					
	<b>General satisfaction</b>					
11	The way my boss handles his/her workers					
12	The competence of my supervisor in making decisions					

### Part Four: Turnover intention measurement (MOAQ)

The following questions will assess whether you have a plan to leave this organization/hospital in the nearby future. Please make  $\surd$  on the right box.

1= Strongly disagree      2= Disagree      3= Neutral      4= Agree      5= Strongly agree

S. no	Items	1	2	3	4	5
1	For you, this company is the best of all possible organizations to work for.					
2	You will not give up this company easily.					
3	You are very likely to stay in this company for the next five years					
4	I plan to leave this organization as soon as possible					
5	I intend to ask people about new job opportunities					
6	I will probably look for a new job in the next year.					
7	I often think about quitting					

### Part Five: Organizational commitment questionnaire (OCQ)

Listed below are a series of statements that represent possible feelings that individual might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working (JUMC) please indicate the degree of your agreement or disagreement with each statement by checking ( $\surd$ ) one of the seven alternatives for each statement.

1-Strongly disagree      2- Disagree      3-Neither      4-Agree      5-Strongly agree

S. no		1	2	3	4	5	6	7
	<b>Affective Commitment</b>							
1	I would be very happy to spend the rest of my career in this organization							
2	I do not feel "emotionally attached" to this organization (R)							

<b>3</b>	This organization has a great deal of personal meaning for me							
	<b>Continuance Commitment</b>							
<b>4</b>	It would be very hard for me to leave my job at this organization right now even if I wanted to							
<b>5</b>	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere							
<b>6</b>	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice							
	<b>Normative Commitment</b>							
<b>7</b>	Even if it were to my advantage, I do not feel it would be right to leave							
<b>8</b>	This organization deserves my loyalty							
<b>9</b>	I owe a great deal to this organization							

\* An "R" denotes a negatively phrased and reverse scored item

### Part Six: Work engagement scale (UWES-9)

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have had this feeling, indicate how often you feel it by make (√) the number (from 1 to 5) that best describes how frequently you feel that way.

**1=Always 2=often 3=sometimes 4=rarely 5=never**

S.no	Item	Response scale				
		1	2	3	4	5
	<b>Vigor</b>					
<b>1</b>	At my work, I feel bursting with energy					
<b>2</b>	When I get up in the morning, I feel like going to work					
<b>3</b>	At my work I always persevere, even when things do not go well					
	<b>Dedication</b>					
<b>4</b>	My job inspires me					

5	I am proud on the work that I do					
6	To me, my job is challenging					
	<b>Absorption</b>					
7	Time flies when I'm working					
8	I feel happy when I am working intensely					
9	I get carried away when I'm working					
10	It is difficult to detach myself from my job					

### Part seven: Perceived organizational support scale (POSS)

Listed below on the next pages are statements that represent possible opinions that YOU may have about working at JUMC. Please indicate the degree of your agreement or disagreement with each statement by filling in the circle on your answer sheet that best represents your point of view about JUMC. Please choose from the following answers:

**1-Strongly disagree    2- Disagree    3-Neither    4-Agree    5-Strongly agree**

S.no	Items	1	2	3	4	5
1.	The organization values my contribution to its well-being					
2.	The organization fails to appreciate any extra effort from me. (R)					
3.	The organization would ignore any complaint from me. (R)					
4.	The organization really cares about my well-being.					
5.	Even if I did the best job possible, the organization would fail to notice. (R)					
6.	The organization cares about my general satisfaction at work.					
7.	The organization shows very little concern for me. (R)					

\* An "R" denotes a negatively phrased and reverse scored item

### Part Eight: Personality trait questionnaire

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

**1= Strongly disagree      2= Disagree      3= Neutral      4= Agree      5= Strongly agree**

S. no	Item	Scale				
		1	2	3	4	5
	<b>Extraversion</b>					
1	Is full of energy					
2	Generates a lot of enthusiasm					
3	Has an assertive personality					
4	Is outgoing, sociable					
	<b>Neuroticism</b>					
5	Is emotionally stable, not easily upset(R)					
6	Gets nervous easily					
	<b>Agreeableness</b>					
7	Tends to find fault with others(R)					
8	Is helpful and unselfish with others					
9	Can be cold and aloof(R)					
10	Is considerate and kind to almost everyone					
11	Likes to cooperate with others					
	<b>Conscientiousness</b>					
12	Can be somewhat careless(R)					
13	Is a reliable worker					

14	Tends to be disorganized(R)					
15	Preserve until the task is finished					
16	Does things efficiently					
17	Makes plans and follows through with them					
	<b>Openness to Experience</b>					
18	comes up with new ideas					
19	Is ingenious, a deep thinker					
20	Prefers work that is routine(R)					

\* "R" denotes reverse-scored items.



