A QUALITATIVE ANALYSIS OF NURSES' PERCEPTION ON THE IMPACT OF
MANAGEMENT STYLE ON RETENTION IN HOSPITAL

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ABSTRACT

The aim of this research work is to assess nurses' perception on the impact of management style on retention in hospitals. The management style of a nurse manager can influence the staff nurse intention to either remain in an organisation or leave. With the high rate of turnover recorded in hospitals presently, managers can help increase retention rate if they apply management styles that impact positively on retention. From research it is obvious that the transformational and democratic styles are more preferred but the dominant style is the task-oriented transactional style which is known to impact on retention negatively.

In an attempt to investigate the impact of management style on staff nurse retention, the researcher made use of a qualitative, semi-structured interview on a face to face basis. Using open-ended interview questions and previous literature, Data was collected from 6 nurses working at the inpatient unit of the hospital and analyzed.

The result shows that retention can be achieved if the management styles used by the nurse manager is one that encourages employee engagement, trust, respect and participation in decision making. These were seen to have positive impact on staff nurse satisfaction and retention. The transformational and democratic styles were identified as having a positive impact on retention and recommendations were made for Human Resource Managers to consider the need for a continued mentoring program for nursing staffs and leadership training program for managers to learn basic management skills and how to apply these styles effectively in varying situations. Finally, the outcome of nurses' retention should also be evaluated in the near future to ensure that the training and mentoring programs have been successful.

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CHAPTER ONE

INTRODUCTION

1.0.   Introduction

Currently, the hospitals are experiencing dynamic changes in the shortage of nurses as a result of the global economic recession which lead to management putting a ban on recruitment of nurses for a while. This has posed challenges on the task of nurse managers as they are now faced with the problems of having to recruit and retain professional nursing staff, create healthy work environment and the demand for customer orientation (Vesterinen, Suhonen, Isola and Paasivaara, 2012). It is no longer news that the shortage of nursing staff in hospitals is a serious issue that management has to address as the demand for nurses is on the rise. This has become a global concern that does not only have impact on the financial aspect of the hospitals but also on the quality of care provided by nurses and the culture of the organisation (Li and Jones, 2013; O'Brien-Pallas, Murphy, Shamian, Li and Laureen, 2010; Park, Boyle, Bergquist-Beringer, Staggs and Dunton, 2014).

The shortage of nurses is serious and research has shown that it will continue if not addressed, Rondeau, Williams, and Wagar (2009), agrees that nurse turnover will persist into the future and in the year 2020, the demand for nurses will exceed the supply by 30%. This shortage can be caused by a variety of factors such as stress, lack of support from managers, management style, dissatisfaction, staff shortage, condition of employment, career advancement, supervisor behaviour and lack of opportunity for further training and development (Ian and Winterton, 2007; Hayes et al., 2006). As a result, a lot of nurses tend to leave the profession entirely or just move from one hospital to another in search of good working conditions. Forest and Kleiner (2011) reported that 28% of newly employed nurses between the ages of 25-34 leave the hospital in less than two (2) years as compared to the 12% ages 35-54. Nurses within the age range 25 -34 are known to be more active, as they tend to learn fast and are very productive with much energy and as such they should be motivated to remain as the effectiveness of the hospitals lies in the

ability to recruit and retain nurses that are capable of doing their jobs well and those that will remain for a long time to take over from retired nurses and achieve the goals of the hospitals (Forest and Kleiner, 2011). Managers are faced with the issue of ensuring that nurses within this age range are encouraged and motivated to work and remain in the organisation. The retention of well-experienced nurses is essential as it will be of great benefit to the organisation, the nursing staff as individuals and the patients. The health organisations have recognized that retention is an issue that has to be considered seriously as nursing turnover is becoming rampant (Haar and White, 2011; Magda et al., 2011).

In order to address the issue of nurse shortage and retention, more expertise in management is required. One very important area where the leadership skill of a nurse manager is essential, is in the use of different types of management styles in carrying out his/her duties (Casida and Parker, 2011), this is the ability of a manager to combine different tasks and transaction behaviors in order to influence staff to remain in the hospital while achieving the goals of the organisation. Recent studies have shown that nurse manager effective leadership style brings about the retention of nursing staff, job satisfaction, nurse commitment, patient satisfaction and good work unit climate. As a nurse manager, certain skills are required in order to apply effective management styles. Such skills according to Casida and Parker (2011) includes the ability of a nurse manager to create an organizational culture that combines patient/employee safety, high quality health care and develop a highly collaborative and team building skills as well as having the readiness to observe his/her behaviour and the effects such behaviour will have on the work unit and in the retention of nursing staff (Vesterinen et al., 2012).

A manager that exhibit these skills is said to be emotionally intelligent, that is, he has the ability to lead him/herself and the nursing staff effectively. Such managers can easily form relationships and interact with employees, read their feelings and responses accurately while leading successfully. Intelligent nurse managers' behaviour can stimulate the creative ideas of their employees, engage them to become productive and perform at high levels. Such managers achieve their goals by communicating their expectations to the nurses in clear language, they paint a clear picture for the nurses of what constitute success both of their performance on the job and what they are expected to deliver (Casida and

Parker, 2011; Vesterinen et al., 2012), in return, these managers provide feedback for the nurses thereby making them feel valued. After an exchange with such a manager who retains staff, the nurse will feel confident, enabled and empowered in his/her abilities to carry out the job effectively. Through these, nurse managers can achieve organizational success and retention by understanding their employees very well, encouraging teamwork and strengthening the relationship between managers and nurses in other to create a stress-free work environment since the style they apply is very critical to employee retention (Quang, 2002). After all, it is believed that a good manager adopts a management style to the perceived preferences of his employees (Nwadukwe and Court, 2012; Ogunola, Kalejaiye, Abrifor, 2013).

Besides being the manager of a unit, a nurse manager is also a leader. Sellgreen, Ekvall, and Tomson (2008) agrees that manager's sets operational goals, establish plans, allocate resources, staffing, organizing, solving problems and monitoring result while trying to create order and predictability. Currently, in organisations, the managers' role involves leading if he/she is to succeed, and nursing staff sees their managers as coach and mentor considering their relationship towards the staff, their high quality in nursing and their efficiency (Sellgren et al., 2008).

This study is based on the theoretical framework of Goleman et al. and Bass model of leadership. They identified the resonant (coaching, visionary and democratic) and dissonant (pacesetting and commanding) leadership styles while concentrating specifically on the transactional and transformation styles and their uniqueness. Their work is relevant to this study because of the emotional intelligence of a nurse managers' job and also because it involves elements (a leader with vision and empowering staff) that promote the transformational leadership styles which according to research works well when dealing with nurses and found it has a positive impact on retention (Vesterinen et al., 2012).

Focusing on the leadership part of managers' work and specifically on employee retention. This study aim on improving the relationships between nurse managers and staff while also helping staff nurse increase cooperation and teamwork among themselves

and build strong identification with the organisation (Sellgren et al., 2008; Casida and Parker, 2011; Vesterinen et al., 2012).

1.1 Research Issue

There is a tendency for nursing staff to examine the management styles their managers demonstrate. As such, the perception of nurses concerning these styles is very vital because it may lead to a lack of engagement and dissatisfaction which could have a negative impact on the retention of nurses (Brusca, 2013). Nurse retention has been a problem in most hospitals today, and Tangthong, Trimetsoontorn and Rojniruntikul, (2014) agrees that the cost of orientating and replacing a single nurse is $65,000 and for this reason most hospitals should focus their attention and money on the retention of nurses as this can help the organisation save cost, which can be used to develop critical management style among staff through training and development (Goebel, 2012).

The level of staff satisfaction with the management style used by a nurse manager is very crucial to the retention of nurses in the organisation. Therefore, management style is considered an effective tool to staff nurse retention (Brusca, 2013). A manager who supports and value the input of staff nurse will succeed in promoting a work environment where the staff are encouraged to participate in decision making, share information freely and work as a team in the unit. But all these cannot be achieved if the nurses do not perceive that the manager's style is effective and one that brings about satisfaction and supports engagement, as a result, nurses will leave the organization by choice thereby increasing nurses' turnover and decreasing retention (Brusca, 2013). The problem is that the perception nurses have regarding the management styles of nurse managers is one that does not totally support nurse engagement and retention based on the information gathered. According to O'Morain (2001), some nurses admitted that they get hassled from management and they are not able to influence the process of decision making concerning the job and their productivity. This type of managers interfere with the job of nursing staff and criticize them instead of supporting them. Furthermore O'Morain, (2001), also reported that employee engagement, trust, and development are not important for such managers as they believe they have all the power to say what happens and what does not in an organization. Nurses agreed that this style of management is too dogmatic for

today's work environment because managers are tough and unapproachable. Thus, as a result, most nurses end up leaving such hospitals to go to other ones where the managers give room for shared ideas and encourage development. When this happens, the rest of the nurses left behind will then suffer from low morale due to "low staff numbers leading to stress and increased demand from patients" (O'Morain, 2001).

Mr. Tanguinood told the INO annual conference held in Killarney that hospital managers were too slow in delegating responsibilities to foreign nurses and this was affecting their confidence, considering the fact that many of them are experienced and as a result they were being denied the chance to develop their leadership skills instead less experienced Irish nurses are being assigned the jobs and the nurse manager went off duty for a number of hours. This they said made them feel undervalued (Lucey, 2004). This is a biased kind of leadership style that does not encourage employee engagement and retention and by extension reduces performance.

From a study found in May, Irish nurses reported that they are not choosing to go aboard for financial reasons only but for a general feeling of disrespect (management style) they get in Ireland, the poor working conditions and lack of training and career progression. While many agreed that they have "rediscovered the joy" of practicing in countries like Australia, UK and US (Kenny, 2016). They is because the styles practiced in these countries where nurses and doctors are being applauded for their work is preferred, said Dr. Ray Walley president of the Irish medical Organization (IMO) (Kenny, 2016).

In trying to get the suggestion of nurses regarding the health system in Ireland, The Irish Times asked Irish nurses working abroad and Gráinne Ní Shé, an intensive care nurse working at the Fiona Stanley Hospital **in Australia s**aid "What I see and use in my work on a daily basis are systems, people, and processes that are efficient, patient-focused and value healthcare professionals. There is a positive working environment. Staff-to-patient ratios are safe, and support is provided to nurses caring for patients, from clinical nurses in leadership roles such as nurse unit managers" (Kenny, 2016 p.1) She also added that nurses know the status of patients and beds at all times which help them manage changes quickly by this, they are able to discharge planning and manage the flow of patients through the in-patient unit of the Emergency Department than in Ireland.

