Staff Nurses 'Perception Regarding Toxic Leadership Behavior of Head Nurses and it’s Relation to their Work Engagement

Thesis
Submitted for Fulfillment of the Master Degree in Nursing Science (Nursing Administration)

By
Gehan Abdel-Nasser Hassan
B.Sc in Nursing Science (2016)

Faculty of Nursing
Ain Shams University
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Under Supervision of

Prof. Dr. Samia Mohamed Adam
Professor of Nursing Administration
Faculty of Nursing- Ain Shams University

Dr. Samah Mohammed Elsayed
Assistant Professor of Nursing Administration
Faculty of Nursing- Ain Shams University

Faculty of Nursing
Ain Shams University
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Summary

Toxic leadership has become a common reality in many organizations. It can cause harm not only to the employees but to the whole organization. Nurses are exposed to a wide range of stressors as a result of toxic leadership that may create adverse negative consequences such as dissatisfaction and decreased motivation, productivity, and cooperation which consequently affect their work engagement.

This study aimed to identify staff nurses' perception regarding toxic leadership behavior of head nurses and its relation to their work engagement. A descriptive correlational design was used in carrying out this study. The study was conducted at the medical university hospital affiliated with El- Fayuom University Hospitals in El- Fayuom governorate. The study subjects were 132 out of 200 staff nurses.

Data were collected by two tools namely: Toxic leadership scale and work engagement scale. The toxic leadership scale consisted of two parts. The first part contained personal and job characteristics of study subjects including age, gender, marital status, educational qualification, working unit, and years of experience of staff nurses. The second part consisted of 15 items divided into five dimensions as followed self-promotion 3 items, abusive supervision 3 items, unpredictability 3 items, narcissism 3 items, and authoritarian leadership 3 items.
The work engagement scale consisted of 17 items divided into three dimensions: vigor 6 items, dedication 5 items, and absorption 6 items.

**The results of the study revealed that:**

- More than two-thirds (68.9%) of the studied staff nurses had low perception levels regarding self-promotion.
- Slightly less than two-thirds (65.9%) of the studied staff nurses had a low perception level regarding abusive supervision.
- Less than two-thirds (62.1%) of the studied staff nurses had a low perception level regarding authoritarian leadership.
- More than half (59.8%) of the studied staff nurses had a low perception level regarding total unpredictability.
- Slightly more than half (55.3%) of the studied staff nurses had a low perception level regarding narcissism.
- Less than two-thirds (63.6%) of the studied staff nurses had a low perception level regarding total toxic leadership.
- More than half (50.8%) of the studied staff nurses had moderate work engagement levels regarding the vigor dimension.
• More than half (53.8%) of staff nurses had high work engagement levels regarding the dedication dimension.

• More than half (52.3%) of the studied staff nurses had moderate work engagement levels regarding the absorption dimension.

• Half (50.0%) of staff nurses had moderate levels of total work engagement.

• Finally, there was a negative statistically significant correlation between total toxic leadership and total work engagement among staff nurses.

In the light of study findings, it is recommended that:

The hospital administrators could:

- Conduct training programs for head nurses to improve their leadership skills and behaviors.

- Conduct continuing meetings with nursing staff to discuss and solve their main problems that will enhance their work engagement.

- Encourage nurses to participate in decisions making that will improve their work engagement.

Future research can be suggested:

- Assessing factors affecting toxic leadership behavior among head nurses.

- Assessing factors affecting work engagement among staff nurses.