መረጃ መስቀል ቅጽ

መለያ ቁጥር -----

ወድ ተጠሪ

ሚሮን ተካ እባላለሁ በጅም ዩኒቨርሲቲ በጤና አገልግሎት አስተዳደር የ MPH እጩ ነኝ። በJUMC ውስጥ ባሉ ነርሶች መካከል በሚታወቁ የነርሲንግ አስተዳደር የአመራር ዘይቤ እና ተያያዥ ምክንያቶች ላይ ምርምር እያደረግሁ ነው። በጥናቱ አማካሪነት አቶ ይበልጣል ስራህን (PH, MPH, PhD, Asst. Professor) እንዲሁም አቶ ዋቁማ አካፉ (BSc, MPH) አብረውኝ አሉ።

በዚህ የጥናት ዳሰሳ ላይ ለመሳተፍ በዚህ ሆስፒታል ውስጥ እየሰሩ ካሉ ነርሶች በዘፈቀደ ተመርጠዋል እና የእርስዎ ተሳትፎ በጣም አስፈላጊ ነው።

ይህንን የዳሰሳ ጥናት በማጠናቀቅ፣ ምርጥ የነርሲንግ አመራር ዘይቤን እና ተያያዥ ምክንያቶችን ለመለየት ግቡ ላይ አስተዋፅዖ ያደርጋሉ እና የጥናት ግኝቶቹን በጥያቄ እልክልዎታለሁ።

ሁሉም መልሶች በተቻለ መጠን በሚስጥር ይቀመጣሉ። ሁሉም መረጃዎች በድምሩ ሪፖርት ይደረጋሉ። በዚህ ጥናት ውስጥ መሳተፍ በፈቃደኝነት ነው፣ እና በዳሰሳ ጥናቱ ላይ የተገኘ ማንኛውንም ጥያቄ ለመመለስ እምቢ ማለት ይችላሉ።

ለዚህ ጥናት አስተዋፅዖ ስላደረጋችሁት ጊዜ እና አሳቢነት አመሰግናለሁ እና እንደ የጥናት ርዕሰ ጉዳይ ጥያቄዎች ካሎት በኢሜል tmeron92@gmail.com ሊያገኙኝ ይችላሉ።

ለመቀጠል ተስማምተዋል?

አዎ; \_\_\_\_\_ (ፊርማ)

አይ; \_\_\_\_\_

**ክፍል አንድ፡ ስነ-ሕዝብ ባህሪያት**

እባክዎን በተጠቀሰው ሳጥን ውስጥ (✓) ላይ ምልክት በማድረግ የተሻለውን መግለጫ ይመልሱ

S.no	ተለዋዋጭ	አማራጮች
1	ዕድሜ	_____
2	ፆታ	<input type="checkbox"/> ወንድ <input type="checkbox"/> ሴት
3	የትምህርት ደረጃ	<input type="checkbox"/> ዲፕሎማ <input type="checkbox"/> MSC
4	የጋብቻ ሁኔታ	<input type="checkbox"/> ያላገባ <input type="checkbox"/> <input type="checkbox"/> ያገባ የተፋታ <input type="checkbox"/> ባልየ ሞተባት
5	በዚህ ሆስፒታል ውስጥ ልምድ (በዓመት)	_____
6	ወርሃዊ ገቢ (ET ብር)	_____
7	የአመራር ክህሎት ስልጠና ስልጠነዎል?	<input type="checkbox"/> አወ <input type="checkbox"/> አልወሰድኩም

**ክፍል ሁለት፡ የአመራር ዘዴ ግንዛቤ መለኪያ መጠይቅ ቅጽ**

የሚከተሉት ጥያቄዎች የአመራር ዘዴዬን ለመገምገም ያገለግላሉ እና ቁልፍ ነጥቦችን ከግምት ውስጥ በማስገባት በክፍልዎ/ዎርድ/አፒዲ ውስጥ የአመራር ዘዴዬን መመዘን ይችላሉ።



13	አስፈላጊ የሆኑ ጉዳዮች በሚኒ ሱብት ጊዜ ጣልቃ አይገባም/አትገባም					
14	በሚፈለግበት ጊዜ አይገኝም/አትገኝም					
15	ወሳኔዎችን ከማድረግ ይቆጠባል።					
16	ለአስቸኳይ ጥያቄዎች ምላሽ መስጠትን ያዘገያል					
17	የበታች ሰዎች እንዲያድጉ ለመርዳት የሱን/ሷን መሪነት ይጠቀማል					
18	የሰራውን አላማ እስከተረዱ ድረስ ሰራተኞች በራሳቸው መንገድ እንዲሰሩ ያበረታታል/ታበረታታለች					
19	ምን ማድረግ እና እንዴት ማድረግ እንዳለበት/ባት ለመወሰን ሁልጊዜ አንድ ወይም ከዚያ በላይ ሰራተኞችን ለማካተት ይሞክራል/ትሞክራለች። ሆኖም እሱ/ እሷ የመጨረሻውን የወሳኔ ሰጪባለስልጣን ነው/ናት።					
20	ሚና የሚጠብቁ ልዩነቶች ሲኖሩ, እሱ / እሷ ልዩነቶችን ለመፍታት ከእኛ ጋር ይሰራሉ					