From these reports it evident that this has been a long-term problem which needs to be addressed if nurses are to be retained in hospitals by ensuring the use of effective management style by nurse managers in Ireland is ensured. Brusca (2013) reported that the best way whereby retention can be achieved is by making use of effective management styles.

1.2 Research Aim

The aim of this study is to assess nurses' perception of their managers' leadership styles and the impact these styles will have on retention. This research endeavors to understand the concept of management style, how the leadership behavior of managers can help retain nurses in hospitals by encouraging the engagement of employees which can lead to job satisfaction, commitment and increased performance.

1.2.1. Specificity of the aim and objective of research

More specifically, this research aims to develop a case study and examine the concept of management styles and the impact these styles has on staff nurse retention.

While the objectives of the research are:

- ❖ To examine the concept of management styles.

- ❖ To determine the perception of nurses concerning the current management style in hospitals.

- ❖ To ascertain if the relationship between managers and nurses will impact retention.

- ❖ To recommend the way of improving retention rate through effective styles of management.

1.3. Relevance of the study

This study is relevant now because of the high rate of nurse turnover in hospitals as a result of the current style of management practiced by nurse managers. In hospitals presently, from the data gathered, the dominant management style practiced by nurse managers in the field of nursing is task-oriented transactional management style, as they are more concerned about getting the job done. This style is noticed to leave little or no

room for input from nurses who attends to the patients being brought in and who have the first-hand knowledge of situations that could improve the quality of care they ought to render to their patients (Forest and Kleiner, 2011) also, it has shown not to encourage staff participation in decision-making and engagement which has led to decrease the morale of nurses, increase turnover and also affect the organisation's ability to retain the services of nurses.

According to the view of an Irish nurse who left the said hospital in Ireland to go work abroad, she reported that the nursing administration is top-heavy with managers. There is no one unit manager, rather, the Irish hospitals have many layers of managers and this brings about confusion (Kenny, 2016). These and more has led to 9 out of 10 student nurses planning on leaving Ireland to other states when they get their qualification. This was according to a survey conducted by the NUI in Galway where 2000 students from six medical schools participated (Kenny, 2015)

For this reasons, the researcher will ascertain how nurse managers can use the leadership style to increase retention by focusing on transactional, transformational and democratic styles of management and how a combination of these styles by nurse managers will improve the current management style to increase motivation and enhance nurse engagement, commitment, and retention. Brusca (2013) agrees that nurses tend to follow a manager who motivates and inspire them to perform above and beyond what is expected of them and one who can build team spirit across the unit. Each of these management styles has their own merits which are used to produce results that are in line with the mission and vision of a particular organization.

1.4. Potentiality

This work will help nurse managers working in the hospitals to understand the concept of management style in relation to employee engagement and job performance. It will also enhance the knowledge of both nurses and their managers on the subject of management style and its impact on retention.

The outcome of this study may help in developing a theoretical framework for the concept of management style, specifically employee engagement and job performance. It may also

add to individuals developing an understanding and critique of the issue of employee engagement and job performance in addition to the impact they will have on nurses in relation to the leadership style adopted by a manager in other to retain nurses and meet the goals of the organization.

1.5. Definition of terms

For a clear understanding of this study and to address the issue, the impact of management style on the retention of nurses in hospitals, the following key terms will be defined.

Management style: Management style can easily be understood as a way in which organizations are managed and it is defined according to Bader, (2014) as the "adhesive that binds diverse operations and functions together" (Bader, 2014 p.23). For a better understanding of this study, the terms management and leadership will be used interchangeably as a good manager requires leadership skills that will set him/her apart from others.

Retention: the Yakon government (2010) defined retention as a systematic effort by employers to form and adopt an environment that encourages current employees to remain with the organization (p. 9)

Transformational management style: this is a process used in changing and transforming individuals. Managers with such behavioural style are concerned with standard, values, emotions and achieving long-term goals such as motivating, engaging and satisfying the needs of employees (Brusca, 2013)

Transactional management style: this is a style managers use to set clear goals and objectives for employees using rewards and punishments to encourage compliance with the goals of the organization (Brusca, 2013)

Democratic management style: this is a participative style that encourages employees to get involved in achieving goals.

Employee engagement: "Engagement is the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort (extra time,

brainpower and effort) to accomplishing tasks that are important to the achievement of organizational goals" (Vance, 2006)

Job satisfaction: This can be viewed as the feelings, behavior and emotions perceived by nurses based on their work experiences (Sellgren et al., 2008).

1.6. Paper Structure

This research work will include five chapters; chapter one will give the readers the background of the issue to be discussed and present the purpose of the study. It will underpin the concept of the research, and how it will potentially add to existing data on the subject of management style and retention.

Chapter two will introduce the literature associated with management style and look into the concept of employee engagement and how the management style that encourages staff nurse engagement can bring about satisfaction and retention.

Chapter three will cover the methodology that the researcher employed. While looking at the methods of data collection, analysis of the data, and the validity and reliability of the study. It will also justify the method used as it looks at the population and specifically the individuals that made up the sample size that contributed to this study.

Chapter four will be a combination of the literature review with the findings for the purpose of analyzing the data. It will try to show the relationship there is between the data gathered and the research question posed. It will also show the implication this research will have on the hospitals in the context of the nurses and outline a number of areas for the consideration of further research that will help to enhance the understanding of management style and the retention of nurses. Chapter five will conclude the study and also issue recommendations and implementation. And also my personal reflection.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter will give a theoretical overview of the concept of management style by exploring theories that underpin employee engagement, satisfaction, and retention. The researcher will focus on these areas by reflecting on the transformational, transactional and democratic type of management styles as a source of retention for nurses in hospitals. Thus, a coherent argument will be developed by the researcher in an attempt to move from the generalities of management style to the specifics in terms of employee engagement and satisfaction and how these impact on staff nurse retention (Gargan, 2014).

The purpose of this research project is to determine the impact of management styles on the retention of nurses in hospitals. The review of this literature was carried out to ascertain the factors that affect staff nurse retention. Also, efforts are being made in finding out which of these styles when adopted by a nurse manager can actually increase the rate of retention of nurses in the hospital by assessing their perceptions. (Brusca, 2013; Dawson, 2014). Research has shown that in order for nurses to be satisfied and remain in their current organization, the needed resources should be provided, employee engagement encouraged and a good leadership style applied (Brusca, 2013). This study is very important at this stage because it will help reduce the rate of nurse turnover which has already been predicted to increase in the year 2020 by 30%. It will help nurse managers know how to apply effective management style in order to achieve organizational goals and staff nurse retention.

2.2.   Management Style

"Management style is one of the critical antecedents of organizational effectiveness" (Nwadukwe, 2012 p.199) and it is seen as a way an organisation is being managed. Management style is defined as the way decisions are made and duties of an organisation are discharged This covers a managers' general approach in meeting the goals of the organisation, dealing with subordinates at work and exercising his/her authority (Nwadukwe, 2012)

In the field of nursing, management is seen as a profession of its own that requires special skills and training. For nurse managers to be able to adapt to everyday management where their behavior is adapted to the situation, they will need to be aware of their own management style, the system and the task they have to carry out. Field and Edmond, (2010) agrees that the way and manner in which managers handle workplace issues in order to achieve organisational goals by transforming available resources into output through managerial function shows how effective and reliable such management style is (Elischer, 2015). It is the way of life that operates in an organisation that allows managers to rely on and make use of the initiative of staff in order to get the job done.

A management style is said to be effective when a nurse manager progressively and continuously lead and direct his/her staff to a destination that is predestined by the entire group (Nwadukwe, 2012). Management style is very fundamental in ensuring that staffs accept change and are motivated to achieve organisational goals and render quality patient care. Though this concept of management style is complex, a nurse manager should be able to possess some skills such as human skills, technical and conceptual skills in order to be effective and attain retention. Nursing scholars agree that managers who are able to combine their management skills with the task and system will have greater potential for success (Sellgreen, et al., 2008).

Thus nurse managers can achieve the goals of the hospital by making use of different types of management styles in coordinating resources (financial and personnel) and by following the rules and regulations of the hospital they work in. Management style, therefore, is the personal traits or behavior of a manager who is in a position to influence group interaction and achieve organisational goal (Zampieron, Spanio, Barnardi, Milan, and Buja, 2013; Sellgreen, et al., 2006). The role a nurse manager plays in the hospital is very vital, he/she has to ensure that the management style he adopts is one that will support and motivates employee engagement (participation) and brings about satisfaction and retention.

2.3.   Types of Management Style

Various types of management styles have been researched over the years stating their strength and weakness. Managers use these styles to carry out their official functions

while performing their duties (Korzynski, 2013). These styles of management play vital roles in promoting workplace empowerment, job performance, satisfaction, and organizational commitment among nurses in hospitals. It is an overall method used by nurse managers to perform their many roles in the organization because how they handle situations will depend on these styles (Magda et al., 2011). Management style according to Likert is a key variable that is used to predict and create a professional workplace (hospitals), that does not only attracts but retain nurses. While Upenieks pointed out that if nurses perceive that the management style practiced by managers is participative, they will be more satisfied and be more willing to remain in that organisation.

Likert and his associates identified the authoritative, consultative and participative management styles. He reported that authoritative managers have no trust for their staff and they dish out orders down the hierarchy, while consultative managers do not allow staffs make important decisions as they do not have confident in the staff to make important decisions, but participative managers have complete confidence in staff and allows them to participate in decision making (Magda et al., 2011). Kwon and Yoo (2011) identified the paternalistic, autocratic, participative and consultative type of management styles. But in the hospital environment, Abualrub and Alghamdi (2012) found out that the transformational leadership style was preferred by nurses as it influences and motivates them. The style a manager applies goes a long way in saying how he/she relates, with employees, engage, trust and encourage them to participate in the process of decision making while ensuring that the goals of the organization are met and employees are retained.

These styles of management can be classified according to the powers managers possess and how they use such powers in relating with staff. Kavanaugh and Ninemeier (2001) reported that democratic style of management is embedded in managers who share their authority of problem solving and decision-making with employees, while autocratic style implies that managers have full organizational power and authority to make decisions without sharing it with their staff, and paternalistic style is one that takes into consideration the best interest of the subordinates by restricting their freedom and responsibility while acting as a father figure (Ogunola, et al., 2013).

A manager's leadership style has a powerful impact on staff engagement, satisfaction, moral and retention. A manager that is effective applies different types of leadership styles and moves swiftly from one behaviour to the next, depending on the situation on ground. S/he knows when and how to apply these styles in other to achieve retention. Thus, this section will explore the characteristics of transactional, transformational and democratic styles of management because of their unique characteristics and the sensitive nature of the nursing profession (Brusca, 2013)

2.3.1 Transactional management Style

Transactional leadership style is a leadership style that involves an efficient exchange of transaction between managers and their employees in which both parties' benefits. The manager gets the job done and in return, the followers get their rewards such as promotions and financial compensations. This is a leadership style that is used as a means of achieving goals and implementing the vision and mission of an organisation (Brusca, 2013; Okçu, 2014)

Currently in hospitals, from the data gathered, the dominant management style practiced by nurse managers in the field of nursing is task-oriented transactional management style. Forest and Kleiner (2011) are of the opinion that this style leaves little or no room for input from nurses who attends to the patients being brought in and who have the first-hand knowledge of the situations that could improve the quality of care they render to these patients. This style has shown to decrease nurse morale and also affected the organisations' ability to retain their services (Forest and Kleiner, 2011).

Bass (1985) model of transformational and transactional leadership suggested two dimensions to transactional leadership style: (i) conditional reward is an aspect of this leadership style where an exchange process occur between the manager and the employees. The manager realizes the expectation of the organisation and expects the staff to perform their duties too. This he accomplishes by rewarding a staff with positive behavior and a high performer and punishes one who is a low performer with a negative behavior that does not comply the rules and regulations of the organisation. With this style of leadership, the manager lacks reputation and in an instance where there are no resources

available to deliver the needed rewards, he will fail as manager (Brusca, 2013; Okçu, 2014). (ii) Management by exception: this can either be a passive or active style, involving corrective criticism, negative feedback, and reinforcement. All the manager does is to monitor the staffs and correct them when they make any mistakes (Abualrub and Alghamdi, 2012; Okçu, 2014), this does not in any way support the development and engagement of staffs instead it reduces performance and job satisfaction (Brusca, 2013; Abualrub and Alghamdi (2012).

This leadership style has shown beyond reasonable doubt that it does not encourage employee engagement and professional development. As a result, some unintended consequences may occur; such as employees taking shortcuts to complete their task in order to get a reward. This, in turn, will lead to a reduction in the quality of patient care rendered, which is not good for the image of the organisation. With this style, staffs just do what they are told to do and do not bother to go the extra mile for the organisation. This style has shown not to support continuous improvement and retention, and also cannot sustain an organisation as it does not create an environment that is flexible in which staffs will be encouraged to participate in decision-making, be engaged and develop themselves on and off the job (Abualrub and Alghamdi, 2012; Brusca, 2013).

2.3.2. Transformational management Style

Transformational leadership style is a style that motivates staffs by appealing to their ideas and moral values. Transformational leaders possess a deep set of ideas, skills and internal values which they use to persuade, influence and motivate staff to achieve organisational goals and act in ways that sustain the greater good of the organisation rather than their individual interest. People are allowed to be creative and innovative, take the risk that is made safe by the manager, participate in decision making, be engaged and think critical. Managers ensure that the boundaries of staffs are extended and also create sufficient conditions for staff to use their energy while working (Vesterinen et al., 2012; Doody and Doody, 2012).

This style has been known to increase nurse morale, motivate and bring about job satisfaction. As a result of this, staffs perform well above expectation by having a sense

of ownership in achieving the vision of the organisation (Abualrub and Alghamdi, 2012; Brusca, 2013)

From the model of transactional and transformational leadership, Bass identified four components which are associated with transformational leadership and relevant to this study. These components he opined, are for developing and improving the performance of staffs to reach their highest potential and to ensure that retention is achieved at the end (Doody and Doody, 2012)

Component (1) the idealized influence: managers act and are seen as role models by their staff. They exercise much influence and power over staffs and in turn staff develop many feelings, trust and confidence in them (Brusca, 2013). Transformational managers help employees build their confidence, get admiration, respect and trust while also providing them with a sense of mission. With this kind of managers, staffs can become so good at their job that they might even replace the manager and as a result of such promotion, staff retention can be achieved (Thorne, 2013).

Component (2) Intellectual stimulation: encourages staff to be innovative, challenges their belief system, and those of the leader and the services they provide. Such transformational managers encourage staff to propose and come up with new ideas that will empower staff to approach the issue of problem-solving in a new way that is evidence-based rather than following the usual way of 'how we normally do it'. This style encourages teamwork as it helps co-workers to unite and work together to solve future problems that the leader did not see coming (Thorne, 2013).

Component (3) Inspirational motivation: this component describes managers who inspire and motivates their staffs by encouraging them to be a part of problem solving, decision-making and shared vision of the organisation. These managers are clear on what the vision is and then proffer possible ways of accomplishing them. He communicates with his staffs in clear terms of his/her expectations of what needs to be accomplished (Brusca, 2013).

Component (4) Individual consideration: this allows managers to support individuals and encourage them to reach their highest level of achievement by assisting them to fully

actualize it through giving advice, coaching and mentoring them. Though self-actualization is difficult and most times unreachable, such managers play a supportive role and show their duty of care by providing staff feedback and appraisals. With this, the staffs will be aware of the areas they are good at and where they need to improve, allowing them to become a valued member of staff and very effective in their job. By so doing, managers will reduce the rate of absenteeism and increase staff interest in the job. These managers are more concerned about the developmental needs of the staff and tries as much as possible to treat each one of them specially.

Forest and Kleiner (2011) are of the opinion that any hospital that makes use of transformational leadership style as a way of managing its nursing staff are well able to retain their nurses. The success of a transformational manager can be seen from their performance and productivity and also from how well they are able to develop nursing staff into becoming transformational leaders themselves (Brusca, 2013; Forest and Kleiner, 2011). According to Cummings et al., (2010), a manager with this type of leadership qualities creates a healthy work environment and he/she is proactive in nature. Nursing scholars have agreed that this style is fast becoming a preferred style for nursing managers as it serves as a means of staff satisfaction and retention (Thorne, 2013).

Transformational leaders mostly emerge in times of crisis, change, and growth. Upenieks (2003) noted that "The most frequently reported leadership type identified in magnet research studies was transformational leadership" (p. 26). This leadership style encourages innovation among nursing staff, therefore it is necessary for managers and staff to learn how to transform problems into opportunity and make the most use of it. Job satisfaction and organisational commitment were achieved through this management style because employees were inspired to share a common vision. This style is necessary if retention is to be achieved (Brusca, 2013). Though this style is good but it is less effective for inexperienced staffs as they are not yet experienced enough to start taking risks (Thorne, 2013).

2.3.3. Democratic management Style

According to Rodríguez-Ruiz, (2014) Democratic style of management is the style where the theories of democracy are maintained properly by the managers. Democratic manager encourages their staff to be engaged and take part in the decision-making process of the organisation. This style has been known to bring about staff nurse retention and satisfaction, as it allows nurses to give their opinion, ideas and express themselves (Srivastava, 2015).

Democratic managers communicate with employees by discussing the issues that affect their job and the organisation. During the process of decision-making managers gather the information needed from employees but make the final decision in some cases. This the manager does by delegating the job and developing plans that enables employees evaluate their performance, establish goals, grow on the job, get promoted, recognize talented individuals and encourage them to achieve their goals. Democratic managers try as much as possible to provide opportunities for their employees to develop a high sense of professional and personal growth and get job satisfaction at the end of the day (Ogunola et al., 2013). This is paramount as the organization will benefit from it and employee branding will be an added advantage. Alabar, Gbande and Lim (2015) made it clear that despite the inter-dependability of ideas and initiatives in this type of management set up, the job performance of employees is likely to be better than in an autocratic setting, but giving the employees the authority to carry out their duties may lead to some employees relying on others to bear the brunt of the work in carrying out the project thereby slowing down the process of completing the job on time. This means that there will be less time for a democratic manager to concentrate on their own job as employees would ask questions and wait for answers before proceeding to the next steps (Alabar, et al., 2015).This style is participative in nature and it supports employee engagement and retention but usually on a slow pace.

2.4. Factors affected by management styles

2.4.1. Employee engagement and Performance

Understanding the concept of management styles and its impact on employee engagement and performance is paramount in other to cub staff nurse turnover and burnout, and encourage retention. Work engagement as it is sometimes called, is a phenomenon that underpins the actions of the nurse managers and their staff as they interact to create a practice environment that either support safe and effective care or does not (Fasoli, 2010; Bargagliotti, 2012). Bargagliotti (2012), noted that employee engagement is "the dedicated, absorbing, vigorous nursing practice that emerges from settings of autonomy and trust which result in safer and cost effective patient outcomes" (p. 881). This concept is valuable in nursing because it has a potential to reinforce the behavior of managers and nurses to create an environment that supports safe and effective care. Recent reports has shown that nurse managers that promote nurse engagement, is improving retention and the quality of patient care (Keyko, 2014).

A staff nurse is said to be engaged when he/she is dedicated and strongly involved in work while having a sense of significance, challenge, pride, inspiration and enthusiasm, also one who has high level of energy and is willing to invest much effort into their work and finally, such a one is fully and happily concentrated and engrossed in their work not minding the time (Keyko, 2014).

Fasoli (2010), reported that there is a low level of work engagement for nurses than any other hospital groups. But, he suggested that in order for managers to go beyond retention and involve nurses in their professional practice, work engagement has to be applied as it is contagious (Havens, Warshawsky and Vasey 2013; Schaufeli & Bakker 2011). Researchers have been able to associate management style as a job resource and work engagement of nurses, for example,

Bjarnadottir (2011) and Rivera et al. (2011), agrees that a manager that is supportive will facilitate staff nurse engagement but a manager that is rigid will inhibit it. Nurse work engagement has been associated with manager's span of control, promoting trust and empowering nursing staff to make work decisions (Havens et al., 2013; Freeney & Tiernan 2009) which are observed in transformational managers. When employees are engaged, cordial relationships among colleagues are formed and cohesive work groups

between staffs and managers are also formed which will lead to higher work-life quality, low stress, high vigour and dedication to work.

Thus, if nurse managers will improve their understanding of nurse's work engagement and actually engage nurses and adopt management styles that support the engagement of staff only then will nurses performance, retention, safety, patient outcome and financial profitability be improved (Bargagliotti, 2012). The style a manager adopt in engaging staff can go a long way in determining the rate of retention or turnover of nurses in hospitals.