**ክፍል ሶስት፡ የሰራ እርካታ ዳሰሳ (MSQ)**

የሚከተሉት ጥያቄዎች አላማ አሁን ስላሉበት ስራ ምን እንደሚሰማዎት፣ ምን እንደረካዎት እና ያልረካዎትን ነገር እንዲናገሩ እድል ለመስጠት ነው። በእርስዎ መልሶች እና እንደ እርስዎ ባሉ ሰዎች ላይ፣ ሰዎች ስለ ሥራቸው የሚወዷቸውን እና የማይወዷቸውን ነገሮች የበለጠ ለመረዳት ተስፋ እናደርጋለን። መግለጫውን በአእምሯችን መያዝ፡ እና (✓) ትክክለኛውን ሳጥን ላይ ምልክት ያድርጉ

1= በጣም እርካታ የለኝም    2= አልረካም    3= ገለልተኛ    4= ረክቻለሁ    5= በጣም ረክቻለሁ

ተ. ቁ	ዝርዝር መስፈርት	መለኪያ				
		1	2	3	4	5
1	ችሎታዎቼን መጠቀም የምችልበት እድሉ					

	አለኝ					
2	ከሥራው የማገኘት ዓይነት ስሜት					
3	ሁል ጊዜ በሥራ መጠመድ መቻል					
4	በዚህ ሥራ ላይ የእድገት እድሎች					
5	የኔ ክፍያ እና የምስራው ስራ መጠን					
6	የስራ ባልደረቦቼ እርስ በርስ የሚሰማቸው መንገድ					
7	ስራውን ለመስራት የራሴን ዘዴዎች ለመጥቀስ እድል					
	<b>ውጭ</b>					
8	የሆስፒታል ፖሊሲዎች በተግባር ላይ የሚወሰኑት መንገድ					
9	ጥሩ ስራ በመስራት ያገኘሁት ምስጋና					
10	የራሴን ፍርድ የመጠቀም ነፃነት					
	<b>ጥቅል እርካታ</b>					
11	አለቃዬ ስራተኞቼን የሚይዝበት መንገድ					
12	ወሳኔዎችን ለማድረግ የተቆጣጠሪዬ ብቃት					

**ክፍል አራት፡ ስራ ቦታ የመቀየር ፍላጎት መለኪያ (MOAQ)**

የሚከተሉት ጥያቄዎች በቅርብ ጊዜ ውስጥ ከዚህ ድርጅት/ሆስፒታል ለመውጣት እቅድ እንዳሉት ይገመገማሉ። እባክዎን በትክክለኛው ሳጥን ውስጥ የ  $\sqrt$  ምልክት ያድርጉ።

1= በጣም አልሰማም 2= አልሰማም 3= ገለልተኛ 4= እስማማለሁ 5= በጣም እስማማለሁ

ተ.ቁ	ዝርዝር መስፈርት	1	2	3	4	5
1	ለእርስዎ፣ ይህ ኩባንያ በወሰጡ ለመስራት ከሚቻሉት ድርጅቶች ሁሉ ምርጡን ወ።					
2	ይህን ኩባንያ በቀላሉ አሳልፈው አይሰጡም					
3	በዚህ ኩባንያ ወሰጥ ለሚቀጥሉት አምስት ዓመታት የመቆየት እድሎት ከፍተኛ ነው					
4	ይህን ድርጅት በተቻለ ፍጥነት ለመልቀቅ እቅድ አሎት					
5	ሰዎችን ስለ አዲስ የስራ እድሎች ለመጠየቅ አስባለሁ					
6	ምናልባት በሚቀጥለው ዓመት አዲስ ሥራ እፈልግ ይሆናል					
7	ብዙ ጊዜ ስለ ማቆም አስባለሁ					

**ክፍል አምስት፡ ድርጅታዊ ቁርጠኝነት መጠይቅ (OCQ)**

ከዚህ በታች የተዘረዘሩት ግለሰቦች ስለሚሠሩበት ኩባንያ ወይም ድርጅት ሊኖራቸው የሚችለውን ስሜት የሚወክሉ ተከታታይ መግለጫዎች ናቸው። አሁን እየሰሩበት ስላለው ድርጅት (JUMC) የራስዎን ስሜት በተመለከተ እባክዎ ለእያንዳንዱ መግለጫ ከአምስቱ አማራጮች ውስጥ አንዱን (✓) በማጣራት የእርስዎን ስምምነት ወይም አለመግባባት ደረጃ ያመልክቱ።