2.4.2   Job satisfaction and Retention.

Staff nurse job satisfaction is a concept that is very important and relevant in our society today. It is described according to Sellgren et al., (2008) as the most important predictor of nurses' intention to remain employed in their organization. This can be viewed as the feelings, behaviour and emotions perceived by nurses based on their work experiences.

Taris and Feji (2001) cited in Sellgren et al., (2008) identified two aspect of value to job satisfaction and they include, the immaterial aspect of the job such as job variety and autonomy and the material (extrinsic) aspect such as opportunity for promotion and salary increase. It was reported that when the immaterial (intrinsic) aspect of work values are not met, job satisfaction decreases. Thus if a staff feels dissatisfied, he/she tends to search for and accept to work at other places that meets their needs as job satisfaction is the result of the evaluation of whether one's job meets one's needs (Sellgren et al., 2008; Abualrub and Alghamdi, 2012).

Conducting a research study among Irish nurses Curtis and O'Connell (2011) opined that effective leadership could increase motivation, job satisfaction and empower nursing staff while considering the relevance of transformational leadership to staff motivation and retention. They also suggested ways in which the work environment will be motivated to achieve high quality patient care. A manager with a good leadership behavior needs to have the required skill and ability to ensure that staffs are motivated, developed, satisfied and retained (Brusca, 2013)

Recent studies in nursing profession shows that there is a relationship between nurse job satisfaction and work group cohesion and retention. Thus, it was found out that the perception nurses have towards the leadership behaviour of their managers is significantly related to job satisfaction. A manager that exhibit a supportive leadership behavior, creates opportunities that will not only lead staff to perceiving that their work is meaningful but also stimulate and give a sense of coherence (Abualrub and Alghamdi, 2012).

A nurse manager that understands what makes their staff satisfied, can make changes to facilitate their satisfaction thereby improving patient care and staff nurse retention. Research shows that nurses working in US and Australia were satisfied with their work environment because it supported and encourage shared decision making, participative management style, providing quality care, autonomy and encouraged relationship with colleagues. These factors they noted, enhanced job satisfaction among nurses. In Saudi Arabia, both nurses and their managers rated the transformational management style as high in the retention of employees (Abualrub and Alghamdi, 2012).

The correlation between management style and retention cannot be over emphasized. A management scholar Naile and Selesho, (2014) examined the impact of management style on employee retention and found a strong relationship between them (Tangthong, Trimetsoontorn and Rojniruntikul, 2014). Management style is one very important factor that affects the retention of nurses. The behavior of nurse manager can influence staff performance and retention. A manager that is concerned about the professional issues of the staff, their health concerns and priorities can go a long way in influencing the staff intention to remain in the organisation. Naile and Selesho (2014) identified factors such as employee engagement, management support, and staff nurse job satisfaction as a way managers can retain nurses. Azaare and Gross (2011), confirmed that a managers' leadership style is very necessary for staff acceptance of change and in engaging, motivating and satisfying them to achieve high quality patient care. They also associated nurse manager effective leadership style with satisfaction and retention (Azaare and Gross, 2011, Brusca, 2013). Concluding their research, McGuire and Kennedy (2006) noted that, "Nurse executives who recruit and retain a committed workforce bring a

competitive advantage to their organizations, foster a healthier work environment, and gain a personal sense of accomplishment and success" (p. 185). As a result, organizational goals can be met and staff nurse retention achieved. When nurses are motivated to give their best and remain in the organisation by being rewarded (Abualrub and Alghamdi, 2012).

The use of rewards as a means of motivation can be seen as good by some nurses while others think it is just for the short term. That is why the transactional, transformational and democratic management styles are been considered for effective use by manager in order to bring about nurse satisfaction and retention.

2.5.   Conclusion

In conclusion, this research work focused on transactional, transformational and democratic styles of management, while making use of Goleman et al. as it supports Bass model of leadership. The position nurses and their managers occupy in hospitals and the job they do are very important as it has a link to the quality of patient care rendered. Grossman and Valiga (2009) agrees that it is imperative for nurses to have high self-esteem, be confident and have vision, because such traits will enable them make informed decisions, relate well with other team members, work together to achieve the goals of the organisation and meet the stated vision.

Each management style has its own merits which can be used to produce results that are line with the mission and vision of the hospital. But the ability of a manager to make use of these different style and apply the best in a given situation is what makes him an effective manager (Brusca, 2013)

These styles according to research has been shown to contribute to employee engagement, job satisfaction and retention. Curtis and O'Connell (2011) agrees that an effective manager can not only motivate nurses but empower them to meet the goals of the organisation, thereby giving nurses the opportunity to be engaged through which satisfaction and retention can be achieved. Because of the sensitive nature of the job, nurse manager should remove all bias and relate with every nurse (foreign and local) well by delegating jobs to each one according to their experience.

From reviewed literature, it is evident that researchers are still trying to understand the concept of democratic, transactional and transformational leadership behavior of a nurse manager in relation to the perceptions of staff nurse in the retention of staff. Therefore, this research project brought about a better understanding of management styles, a nurse managers' leadership behavior and staff nurse perception of these. It also helped in shedding more light on the relationship between management style, the importance of a leadership style to employee engagement and satisfaction and also staff nurse retention.

CHAPTER THREE

RESARCH METHODOLOGY

3.1. Overview

This chapter shows the steps taken by the researcher to investigate the aims, objectives and questions of the research and looks at the preferred method of data collection while outlining the basis for using the inductive, qualitative approach, data collection method, population and size and finally the analysis of data used. Also, this chapter looks at the research methods, strategy, reliability and validity and samples of using an inductive approach to research method, as well as bias and ethical consideration both for the participants and research process.

3.2. Introduction

Research methodology according to Anderson (2013) is a framework within which this research is based. It helps to provide the rationale for the method that is been used in gathering data for this research (Anderson, 2013). The researcher has deployed a research methodology that evolved due to the development of concepts identified in scholarly literature. To address the fundamental research questions this Study will be applying the qualitative research method. This method was chosen because it provides insight and richness of data and it also will help the researcher get the viewpoint of the participant by interpreting their behavior and data collected (Quinlan, 2011).

According to Biddle and Emmett, (2011) the application of qualitative method generated insights into situations, gave the meaning of what is happening and helps the readers understand what the research project is about. Since this method cannot be reduced to numbers, the researcher has made use of information gathered from interviewing the participants and from case studies to research the impact of management style on the retention of nurses in hospitals by assessing the perception of nurses (Columbus, 2009). The techniques associated with this method are highly flexible and expresses data that enables the researcher to better explore and gather concepts that are ill-defined and poorly

understood. Thus, the researcher identified important categories, patterns and relationships in the data through a process of discovery (Quinlan, 2011)

3.3. Research Objective

This research project is a case study of a hospital in Dublin city with a view to providing standard practices of how management styles can impact staff nurse retention by conducting an exploratory research on the impact of management styles on retention by following the research framework in other to create an understanding of the phenomena (Quinlan, Babin, Carr, Griffin and Zikmund, 2015). This research aims to develop a case study and examine the concept of management styles and the impact these styles has on staff nurse retention.

And in other to accomplish the aim of this research, the researcher will examine the perception of nurses on the impact management styles has on their retention in hospitals. This can be achieved by evaluating the type of management style that is currently practiced in the hospital, which style is better preferred and how these styles will affect the retention.

More specifically, the researcher's objective is;

- ❖ To examine the concept of management styles.

- ❖ To determine the perception of nurses concerning the current management style in hospitals.

- ❖ To ascertain if the relationship between managers and nurses will impact retention.

- ❖ To recommend the way of improving retention rate through effective style of management.

3.4.   Research Philosophy

Philosophy of research according to Saunders et al., (2012) is a term that relates to the development and nature of knowledge in which a paradigm exist and where a framework is designed to conduct the study. The research philosophy adopted by the researcher

contains important assumptions and goes a long way to show how she views the world. These assumptions support the research strategy and methods applied by the researcher (Saunders et al., 2012).

In this research work, haven gone through both the ontological and epistemological branches of philosophy, the researcher chose to make use of the epistemological branch as it concerns what "constitute acceptable knowledge" (Saunders, Lewis and Thornhill, 2008). This research project is a case study that is based on epistemological assumption and having interpretivism as its philosophical frame work. This frame work "holds that all knowledge is a matter of interpretation and interaction" (Quinlan, 2015, p. 57). This assumption is based on the fact that it may not be possible to scientifically measure all phenomena and that personal beliefs, attitude and peoples' perception of reality has its impact on peoples view of what is real (Horn, 2009; Quinlan, 2011; Quinlan, 2015).

Another aspect is the positivism framework which is based on the assumption of observing and predicting outcomes, involving large samples of numeric data and testing statistical hypothesis (Byrne, 2014) which is used for analyzing quantitative data. But the positivist philosophy will not be used by the researcher due to its objective nature.

The researcher has chosen the interpretivism research philosophy to analyze this research study. Interpretivism research philosophy focuses on the social phenomena and details of situation which is investigated in their natural environment as what is being researched is a function of a particular set of circumstances and individuals at a given time (Byrne, 2014). This approach made it possible for the researcher to be part of the research by interacting with the participants and taking part in the interview processes in other to get the perception of nurses on the issue of management style and staff nurse retention in hospital while interpreting the data gathered. Saunders et al. (2008) made it clear that there are other aspects of qualitative methods which is based on the researchers own assumption but that they might be biased as it is based on personal opinion. Thus, in other to get a more accurate responses of the perception of nurses, the researcher made use of multiple sources and used probing questions to generate rich data thereby avoiding any issue of bias in this research.

3.5. Research Approach

The research approach used in this project aims to explain the research objectives. Saunders et al., (2012) notes that the aim of the research objective is, "to explore a phenomenon, identify themes and patterns and create a conceptual framework" (Saunders et al., 2012, p.144).

But on the other hand, Deductive approach according to Saunders et al., (2012) is an approach that can be used when carrying out a quantitative research as it is an approach that moves from theory to data "in a deductive inference, when the premises are true, the conclusion must also be true" (Saunders et al., 2012 p.144). Deductive research approach is best applied in the scientific research where the proceedings of research are made through hypothesis. This approach is used in analyzing quantitative data. Therefore, it was not used in this research because this method is deductive and focuses on causes, prediction and data that are readily coded numerically (Quinlan, 2011).

The researcher made use of the qualitative research method as it is inductive, its data is non-numerical, it is based on thoughts, ideas and feelings, and it uses contextualization (Quinlan, 2011). This method allows the researcher to be the instrument through which data can be gathered and also enables the researcher to determine the meaning of how the data gathered can be interpreted and analyzed for better understanding of the research issue (Saunders, 2008). The application of this approach created an in depth exploration in to the study of management style and retention.

3.6. Research Choice

The researcher made the choice of using the inductive approach for this research study by carrying out a semi-structured interview because it was a preferred method as it addresses more specific issues, the data gathered were easily interpreted, and it was carried out on a one to one basis (Quinlan, 2015). This method turned out to be effective as the issue of time constraints and the availability of participants were addressed in that, the interview was done at an agreed time and place. And also it provided an in depth knowledge by gaining the perception of nurses between management style and retention and allowed a

strong rapport to be built between the researcher and respondents. This approach best suits the aim of collecting the needed data from the nurses (Masny, 2016), as this is a less formal type of interview and the areas to be researched are already pre-determined as the information to be gathered has been identified. This method allowed the interviewer phrase questions that suit the characteristics of the participants and avoid any problems that may occur from the use of structured or unstructured methods of data collection.

The face to face method of interview is carried out to facilitate the development of themes within the framework of management style and the staff nurse retention (McBride, 2015). The researcher used open ended questions so as to explore more on the beliefs, feelings and understanding of the respondents as this required them to think and reflect on their response (Quinlan, 2015).The duration of the interview was 45mintes, notes and recordings were taken after getting the consent of the participants except where they specified otherwise. Each interview was transcribed and thereafter, the notes were given back to the participants to read and make corrections or adjustment where necessary. Therefore, the researchers preferred choice of data collection was the use of interview which allowed for the responses of respondents to be probed and also enable the researcher to follow up on responses provided by respondents in other to enlarge the theme being discussed (Saunders et al., 2009; Gargan, 2014).

The researcher was able to identify that there are other types of interviews and these include focus groups, telephone interview, group interview and online interview (Quinlan, 2011), these methods were not preferred for this research work because they do not allow for the researcher to build a strong rapport with the respondents (Cameron and Price, 2009; Quinlan, 2011). But instead, the face to face method was applied as it enabled the researcher to make some observation in body language, probe questions and take notes.

3.7. Research Themes

The following are list of themes collected from the literature review but they are not limited to these;

- ❖ To examine the concept of management styles

- ❖ How is the concept of employee engagement and job satisfaction relevant to staff nurse retention?

- ❖ Will the application of these styles of management motivate employees to remain loyal and bring about their satisfaction

- ❖ Does the management styles that encourages employee engagement and job satisfaction have positive impact on retention

The use of these themes will help the researcher to probe the response of the respondents in other to allow for further discussion and an in depth analysis of the responses provided. From the application of these probing questions, rich data will be generated that will increase the value of the information gathered (Cameron and price, 2009)

3.8. Research Interview Settings

Face to face type of interview method calls for a suitable, comfortable, quite, private location that is void of distraction. The researcher was able to set this up by notifying the participants they can chose a time and place that suits them. Thus, all the participants were able to choose convenient locations that was free of possible interruptions and allowed for good recording and note taking (Quinlan, 2011).

Thus, in other to show the honesty and openness of this research work, the researcher provided the respondents with interview schedules before the actual interview took place and this helped the researcher build a strong rapport with the respondents. Also, all respondents were informed about the entire research (see Appendix 1 – 3), the note taking process, the observation of the respondent body language and recording of feedback (Quinlan, 2011; Cameron and Price, 2009)

3.9. Research Strategy

The research strategy emphasized words rather than quantify the collection and analysis of data. This shows that it is a qualitative research that focuses on investigating subjective data and the perception of the individuals involved (Bryman, 2008).

Thus, this qualitative data was analyzed by the researcher through use of case study. This strategy was used because the research was located in a bonded entity which is the hospital and it assisted the researcher in engaging in an in-depth study of the phenomenon that is under investigation (Quinlan, 2011). It allows for an in depth study of the impact of management styles on the retention of nurses in hospital. In case study research strategy, interviews are conducted among the participants in order to collect and analyze qualitative data to enable the researcher study the order of events carefully as they occur (Bryman, 2008; Quinlan, 2011). This research strategy allows for the natural flow of this design and it makes the information to be gathered to be understood rather than explained (Mcbride, 2014). The intention of the researcher is to shed more light on the perception of nurses on the impact of management style on staff nurse retention by gaining much insight and knowledge.

The survey research strategy was not used in this study because it is best used to analyze quantitative data. Survey questions are designed by the researcher according to the objectives of research and it is used to conduct survey among the respondents to collect quantitative data (Donohue and Liang, 2011). Survey research strategy is justified for the collection of quantitative data which are descriptive in nature. Thus, case study and interviews are the justified strategy to be used in this research to collect and analyze qualitative data.

3.10. Research Sample Size and Technique

Sampling frame in this research are the nurses working in a hospital in Dublin city. The population of nurses working in this hospital is very large, therefore, the researcher decided to choose a sample size to work with since it is not possible for the researcher to conduct interview among the entire population of nurses in this hospital. To find out the impact of relationship management between nurses and managers in the retention of nurses in hospitals, the researcher chose a sample size of 6 staff nurses for this research study.

The study population in this research are the nurses working full-time in an hospital in Dublin city, precisely in the in-patient unit with more than six months experience and between ages 25 to 34years. This age range was chosen because it has been noticed that they tend to resign from an organisation before they barely even start working. Also, they are the ones to take over from the old nurses when they retire, so they have to be retained. Forest and Kleiner (2011) reported that 28% of newly employed nurses between the ages of 25-34 leave the hospital in less than two (2) years when they feel they can no longer cope with the job or the work environment.

This hospital were chosen because of the high volume of patient cases it receives, its location in the city and large population of nurses. Secondly, the participants were selected because of the high rate of patient they handle on a daily basis even now that waiting list for inpatient unit is high, the shortage of nurses on call and how long patients has to wait before they are being attended to.

The researcher made use of the non-probability sampling because this method allows the researcher to select a sample of nurses to represent the entire population of nurses working in this hospital. This was made possible by the use of Snowball sampling technique, where the researcher was able to find a suitable participant and then ask them to recommend another participant based on the specified criteria (Quinlan, 2011)

3.11. Research Validity and reliability

The issue of reliability and validity according to Quinlan, (2011) is necessary for all research work, to show that the work is credible, honest, dependable and authentic. The rigorous approach of note taking and observation carried out by the researcher shows the research quality is valid and reliable. To make sure of this, all the information gathered by the researcher was given back to the respondent to remove, add or change their response before the analysis takes place.

For the records, none of the interviewees made any changes to the information they provided and neither did any one of them requested to be removed from the interview process completely. This has greatly helped the researcher in carrying out the research findings and also in analyzing the data generated.

3.12. Data Analysis

Qualitative data analysis according to Quinlan, (2011), is a process through which data are analyzed and this analysis functions mainly to develop rich, thick and complete account of the data phenomenon under investigation.

Therefore, the researcher made the choice of using descriptive and narrative method to analyze qualitative data collected through interview and from different secondary sources. The analysis of data gathered from interviewing participants were made possible by the use of a Word facilitated data transcription template (see appendix 4). Proper description of qualitative data are needed to bring about thick description of the impact management style has on the retention of nurses in hospitals. The application of this method by the researcher helped to show the relationship that exist between the research themes and the results gotten from the data gathered. This shows that the research process is reliable and valid as notes were taken and observations in body language were made during the interview process that brought about quality of results (Quinlan, 2011).

3.13. Ethical considerations

This research study addressed the ethical issues effectively as it is very important to protect the participant. Ethics relates to doing well and avoiding harm. Therefore, the researcher ensured that ethical considerations are applied in this study by carrying out the following measures:

All participants were well informed about the study and given the right to freely and willingly decide whether they want to participate in the study or not. Thus, none was subject to any form of compulsion or force. Also, personal detail like age was collected from the participants to ensure they fall within the age range required and their privacy was ensured by making sure that their identity is not in any way revealed in the result of the report. Lastly, the aims and objective of the research project were explained to the participants before commencing the data collection process, and also the researcher used Harvard Referencing format and referenced all work that does not belong to her (Quinlan, 2011).

3.14. Limitations of the methodology

All research methodologies have their limitations, be it quantitative, qualitative or mixed method research. The limitation of the qualitative method used by the researcher in this project is that it limits its sample to nurses working at one hospital in Dublin city with a sample size of only 6 participants. This hinders the generality of the result as this research does not cover all hospitals where nurses render their services nor does it include all the nurses working in this hospital. Results should only be generalized to the population of nurses working at in-patient unit of the hospital on a full-time basis with more than six months experience between the ages of 25 to 34years. However, it is a possibility that nurses from other hospitals would give answers that are similar to those of the respondents in this research proposal.

3.15. Conclusion

The researcher has successfully outlined the preferred research method applied in carrying out this project and has also shown details of how the interview process was carried out right from the transcription of information to its analysis. Even though some limitations were noted and described, this chapter has chosen and justified the appropriate research methodology used in this research work.

CHAPTER FOUR

FINDINGS AND ANALYSIS

4.1   Overview

In an attempt to address the essential issues of employee engagement and job satisfaction, chapter four (4) will develop themes related to the interviews carried out on management style and retention by gaining the perception of nurses working in the hospital in Ireland.

4.2   Primary Data Analysis

Data analysis identified democratic, transactional and transformational styles of management. Staff nurse engagement, job satisfaction and retention are the factors affected by these management styles.

Theme 1: The concept of management style

4.2.1. Management styles

Democratic management style: nurses reported that democratic nurse manager encourages and emphasize nurse engagement, teamwork, trust and commitment to work. The participation in decision making by nursing staff is important to such manager as he/she work with staff and discuss the job together with them, giving staff the opportunity to take part in problem solving and voicing out their opinions. But ultimately, the manager sometimes makes the final decision.

One respondent states, "my manager makes her decisions by listening to the opinion of staff and discussing the issue together as a team, but in some cases the final decision is made by her".

Different perception arose from nurses regarding this style of management. Some nurses thinks that democratic managers works too hard with the staff while her own duties suffers thereby leaving much work for supervisors and making the whole work process a very slow one thereby increasing the stress.

Another notes, "the manager works well with staff and gives them support on the job, but a times she does it too much and she leaves her own job pending"

A nurse managers' role is very important as he/she is faced with the responsibility of bringing together member of different unit and getting them to achieve a common goal. This skill makes him/her standout. By planning together, the manager forms a basis for staff nurse commitment to work, which is essential as it helped develop the operation of the unit.

One of the respondent notes, "the behavior of the manager influences operation in general, an example is seen in how she gets staff to commit to a common decision".