1 - በጣም አልስማማም 2 - አልስማማም 3- ገለልተኛ 4- እስማማለሁ 5- በጣም

ተስማሙ

ተ.ቁ	ዝርዝር መስፈርት	1	2	3	4	5
	ስሜታዊ ቁርጠኝነት					

1	ቀሪ ወን የ ስራ ዘመኔን በዚህ ድርጅት ወሰን ገባለሁ በጣም ደስተኛ ነኝ					
4	ከዚህ ድርጅት ጋር “በስሜት የተቆራኘሁ” አይመስለኝም። (R)					
5	ይህ ድርጅት ለእኔ ትልቅ የግል ትርጉም አለው። ዘለቄታዊ/ቀጣይ ቁርጠኝነት					
7	ምንም እንኳን ብፈልግም አሁን በዚህ ድርጅት ወሰን ሥራዬን መተውለእኔ በጣም ከባድ ይሆንብኛል					
11	በዚህ ድርጅት ወሰን ሥራዬን መልቀቅ ከሚያስከትላቸው ጥቂት አሉታዊ ውጤቶች አንዱ በሌሎች ቦታዎች ያሉ አማራጮች እጥረት ነው።					
12	ለዚህ ድርጅት መስራቱን እንድቀጥል ካደረጉት ዋና ምክንያቶች አንዱ መልቀቅ ትልቅ የግል መስዋዕትነት ይጠይቃል መደበኛ ቁርጠኝነት					
14	የሚጠቅመኝ ቢሆንም እንኳ መተው ትክክል እንደሆነ አይሰማኝም					
16	ይህ ድርጅት ታማኝነቴ ይገባዋል					
18	ለዚህ ድርጅት ትልቅ ዕዳ አለብኝ					

\* "R" የሚያመለክተው አሉታዊ በሆነ መልኩ የተፈረመ እና የተገለበጠን ጥል ነው።

**ክፍል ስድስት፡ የ ስራ ተሳትፎ ልኬት (UWES-9)**

የሚከተሉት 17 መግለጫዎች በስራ ላይ ያለዎትን ስሜት የሚመለከቱ ናቸው። እባክዎ እያንዳንዱን መግለጫ በጥንቃቄ ያንብቡ እና ስለ ሥራዎ እንደዚህ አይነት ስሜት የሚሰማዎት ከሆነ ይወስኑ። ይህ ስሜት ከተሰማዎት ምን ያህል ጊዜ እንደሚሰማዎት

በተሻለ ሁኔታ የሚገልጸውን ቁጥር (ከ 1 እስከ 5) (✓) በማድረግ ምን ያህል ጊዜ እንደሚሰማዎት ያመልክቱ።

1=ሁልጊዜ 2=ብዙ ጊዜ 3=አንዳንድ 4=አልፎ አልፎ 5=በጭራሽ

ተ.ቁ	ዝርዝር መስፈርት	መለኪያ				
		1	2	3	4	5
	ብርታት					
1	በሥራዬ፣ ከፍተኛ ብርታት ይሰማኛል					
3	በማለዳ ስነ ሳ ወደ ስራ የመሄድ ፍላጎት ይሰማኛል።					
6	ነገሮች ጥሩ ባይሆኑም እንኳ በሥራዬ ሁልጊዜ እጸናለሁ።					
	<b>ለአላማ መቆም</b>					
9	ሥራዬ ያነሳሳኛል					
10	በምሥራው ሥራ እኮራለሁ					
11	ለኔ ስራዬ ፈታኝ ነው					
	<b>በስራ መስጠም</b>					
12	እኔ ስራ ጊዜ ይበራል።					
14	ጠንክሬ ስራ ደስተኛ ነኝ					
16	በምሥራበት ጊዜ መሉ ትኩረቴን ስራዬ ላይ አደርጋለሁ					
17	ራሴን ከስራዬ ማላቀቅ ከባድ ነው					

**ከፍል ሰባት፡ የድርጅታዊ ድጋፍ ግንዛቤ ልኬት (POSS)**

ከዚህ በሚቀጥሉት ገጾች ላይ በJUMC ውስጥ ስለመስራት ሊኖሩዎት የሚችሉ አስተያየቶችን የሚወክሉ መግለጫዎች አሉ። እባክዎ ስለ JUMC ያለዎትን አመለካከት በተሻለ የሚወክለውን በመልስ ወረቀትዎ ላይ ያለውን ክብብ በመመላት ከእያንዳንዱ