Transactional management style: this style was identified by most of the participants, those that are more experienced in the job do not like it but those few that are not very experienced preferred it. This is a style that is characterized by control and compliance. For such managers it is paramount for nursing staff to adhere to clear instructions and advice. Transactional managers do not seek for the opinion of staff concerning problems facing the unit.

Another respondent states, "the manager is one that follows laid down rules and believes everything should be done by the book, which is not good in some situations. There is no room for further development and the inability to use your initiative as a nurse. The interaction between me and my manager is one that does not seek for the opinion of staff. I feel nurses don't seem to have a voice with all that is going on in the health sector. With this style of management, there is no room for flexibility. It's about getting your job done and you will get rewarded. Even though the reward itself is not enough"

This management style does not encourage innovation nor does it allow nursing staff to go the extra mile for their oganisation. They just do what they are told is their job description and that ends it as they do not want to be punished for any mistake they commit. This style of management is not helpful because in time of emergency when the staff is in the position to help, he/she will not be able as a result of fear.

Transformational management style: all participant agrees that this style of leadership will be beneficial to both managers and staff alike. This style gives room for critical reasoning, innovation personal and professional development.

One respondent notes, "Positive change is a good thing and one I will welcome as it will enable unit manager engage nurses fully in all aspect of the job. Displaying my skills and being rewarded for it will truly be satisfying as it will give me a sense of purpose. Most times it is not about the financial rewards but personally, I derive joy when I am busy doing my job and seeing the smiles on the patients face knowing that they are well looked after."

This style has been known to create a positive impact in the hospitals where it is applied. Hospital management are advised to make use of this style as it will be of benefit to the younger generations coming into the nursing profession and a good method for retention.

Theme 2: How is the concept of employee engagement and job satisfaction relevant to staff nurse retention?

4.2.2. Factors affected by Management styles

Participants reported that the management style a nurse manager adopts affects their work engagement, commitment and job satisfaction. They believe that a manager who is fair in his dealings with the staff and trust them, will promote their motivation and participation to work. Also a manager who is emotionally intelligent and having the skills to prevent and solve conflict can bring about job satisfaction. The following factors are considered.

4.2.3. Employee Engagement

All respondents outlined that employee engagement, trust, respect and participating in decision-making process as a nurse working in hospitals is very important, as it makes employees feel valued. They all agree that a nurse manager who uses his skills to engage his/her unit staff, motivate and trust them, will affect the success and progress of the unit. Such managers often request for the supply of adequate resources to ensure that the staff has what to work with when they are engaged and have options to make informed decisions. They also ensure that each and every staff knows what their job is and take

responsibility for their work areas. Addressing these styles of management, one respondent notes,

One respondent states, "Being engaged as a nursing staff is very important to me because it gives me a sense of responsibility. The idea of having to get up each morning and go to work, knowing that I will be helping other people that are ill get better and at the same time, helping to meet the goals of the hospital is a good thing and something I look forward to each morning".

However, when it came to discussing the issue of employee engagement to existing management style, the views of respondents were some-what different. Some respondents made it clear that the conditions in which they are made to render their services and put their skills and potential to work made them wary of being engaged. All of them greed that employee engagement should be based on trust, integrity, communication, teamwork and commitment, as all these are required if they are to become motivated, perform well and be productive.

Another respondent stated, "staff engagement is very good but it involves getting adequate support and trust from a manager as a way of motivating nurses to carry out their duties. If changes are to be made, I will prefer a manager that supports and encourages me to be perform at high levels".

Instead of getting support from managers, some staff end up getting criticized in some cases without being able to air their views or influence the process of decision making. They believe managers do not have their best interest at heart as they do not get the support they need from management, thus, their lack of trust for managers. They did expect their managers to act fairly, treat them with respect and dignity and welcome their ideas in the process of decision-making regarding issues pertaining to the job.

One respondent states that "with the level of experience I have, I know that I can do more than what I am being given. The more work I do, the more satisfied I am. Sometimes when I am working, I don't remember to look at the time but this does not happen always. Working with a manager that will give me the benefit of the doubt to do my job well,

communicate what is expected, and encourage me to be innovative and participate in making decisions will definitely make me remain in that organisation"

The respect, trust and support nurses get from their managers can go a long way in motivating them to be committed. But once the nurses perceive that there is no trust and fairness, they feel devalued which is not good if quality patient care is to be achieved.

Another respondent notes that, "total autonomy is not given to me when carrying out my duty because I feel my manager does not trust me enough to use my own initiative. I would like to feel relevant by bringing new ideas to situations instead of following the usual way of doing things around here, as I am an individual that is proactive with much experience. Waiting for everyone to bring ideas will only disrupt staff engagement and slow down the decision making process"

It is essential that a nurse manager's skills influences the changing operations in hospitals and staff nurse development in the unit because the more knowledge they have, the more productive they will become. All participants agreed that in other for employees to be truly engaged, they need to feel they are part of a team that is focused on achieving clear goals, trusted and empowered while receiving support, feedback, thanks and recognition for job well done from managers. A management style that supports these will encourage employee engagement

Another respondent made this clear by stating that, "trust and fairness based on mutual respect is very essential if I am to remain loyal and satisfied in this job".

A manager's behavior can influence staff orientation and how they connect and work with other staff outside the unit and this can show the uniqueness of the team members in their job performance.

Remarkably, all respondents accepted that they are open to other organisations that can offer them good working conditions, trust them, seek their opinion and give them a 'pat on the back' to say thank you for a job well done. By adopting the right management style, a nurse manager can promote the continuity of patient care by engaging employees and co-operating with unit members and other units in the hospital.

One respondent notes that "the reason most nurses go to work abroad is because of the numerous advantages they have, such as continuous personal and professional development and anytime decision is to be made the welfare of nurses are considered and their opinion is sort, also these nurses are well engaged, motivated and informed and also jobs are available as they do not tend to freeze employment at any time. These I know because I have a friend working abroad. If given the opportunity, I too will not mind working and remaining in such a place that encourages staff to participate in the problem-solving and decision making processes while they develop themselves professionally".

Most respondents made it clear they cannot go the extra mile for organisations that do not take their professional life and personal wellbeing seriously. They feel stressed on the job but cannot talk to their managers because of fear of being seen as incompetent or lazy. Thus, effective management style that supports and encourages employee engagement, two way communication and commitment, trust and participation in decision making process are very relevant for the appropriate running of the organization and staff nurse retention as these will increase employee performance.

Theme 3: Will the application of these styles of management motivate employees to remain loyal and bring about their satisfaction.

4.2.4 Job Satisfaction

The respondents were comfortable with answering this question as all of them agreed that the application of an effective management style will indeed motivate employees to work hard, share their opinion and better participate in teamwork. They would not feel left out when their opinion is sort-after during the process of decision making. One respondent states, "if these styles that support staff engagement are applied by managers, I will look forward to coming to work each day as I know my opinions and services will be welcomed and appreciated". Another respondent states, "A nurse manager that often ask for adequate resources and makes them available to make the job easy for staff is a skilled individual that I will be satisfied to work with".

Nurse managers that motivate staff and skillfully lead the unit, will not only bring about satisfaction but also the success of the work unit. Staff nurse job satisfaction affects the

way patient care is rendered. A nurse managers' leadership style can affect the satisfaction of nurses which will, in turn, affect the quality of patient care rendered.

As a respondent noted, "if I am happy and satisfied with the behavior of my manager, I will go the extra mile to put in my best in giving quality patient care but the reverse will be the case if I am not happy. Though presently I am happy because I am learning a lot from my manager since I don't have much experience on the job yet"

When the basic value of a managers' leadership skill is achieving quality patient care then he/she will adopt styles that will influence these and bring about satisfaction for both staff and patients. Employees agree that different methods of management style are preferred as only one method will not be good enough because people differ and most times what works for one employee, will not work for the other. These styles of management, be it democratic, transformational or transactional, they all have their advantage and disadvantages. After saying all these, all the respondents still admitted that working in an organisation where an employee is motivated to work and allowed to contribute their ideas regarding issues that affect them and the job before any decision is made, will be very good and encouraging. This will make them want to remain and be loyal to such organisation as they feel manager are concerned about their welfare, gaining their ideas and providing what is required to get the job done. It is evidently clear from gaining the perception of nurses that this type of management style where employees are engaged, trusted and allowed to participate in the decision-making process of the organisation will lead to increased motivation, performance, and satisfaction of nurses.

Theme 4: Does the management styles that encourages employee engagement and job satisfaction have a positive impact on retention.

When speaking on the issue of satisfaction and retention, some respondents nodded in acceptance by agreeing that the style of management practiced in an organisation that supports 'employee engagement', 'respect', and 'participation' goes a long way in retaining staff.

> "..Once I am satisfied with my job and work environment then I can remain and give my best to take care of the patients".

..”I will work well and remain with a manager that goes out of his way to make available the needed resources that will make the job easy.

Employee engagement and satisfaction are very important if retention is to be achieved. Once a staff starts feeling like his/her services are no longer needed or they no longer have a voice regarding their job, then they lose enthusiasm to work which will lead to high rate of absenteeism and low performance, which will get them thinking of leaving to other organisations where their services are welcomed.

Another respondent states, "I will not only be satisfied but remain in an organisation where employees are engaged, trusted and allowed to participate in decision making. All participants agree to remain in such an environment because they consider it an effective management style where ideas and innovations are welcomed but the best ones are made use of.

4.3   Relationship to the research aims

Original research objectives:

- ❖ To examine the concept of management styles.

- ❖ To determine the perception of nurses concerning the current management style in hospitals.

- ❖ To ascertain if the relationship between managers and nurses will impact retention.

- ❖ To make recommendations for management to consider.

4.3.1   Discussion

From the finding above, the transactional leadership style was identified as the management style dominantly in play in hospitals currently, followed by the democratic style. Even though managers use more than one style, respondents reported they make use of the transactional style most often because they are more focused on getting the job done (Brusca, 2013; Vesterinen et al., 2012). Respondents who are working for managers with this style of leadership agrees that they were not satisfied with it because they do not

encourage employee engagement. They all agree that a manager who is able to combine and make use of transformational and democratic styles effectively will encourage staff engagement and increase their satisfaction and retention because these styles are known to motivate and involve staff in problem solving and decision making. The application of multiple styles is encouraged because the level of competence of nursing staff varies and situations differ (Vesterinen et al., 2012). The experienced nursing staff preferred the transformational style more as it enables them think 'outside the box' and allows them to be innovative but one staff less experienced preferred the democratic style as it encourages, guide and tells her what to do per time.