መግለጫ ጋር ያለዎትን ስምምነት ወይም አለመግባባት ደረጃ ያመልክቱ። እባክዎን ከሚከተሉት መልሶች ይምረጡ።

- 1 - በጣም አልስማማም      2 - አልስማማም      3- ገለልተኛ      4- እስማማለሁ      5- በጣም ተስማሙ

ተ.ቁ	ዝርዝር መስፈርት	1	2	3	4	5
1	ድርጅቱ ለደህንነቱ የእኔን አስተዋፅኦ ከፍ አድርጎ ይመለከተዋል					
2	ድርጅቱ ከእኔ ማንኛውንም ተጨማሪ ጥረት ማድነቅ አልቻለም። (R)					
3	ድርጅቱ ከእኔ የሚመጣን ማንኛውንም ቅሬታ ችላ ይላል። (R)					
4	ድርጅቱ ለደህንነቱ በጣም ያስባል					
5	የተቻለኝን ስራ ብስራም ድርጅቱ አያስተወለወም። (R)					
6	ድርጅቱ በሥራ ላይ ስላለኝ አጠቃላይ እርካታ ያስባል					
7	ድርጅቱ ለእኔ የሚያሳየው ትኩረት በጣም ትንሽ ነው። (R)					

\* "R" የሚያመለክተው አሉታዊ በሆነ መልኩ የተፈረመ እና የተገለበጠን ጥል ነው።

**ክፍል ስምንት፡ ስነ ስብዕና መጠይቅ ቅፅ**

ለእርስዎ ሊተገበሩ ወይም ላይሆኑ የሚችሉ በርካታ ባህሪያት እዚህ አሉ። ለምሳሌ ከሌሎች ጋር ጊዜ ማሳለፍ የምትወዱ ሰው መሆንዎን ተስማምተዋል? በዚህ መግለጫ ምን ያህል እንደተስማሙ ወይም እንደማይስማሙ ለማሳየት ከእያንዳንዱ መግለጫ ቀጥሎ ቁጥር ይጻፉ።

1= በጣም አልስማማም 2= አልስማማም 3= ገለልተኛ 4= እስማማለሁ 5= በጣም

እስማማለሁ

ተ.ቁ	ዝርዝር መስፈርት	መለኪያ				
	እሱ/እሷ	1	2	3	4	5
	<b>Extraversion(ኤክስትራቨርሽን)</b>					
1	በሃይል የተሞላ					
2	ብዙ ጉጉትን ይፈጥራል					
3	አሳማኝ ስብዕና ያለው					
4	ተግባቢ ነው					
	<b>Neuroticism(ኒውሮቲሲዝም)</b>					
5	በስሜት የተረጋጋ፣ በቀላሉ የማይበሳጭ(R)					
6	በቀላሉ ይረበሻል					
	<b>Agreeableness(አግሬብልነት)</b>					
7	በሌሎች ላይ ስህተት የማግኘት ዝንባሌ አለው(R)					
8	ሌሎችን የማረዳ እና ከራስ ወዳድነት ነፃ የሆነ					
10	ቀዝቃዛ እና የተራቀቀ ሊሆን ይችላል (R)					
11	ለሁሉም ማለት ይቻላል አሳቢ እና ደግነው					
12	ከሌሎች ጋር መተባበር ይወዳል					
	<b>Conscientiousness(ኮንሻሽንስነስ)</b>					
13	በመጠኑም ሊሆን ግድየለሽ ሊሆን ይችላል (R)					
14	ታማኝ ሠራተኛ ነው					
15	ያለ መደራጀት/ዝብርቅርቅ የማለት ዝንባሌ (R)					
16	ሥራው እስኪያልቅ ድረስ ይጸናል					
17	ነገሮችን በብቃት ይሰራል					

18	እቅድ ያወጣል በቅዱም ይመራል					
	<b>Openness to Experience</b>					
19	አዳዲስ ሀሳቦችን ያመጣል					
20	ብልህ፣ ጥልቅ አሳቢ ነው					
21	መደበኛ (R) ሥራን ይመርጣል					

\* “R” በግልባጭ ተቀመጡ ነገሮችን ያመለክታል።

Guca Odeeffannoo Funaanuu

Lakk. \_\_\_\_\_

Kabajamoo Gaafatamaa

Maqaan koo Meeroon Takkaan jedhama. Ani Yuunivarsiitii Jimmaatti Kaadimamtuu barataa digrii lammaffaa Bulchiinsa tajaajila fayyaa (MPH) ti.

Qorannaa deegarsaa kutaa Giddu gala Medikaala Jimmaa Yunivarsiitiitti hojjattoota Narsii irratti sirna bulchiinsaa fi gaggeessummaa irratti rakkoolee beekamoo fi kanneen bulchiinsaan wal qabatan irratti qorannoo gaggeessaan jira. Qorannoo koo kana irratti akka gargaartotaatti Obbo Yibelxaal Siraahinii (Gargaaraa Profeseraa PH.MPH.PHD) fi obbo Waaqumaa Akaafaa(BSc. MPH) na waliin jiru.

Qorannoo kanarratti kan hirmaatan Narsootni hospitaala kana keessa hojjataa jiran fedhii isaaniin kan fildatamanii fi ga'een keessan baay'ee murteessaa dha. Qorannoo kana raawwachuuf, sirna bulchiinsa Narsingii gaarii akkasumas rakkoolee jiran adda baasuuf ga'een keessan ol aanaa waan ta'eef qorata barruu (questionnaire) bifa gaaffiin isiniifan erga. Deebii gaaffiileef kennitan bifa Iccitiin ta'een kaa'ama. Gabaasa qorannoo irratti waa'een kessan hin ibsamu. Odeeffannowwan kennaman walii galaan bifa gabaasaan taa'u. Qorannoo kana irratti hirmaachuuf fedhii keessan guutuu waan gaafatuuf, deebii gaaffiileef Lakkii kan jedhuu deebii kennuu dandeessu.

Kanaafuu, yaadaa fi Yeroo keessan haarsaa gootanii waan na deggertaniif isin galateeffachaa kutaalee gaaffilee qoranichaa irratti waan isiniif hin galle yoo jiraate karaa email koo na qunnamuu dandeessu.

Itti fufuuf Walii galtanii?

Eeyyee: \_\_\_\_\_ (Mallattoo)

Lakkii: \_\_\_\_\_

**Kutaa Tokko: Amalawwaan ummataa**

Maaloo sanduqaa isinii kennamee keessatti (✓) godhaa

Lak k	Tartiiba gaaffii	Safartuu
1	Umurii	
2	Saala	<input type="checkbox"/> Dhiiraa <input type="checkbox"/> Dubaraa
3	Sadarkaa barnootaa	<input type="checkbox"/> Dipiloomaa <input type="checkbox"/> Digirii <input type="checkbox"/> Maastarsii
4	Haala ga'ilaa	<input type="checkbox"/> Kan hinfunne <input type="checkbox"/> Kan fudhee <input type="checkbox"/> Kan wal hiikee <input type="checkbox"/> Kan abbaamana jala du'e
5	Hospitaala kana keessatti muxxannoo isiin qaban (Waggatti)	
6	Galii Ji'aa (Qarshii)	
7	Leenjii bulchinsaa fudhataniruu?	<input type="checkbox"/> Eyyee <input type="checkbox"/> Hin fudhane

### Kutaa Lamaa: Malaa hoggansaa hubannoo isaa hubbannoo umuu

Gaffiwwaan armaan gadii akkataa bulchiinsaa madaaluuf fayadu. Gaffiwwan ijoo tilmaamaa keessaa galchuu dhaan kutaa keessan keessatti akkataa bulchiinsaa madaaluu nidandeessu.

1= Tasuumaa miti    2= Darbee darbee    3= Altokko tokko    4= Albaay'ee    5= Irra dedebi'ee

Lak k	Tartiiba gaaffii	Safartuu				
		1	2	3	4	5
1	Isaa/ shee wajjiin hojochuu kotiin naa bonaa					
2	Galmaa argamuun ammanamumaa ni ibsa/ sitii					
3	Rakko hikkuuf ilaalchaa adda ni barbaada/ dii					
4	Hojii koo karaalee haraa ani ittin xumurachuu danda'uu nattii agarsiisa/ stii					
5	Miseensaa garee irraa akka dhunfaatti ha ilalaa/ tii					
6	Bu'aa isaa/ shee irraa kan hojeetootaatiif yaada/ dii					
7	Jijjiraa tattaafiikootiitis gargartootaa naaf rammada/ dii					

8	Wantootaan gochuu qabuuf ibsaa naf kenna/ itii					
9	Hawwiin koo yeroo garii ta'uu gammachuu isaa ni ibsaa/ itii					
10	Dogogoraa hojii idileetiin alaa dogogorotaa jiraan irratti xiyeefata/ tii					
11	Xiyyeeffannoon koo hojii safartuu hinqabnee irratti godha/ tti					
12	Rokkochii hammaa hanga ta'uuti gidduu hinseenu/ ntii					
13	Dhimootnii barbachiisaan ta'an yammuu ka'anuu giddu hinseenu/ ntu					
14	Yeroo barbaadamuutii hinargamu/ mtu					
15	Murteewwaan gochuu irraa of eegataa/ tti					
16	Gaffiwwaan arkifachiisoodhaaf deebii kennuuf ni haarkifata/ tti					
17	Namoonnii sadarkaa gadi annaa irraa jiranuu akka gudatanuuf itti gafatamumaa isaa nifayyadamaa/ mtii					
18	Kayyoo hojiichaa akka hubatanitti hojeetoonnii karaa isaanittin akka hojeetanuu ni jajjabeessaa/ itii					
19	Maal gochuu fi akkamiti akka gochuu qabu murteessuu yeroo hundaa hojjetaa tokko yookan lamaa hammachuuf yaala. Ta'uus inni/ ishee murtee isadhummaa keenuuf abbaa tayitaa isaa dhummati					
20	Adda addummaan ga'ee eeggatan yoo jirataan inni/ ishee garararummaa hikuuf nuu waliin hojetuu					

### Kutaa sadii: Gaffiwwaan fedhii hojii

Kayyoon gaffiwwaan armaan gadii hojii amma keessaa jirraan irratti maaltu akka isiniiti dhaga'amu, maaltu akka isiin gammachisee/ isiin gammachisnee akka hasooftaanuuf carraa kennudhaafii. Deebii keessaniiti namootaa akka keessani jiranu irratti namoonii waa'ee hojii isaanii waan jaalatanuu fi waan hin jaalanne

hubachuudhaan abdi gona. Ibsichaa samuu keessan keessati qabachuudhan sanduqaa sirri keessatti (✓) godha.