If given the opportunity to show case their skills and talent, nursing staff agrees they will go out of their way to meet the needs of the organisation, render quality care to patients and remain. Anne Gibson of the Norfolk County Council explained that employee engagement is key throughout any organization and should be kept at the forefront of any change activity. Stating, she talked about what they did at the council, that "employee-defined values and new initiatives are developed in direct feedback to employees' comments, giving them reassurance that their views are of value to the organisation and will be acted on and building trust" (Nolan, 2011 p. 16). This method is in line with these styles and managers are advised to make use of them as it helps nurses build their trust and confidence in their managers. Most organisation use this concept of engagement to gain a competitive advantage over their competitors. By this, employees feel valued knowing that managers are concerned and interested in getting their feedback, views, and ideas which they use in meeting the needs of the organisation while trusting that nurses are capable of carrying out their duties. Thus they are much ready to embrace the application of employee engagement, decision making and increase their performance.

Since it has been predicted that the shortage of nurses will only increase in future, a manager that has effective management styles of mentoring, motivating, engaging, appreciating and helping in professional development and educational needs of nursing staff, will positively influence employee satisfaction and retention thereby helping to reduce turnover (Vesterinen et al., 2012). Transformational leaders are able to influence retention as they are all about balancing the relationship between staff welfare and

meeting organsational goals. This skill helps them build bonds with nursing staff that will help increase cooperation in the work unit

Findings show that employees' trust, in manager's leadership style is very vital as it determines their willingness to participate in the process of decision making, derive satisfaction and be retained (Brusca, 2013). When the participation of employees in decision-making becomes insufficient, it leads to low level of job satisfaction and employee commitment, thus, when there are no more commitments and satisfaction left to be derived, then the intention of the employee to quit his/her job sets in (Appelbaum, Louis, Makarenko, Saluja, Meleshko and Kulbashian, 2012). Therefore, transformational and democratic management styles that yields result and support employee engagement should be used more often because this will increase staff commitment, performance, satisfaction and retention.

Managers should ensure that employees are engaged and productive at all times so they don't start feeling irrelevant as a result of idleness, thereby thinking of quitting their job. A good manager can mentor and produce disciplined and productive employees while practicing the transformational and democratic styles of management. By supporting employees, involving them in discussions, picking their brains for ideas and getting feedback from them anytime an idea or decision is put into play, trusting they can do their job well because they learn from the best and engaging them as much as possible is of a truth, the best way to retain employees (Appelbaum et al., 2012; Vesterinen et al., 2012).

All participants lend towards and went with the idea of the transformational and democratic style which is also referred to the autocratic style, it is a style that encourages employees to participate in decision-making. This style of management according to Ogunola, et al., (2013), is one that allows managers to inform their employees of everything that affects their work and shares the responsibility of problem-solving. Such managers develop plans that will help the employees evaluate their performance, allow them establish their goals, encourage them to grow on the job and be promoted and also recognize and encourage achievement (Ogunola et al., 2013), as it is the joy of such managers to see that their employees develop a high sense of personal growth and job satisfaction.

The role of a nurse manager is very significant in the application of management styles that promote good quality patient care (Vesterinen et al., 2012). Therefore, it is safe to say that the democratic and transformational styles of management are very necessary and good to be applied in these hospitals in other to increase performance, job satisfaction, motivate employees and increase retention.

4.4.   Research Implication

In a little way, this research has contributed to the awareness of the relationship between management style and the retention of nurses in hospitals. This research should help management and staff appreciate the concept of management style and specifically its application to the retention of nurses.

The application of democratic and transformational type of management style will add to a better outcome for nurses as this could lead to more engagement for employees, increased performance, involvement, trust and development of new ideas which can bring about a better way to improve the quality of care rendered, bright and intelligent nurses and by extension, meeting the goals of the organization.

4.5.   Research limitation

There are some limitations associated with this research. It is limited to only one hospital, a small group of individuals consisting of 6 participants working in the in-patient unit of this hospital. Also, time constraint was a limitation as there was not much time for carrying out the research itself, the availability and accessibility of participants as at when needed and other commitment the researcher might have.

4.6.   Further research option

The scope of this research can be extended to other hospitals or nursing homes where nurses could be found working. This could cover other units in the hospital, such as the emergency unit within hospitals outside Dublin city. Another aspect to further research on is, using a mixed method of research to generate a broader constituency in getting the views of both managers and nurses on the subject of management styles. Another area to further explore is, the application of other types of management styles and if these styles will be effective in the retention of nurses despite all odds. It should be noted that

situations and organisation changes and that this research was carried out at a point in time. Thus in other to get other outcomes, a more systematic approach can be applied.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1.   Introduction

This chapter will conclude the main findings of this study, give a summary of it and recommend ways nursing staffs can be retained in hospitals.

5.2.   Summary

In summary, the findings show that the style of leadership that managers apply mostly in a hospital is not one that supports the engagement and retention of nursing staff. They all prefer to work with a nurse manager that mostly uses the transformational style of management as this will bring about their retention as this style makes their engagement possible and brings about their satisfaction. A transformational leader has a vision for the organisation, one he/she passes on to the staff by communicating and reminding them on a regular basis on how to follow through to achieve the goals of the organisation. Though one respondent went with the democratic style and agrees it is good for her at this point that she is inexperienced but mentioned that she will appreciate engagement when she is much more experienced. Therefore, it is safe to say that a manager who is able to use these styles effectively by knowing the capabilities of the staff and achieve retention is indeed an effective nurse manager.

The leadership style of nurse managers in hospitals should be looked into so that the hospitals do not lose their valued staff. The respondents do not agree with the leadership style employed by their managers as their job is a sensitive one that can tell on quality of patient care rendered, rather the use of styles that will give them freedom to decide on the way forward for their job and profession and also get support from their managers and bring about their satisfaction should be used more often. They all agree that the transformational style of management will have a positive impact on the retention of nurses in hospitals along with a blend of democratic style. The key lies in a manager knowing his/her staff well by building a strong professional relationship with them and also paying attention to the situation on ground so as to be able to know what style he/she will adopt at that point to be able to handle the situation at hand effectively.

5.3. Conclusion

This study has shown that the leadership behavior nurse managers use in exercising their authority, getting the job done and relating with staff nurse goes a long way in determining the success of the organization and the retention of nurses. Management style is very crucial in the running of an organisation. Management styles in their varieties have no right or wrong ones, but their uniqueness is in the ability of a nurse manager to effectively jump from one style to the next, moving from democratic to transformational styles while watching his/her own behavior, the task that ought to be carried out and the situation at hand, shows that such a manager has the ability to engage and retain staff (Brusca, 2013). From the perception of nurses, it is obvious that the styles that encourage and supports staff nurse participation in decision making and engagement is preferred as it brings about their satisfaction and retention. Though other styles were discovered but the democratic and transformational styles were identified as styles that motivate staff to be their best, enable them to be committed and achieve the goals of the organisation. Vesterinen et al. (2012) advised that managers should be educated in order to improve their leadership skills and self-reflection so as to be able to make use of various management styles that will lead to the retention of nurses in hospitals.

Thus, in conclusion, it is safe to say that after gathering the data, nurses perceive that they will be motivated, satisfied and perform well if they work with managers who are able to practice and apply the transformational and democratic styles of management, by encouraging employee engagement and increasing employee performance and satisfaction in other to ensure that such experienced nurses are retained in the hospital.

5.4. Recommendation and implementations

In order to increase the rate of retention of nurses in hospitals, the following strategies are recommended based on the result generated.

Training and developmental programs should be provided for managers so that they can be taught how to apply these styles effectively. It is the place of the Human resource

management to ensure that adequate training is provided for nurse managers and also make out time for them to be able to attend, as their job is time-consuming. This training will be beneficial to both nurses and managers as it will help them achieve their professional and organsational goals. To achieve this, the NICHE team estimated a total of $4,950 per hospital to train their managers but an addition of $1,650 to include other staff members. This program will run for a period of six weeks and as such, managers ought to be given time-out off work to attend (Niche, 2016).

A good leader always has someone to succeed him/her when he/she is promoted or retires. Therefore, nurse managers should ensure they lead the staff well by following what was taught from the training they get, as most people learn by what they see their superior do. It is required for them to pass on this knowledge to the staff nurse and use it effectively. The researcher will recommend that a mentoring program is established to enable staff work with their managers and learn the way they utilize their leadership skills and what management styles they apply per time as different situations arise. Hospitals should introduce mentoring programs as this is based on a holistic approach to learning. Forest and Kleiner (2011) agree that mentoring can reduce turnover by 3% and help save the hospital a lot of money, reporting they also found out that the hospitals that implemented this program have a 19% lower turnover rate. This will bring about good leaders and retention will be achieved.

Hospital management should plan and implement strategies that are effective in promoting the retention of nurses such as developing a work environment that is positive and one that encourages teamwork, employee engagement and performance, trust, respect and continuous education. Also, motivate nurses by developing a reward system for them and provide job enrichment.

Create a professional nursing practice that is supportive to nurses and allows them to practice their profession to the fullest, so as to be equipped when faced with the opportunity to have professional interactions. This can be achieved by developing a clinical ladder for advancement within the hospital. As nurses tend to remain in an organisation where they are promoted and their efforts appreciated

To foster better-working relationships with nurses, managers should ensure they understand the implications of the different types of leadership styles they exhibit because overlooking these differences can lead disagreement and conflict.

Create opportunities that will both attract and retain staffs by strengthening management and interpersonal leadership skills in the organisation.

Dealing with different people is an important task for managers and as such, they need to be aware of the way they lead, ensuring they work collaboratively with nurses both foreign and local by welcoming and paying attention to their different point of views, perspectives and attitudes. The ideas and opinions of the employees regarding planning and decision-making should be sort as this will encourage and promote the implementation of democratic and transformational styles of management and none will feel undervalued.

PERSONAL LEARNING REFLECTION

When carrying out this research project, a lot of things were learnt in the process that have now become part of me and has increased my knowledge and also thought me that there are more than one way to accomplish a set goal. Below are my personal learning reflections.

Through the accomplishment of this research work, I have gathered proper knowledge about the nature and the criteria of using a qualitative research method. I have also gathered enough knowledge about different methodologies of research which are crucial for the proper accomplishment of a research project, and that I am at liberty to use any method that best fit my area of study. I learnt that there are different methods of research, qualitative, quantitative and a mixture of both methods, though all these methods are good and have their strength and weaknesses but I learnt that the use of a mixed method of research will produce a richer data than using a single method. But due to time constraint I made use of a single method.