1= Gammachuu baay'ee hin qabu    2= Hingammadu    3= Lammaniittiyyuu kan hinqabne    4= Gammadeera    5= Baay'ee gammadeera

Lakk	Tartiiba gaaffii	Safartuu				
		1	2	3	4	5
1	Dandeettiwwaan koo fayyadamudhaaf carraa qaba					
2	Qufiinsaa fedhii an hojiicha irraa argadhuu					
3	Yeroo hunda hojiin qabamu danda'u					
4	Hojii kana irratti carraa guddinaa					
5	Hojii kootii fi hanga kaffaltii isaa					
6	Karaa waliigaltee anilteewwan kootii					
7	Hojiicha hojjechuuf malan carraa qabu dha					
8	Imaammatni hospitaalichaa karaa isaan ittin hojii irra olan					
9	Hojii gaarii hojjechuun galataa ani argadhee					
10	Biilisummaa murtee kootiin fayadamuu					
11	Hoganaan koo karaa itti qabu					
12	Murteewwaan gochuuf gahuumsa to'aataa kootii					

### Kutaa Afuur: Safartuu jijjiraa bakka hojii

Gaffiwwaan armaan gadii yeroo dhiyootii hospitaala kana keessaa bahuuf karoora akka qabdaan ni maadalu. Maloo sandqaa sana keessattii (✓) godha.

1= Baay'ee walii hin galuu    2= Walii hin galu    3= Lammaniittiyyuu kan hin qabne    4= Waliin gala    5= Baay'een walii gala

Lakk	Tartiiba gaaffii	Safartuu				
		1	2	3	4	5
1	Dhabbatnii kuun dhabata isiin keessatti hojetanu keessaa filatamaa dha					
2	Dhabbata kana haala salphaan dabarsitanii hin kennitan					
3	Dhabbata kana keessaa carraa isiin waggaa shaan					

	dhabbatichaa keessaa turtan olaana dha					
4	Dhabbata kana yoo danda'amee gadii dhisuuf karoora qabdu?					
5	Carra hojii haara namootaa gaffachuuf naa yaada					
6	Tarii waggaa dhufuu hojii haara na barbaada ta'a					
7	Yeroo baay'ee hojii kana dhisuuf na yaada					

### Kutaa Shaan: Safartuu kutannoo dhabbataa

Namoonni armaan gaditti tarrefaman dhabbata keessa hojatan kessatti mira itti dhagahamuu bakka bu'u kan danda'u kannen arman gaditti tarrefamanii dha. Fillannowan shanan tarrefaman keessa tokko fillachun kan itti walii gala yookan itti wali hin galuu jechuun hubachisa.

1= Baay'ee walii hin galuu    2= Walii hin galu    3= Lammaniittiyyuu kan hin qabne  
4= Waliin gala    5= Baay'een walii gala

Lakk	Tartiiba gaaffii	safartuu				
		1	2	3	4	5
1	Haafan yeroo koo as keessatti yoon dabarsee baay'ee gammada					
2	Dhabbataa kana wajjiin mirran waanin qindoomee naati hin fakkatu					
3	Dhabbatnii kun anaaf hikka dhunfa gudda qaba					
4	Yoo akkam barbadeelee dhabbata kana keessa gadi dhisuun anaaf ulfataa dha					
5	Dhabbata kana keessatti hojii koo gadhisuuf waantooni dhunfaan hanqinaa filaannoowwaan bakka bira jiru dha					
6	Dhabbata kanaaf hojachuuf akkana itti fufu sababa godhan keessaa gadhisuu arsaa dhunfaa gudda gaafataa					
7	Waan naa fayyaduu ta'ulee hojii koo gadhisuun siri ta'u isaa nati hin mullatuu					
8	Dhabbatnii kun amanamummaan koo ni ta'af					



9	Dhabbata kanaf itti gaffatamummaa gudda qaba					
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### Kutaa Ja'a: Safartu hirmaana hojii

Ibsooni kannen aramn gadii feedhii isiin hojii irratti qabdan kan mul'isudha. Adaraa tokko tokkoon ibsa kana dubbisatti hojii keessan irratti feedhii akanaa yoo isinitti dhagahamee murteessa. Fedhiin akana yoo isinittii dhagahamee hamam akka issinitti dhagahamee kan ibsuu filadhuuti (√) godhaa.

1=Yeroo hunda      2= Yeroo baay'ee      3=Yeroo tokko tokko      4=Darbe darbe

5= Tassumaa

Lakk	Tartiiba gaaffii	safartuu				
		1	2	3	4	5
1	Hojiikotiin jabina guddaatu natti dhagahama					
2	Ganamaan yeroon ka'uu fedhii gara hojii deemun qaba					
3	Wantoonni garii ta'uu baatanuus hojii koo irratti yeroo hunda murta'aa dha					
4	Hojiin koo kakka'umsa naaf kenna					
5	Hojiin hojjedhu irratti gammachuu guddaan qaba					
6	Hojiin koo anaaf qormaata					
7	Ani yeroon hojjedhu sa'atiin deemaa					
8	Jabaadhe yeroon hojjedhu nan gammada					
9	Yeroon hojii hojjedhu xiyyeeffannaan koo hundi gara hojii kotii					
10	Ofii koo hojii koo irraa gadlakkisuu anaaf jabaadha					

### Kutaa Torba: Safartu hubannoo gargaarsa dhaabbattoota

Guchoota armaan gadi keessatti JUMC keessa hojachuuf yaadata isin qabdanu bakka bu'uu kan dandaa'an ibsa jira. Maaloo yaada qabdanuu (√) godha.

1= Baay'ee walii hin galuu      2= Walii hin galu      3= Lammaniittiyyuu kan hin qabne

4= Waliin gala      5= Baay'een walii gala

Lakk	Tartiiba gaaffii	Safartu
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		1	2	3	4	5
1	Dhaabbatichi nageegya isaatiif gahee koo ol kaasa ilaala					
2	Dhaabbatichi ana irraa wantoota dabalataa dinqisiifachuu hin dandegye					
3	Dhaabbatichii komii narra dhufu huda ni laaffisa <sup>4</sup>					
4	Dhaabbatichii nageegya kootiif baay'ee yaada					
5	Hojii fayya'aa hojjedhus dhaabbatichii hin hubatu					
6	Dhaabbatichi gammachu hojicha irratti qabu ni yaada					
7	Dhaabbatichi xiyyeeffannoo anaaf qabu					

### Kutaa Saddeet: Unka gaaffii sansakaa

Amaloota hogganna/tuu raawwatamanuu fi kan hin raawwatamne hedduun as keessa jiru. Fakkegyaaf:- namoota biraa waliin yeroo dabarsuu kan jaallatu ta'uu isaa walii galteettaa? Ibsaa kana irratti hammanna akka walii galtan yookiin akka walii hingallee (✓) godha.

1= Baay'ee walii hin galuu    2= Walii hin galu    3= Lammaniittiyyuu kan hin qabne  
4= Waliin gala    5= Baay'een walii gala

Lak k	Tartiiba gaaffii	Safartuu				
		1	2	3	4	5
	Ishee/ isaa					
1	Humnaan kan guutame					
2	Hawi heedduu umaa					
3	Sansakaa aamansiisaa kan qabu					
4	Nama wajjin walii galaa					
5	Mirri isaa tasgabba'aa kan ta'ee fi salphaatti kan hin aarree					
6	Salphaatti kan jeeqamu					
7	Namoota biraa irratti dogoogora argachuuf fedhii qaba					
8	Namoota biraa kan gargaaru fi of ittuummaa irraa bilisa kan ta'e					
9	Qabbanaadhaa fi haxxee ta'u danda'a					

10	Hundaaf kan yaaduu fi gaarii kan ta'e dha					
11	Namoota biroo waliin wal gargaaru jaallata					
12	Hamma tokko dhimma dhabaa ta'uu danda'a					
13	Hojjetaa amanamaa dha					
14	Fedhii qindoominaa kan hin qabne					
15	Hojiin isaa hanga dhumutti kan obsa					
16	Wantoota ga'uumsaa ni hojjeta					
17	Karoora ni baafata ittiniis ni hojjeta					
18	Yaadoota haaraa burqisiisa					
19	Haxxee fi gadi fageegyaan kan yaadu dha					
20	Hojii isaa idilee filata					

DECLARATION

I, the undersigned, declare that this thesis is my original work, has not been presented for a degree in this or any other university, and that all sources of materials used for the thesis have been fully acknowledged.

Name of student: \_\_\_\_\_

Signature: \_\_\_\_\_

Name of the institution: \_\_\_\_\_

Date of submission: \_\_\_\_\_

This thesis has been submitted for examination with my approval as university advisor name and signature of the internal examiner for approval.

Name \_\_\_\_\_

Date \_\_\_\_\_ signature \_\_\_\_\_

This thesis has been submitted for examination with my approval as a university advisor

Name of the first advisor: \_\_\_\_\_

Date \_\_\_\_\_ Signature  \_\_\_\_\_

Name of the second advisor: \_\_\_\_\_

Date \_\_\_\_\_ Signature  \_\_\_\_\_