Notwithstanding, I chose the qualitative approach as it best suits what I was trying to discover. I learnt that qualitative research method is in its very nature limited, as the result gotten cannot be generalized. I was able to put this research limitation and my personal bias into consideration so it does not in any way impact on the outcome of this research.

During this research, I learnt how to invite people to participate in interviews and also learnt how to conduct a face to face interview by asking probing questions to gather rich and insightful data from respondents that lead to the production of this research work.

Time was of the essence when this research work was carried out. Despite the limited time, I tried as much as possible to ensure that I breakdown the research activities according to the weeks allocated to completing this dissertation.

Personally, carrying out this research work has made me realize that I can achieve whatever I set my mind to do and I can take up any project and see it through to its successful conclusion. According to the saying, "Determination breed success", I was determined and motivated to do this study and this I did. Also, I have learnt how to apply

ethical considerations when carrying out a research work and with the help and supervision of my supervisor, I was able to relate well with the participants in other to get rich data and not to allow my personal feelings get in the way.

Through the accomplishment of this research work, I have learnt that management style is very crucial for any organization if they want to retain their valued employees. It is vital for managers to know their employees well enough in other to know what management style will bring out the best in their them and use them as an advantage to show off the organization as the best in the mist of other competitions. I learnt that democratic and transformational styles of management are very good to be practiced in organization as it impacts positively on the relationship between managers and employees. I consider employees a bank of knowledge, because utilizing their ideas, skills and experience can make the organization achieve its goal and go a long way in meeting their target only if they combine these skills with adequate planning and staff engagement.

I have gathered enough knowledge on the styles of management which can be used effectively in my future career. In my future professional career as a manager, I can make use of this knowledge effectively to manage relationships with my colleagues and subordinates which will be helpful to retain experienced employees. This knowledge can also be used effectively to manage employees better and increase the rate of retention.

This research work from beginning to end has being a great learning period for me. The use of qualitative method for this research study has proved productive but if I would have had more time, what I would have done differently is to use a mixed method of research to ensure I get a more comprehensive result.

Thank you.

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Appendices

Appendix 1. Interview request form

(Recipient)

Address 1

Line 2

Line 3

Date

Dear (Name)

Ref: Request to participate in Research Interview

Please see attached a copy of the research information sheet and Consent Form, as discussed during our recent conversation. As earlier stated, this research work is about getting your perception as a nurse regarding the management style nurse manager apply in the work environment and how these styles impacts your retention as a nurse in your current organisation

Your decision to take part in this proposed research will be very helpful to me and I would be grateful if you do. If you agree to participate, please return the attached consent form to me on or before the 10th of June 2016.

Thank you in anticipation

Gloria Okwori

Student Number: 14109697

Appendix 2.   Information sheet

Topic: Qualitative analysis of nurses' perception on the impact of management styles on retention in hospitals

This research study aims to generate substantial data on the perception of nurses on the impact of management style on the retention of nurses in hospitals in Ireland.

The researcher is Gloria Okwori, a student studying at National College of Ireland (NCI), and doing this research at the same college, in the school of business for a Master's degree under the supervision of Desmond Gargan, an academic at the National College of Ireland.

INVITATION

The researcher has invited you because of your position as a nurse working in the in-patient unit of the hospital, your age range as it falls within the age range the researcher has chosen to work with and your understanding of the requirements of a typically employed nurse working full-time in the hospital.

Your participation in this research is voluntary and should you decide not to participate in it any more, there will be no consequence.

What is required of you?

You are requested to attend an interview at a place and time that suits you. It will be an open interview that will take approximately 45minutes in duration. Notes and recordings may take place but note that this is subject to your approval prior to the commencement of the interview.

To ensure accuracy and understanding of some of the information received, there might be a requirement for a sort of follow-up interview. The data collected will only be viewed by myself and my supervisor.

Risks to you for participating

There are no perceived potential risk whatsoever associated with this research, however, should you feel that you can no longer want to participate in the interview, you may of course withdraw at any stage.

You are free to withdraw your involvement and the information supplied during the interview and subsequent to the interview at any time up to the data being anonymized.

What happens to the information supplied by you?

The information you supplied is for use in this research work only and will not be forwarded to any third party or shared with any other participants or agency for use in any form. All data will be treated as confidential and no names, family details or any form of identification will be used. The data will be stored in electronic format in the College Institutional Repository TRAP (thesis reports and projects) from the date of completion of the project itself.

Further Information

Should you have any queries regarding this research or any information contained in this information sheet, please do not hesitate to contact me by email at Gloria_okwori@yahoo.com or phone +353 (0)899-304567.

Please see the attached invitation, and I would request you sign and return it to me at your convenience. This information sheet maybe kept by you.

Gloria Okwori

14109697

Appendix 3. Consent Form

Acceptance

1. I agree to take part in the research study named above.
2. I have read and understood the information Sheet for this study
3. The nature and possible effects of the study have been explained to me.
4. I understand that the study involves an interview and that notes and recording may take place with my consent, and the interview will take approximately 45 minutes in duration
5. I understand that participation involves no foreseeable risks to me, and that the information given to me has been explained in details.
6. I understand that all research data will be securely stored at a secured location for five years from the date of publication of the study result, and will then be destroyed unless I give permission for my data to be archived.
    I agree to have my study data archived.

    ☐ Yes   ☐ No

7. Any questions that I have asked have been answered to my satisfaction

8. I understand that the researcher will maintain confidentiality and that any information I supply to the researcher will be used only for the purpose of the research.

9. I understand that the result of the study will be published so that I cannot be identified as a participant.

10. I understand that my participation is voluntary and that I may withdraw at any time up to the data being anonymized, without any effect.

Participant's name: …………………………………………………………

Participant's signature: ……………………………………………………………………..

Date: ……………………………………………………………………………………..

Statement by Gloria Okwori

☐   The participant has received the information Sheet where my details have been provided so participants have had the opportunity to contact me prior to consenting to participate in this research project.

Researcher: Gloria Okwori

Signature: ….. …………………………..

Date: …………………………….

Appendix 4.   Interview Transcript

This is a concise transcription of the necessary information so that there will not be any possibility of identifying a participant. As such, some personal details of the participants were removed before transcribing the data, as it is an ethical consideration. General talks were used to begin the interview so all participants felt at ease to give their perception about how they feel concerning their line managers leadership style.

1st Respondent: Female nurse, 18months experience		
Research questions and responses	**Review**	**Themes**
1. **Describe to me what you understand to be the interaction between you and your immediate line manager.**		
There is an open official line of interaction between me and my line manager. This interaction is a bridge to achieving the goals of the organisation, so it is required for it to be cordial and detailed so that I know what is required of me to do at all times. It is only an official interaction, one that boils down to getting the job done. **Me: What about the interaction between you and your colleagues** With my colleagues it is business as usual. Some put in their best while others rely on them or hide behind the curtains. Sometimes we relate well on the job but a times we step on each other's toe, but I guess that's to be expected with the sensitive nature of the job.	This shows evidence of the democratic style of management with open line of communication And nurse manager assist staff but sometimes makes decision on their behalf. Encourages teamwork but does not encourage innovation And employee engagement	Theme: 1 The concept of Management style

Me: How do you feel about raising contentious issues with your line manager I feel fine raising contentious issues with my manager, as there is an established line of communication but most times, little is done regarding the issue. So you can't trust that managers will do what they say they would, So I feel discouraged. The manager works well with staff and gives them support on the job, but a times she does it too much and she leaves her own job pending **Me: Do you feel your contributions are appreciated** Yes, I do feel appreciated by my manager and colleagues. My colleagues and I work together to provide the best possible patient care, and we are rewarded **Me: how would you feel if changes are made and nurse engagement is encouraged and also their participation in decision making and problem-solving** When changes are made slowly, it allows time to adjust. I believe the management should give workers time to adjust to changes. Sudden changes made may meet with resistance from staff who may find it difficult to adapt as the level of all nursing staff are not the same. Opportunity of making decisions and problem solving should be given to those that are more experienced on the job. Personally, I will like my voice to be heard by contributing my opinion to issues that concerns staff nurse welfare. **Me: would these changes motivate you to remain loyal to your organisation and give you satisfaction?** How I react to the changes will depend on how they affect my salary, my ability to	Team work is encouraged but less experienced staff wait to be told what to do This style does not allow experienced staff to be properly engaged Staff preferred being innovative and participate in decision making and transformational leadership style supports this. It brings about loyalty and satisfaction Transformational Management style can motivate staff and bring about satisfaction	Theme: 2 How the concept of employee engagement and job satisfaction is relevant to staff nurse retention? Theme 3: Will the application of these styles of management motivate employees to remain loyal and bring about their satisfaction

Research questions and responses	Review	Themes
perform my duties efficiently, and how it interferes with my services to the hospital. So I would say, Yes they surely will. A stable working relationship with the staff and manager with a good sense of appreciation will make me feel valued which will translate to me being loyal and satisfied. Also, if these changes are made, I will be able to make decisions, contribute my ideas, be given responsibilities and have the trust from my manager that I can to do it. This will be a very great feeling of satisfaction for me as it will make me want to do more and be committed to my work. I am very sure that my performance will increase when faced with new challenges and also my attendance will be high as I look forward to accomplish my task each day. **Me: Do you think these changes will cause you to remain or leave your organization?** Yes, it will cause me to remain as this gives me a sense of belonging to an organization where the staff are treated well and their contributions and ideas are welcomed. **Me: Is there any other thing you would like to add?** I will like to add that a lot still has to be done concerning the hospital work environment. Doctors, nurses and other healthcare workers should be valued and respected because the life of the patients depends on the way they are being treated. Managers should ensure they treat everyone equally without any bias.	The management style that supports nurse engagement in totality is the transformational style which is preferred by the respondents. It has positive impact on retention, therefore, the use of this style should be encouraged.	Theme: 4 Does the management styles that encourages employee engagement and job satisfaction have positive impact on retention

2nd Respondent. Female nurse, 12 months experience		
Research questions and responses	**Review**	**Themes**

Me: Describe to me what you understand to be the interaction between you and your immediate line manager. The interaction between me and my manager is one that does not seek for the opinion of staff as managers usually insist that everything is done by the book, which is not good in some situations. There is no room to participate in decision making and you can't use your initiative as a nurse but follow laid down rules. I feel nurses don't seem to have a voice with all that is going on in the health sector. With this style of management, there is no room for flexibility. It's about getting your job done and you will get rewarded. Even though the reward itself is not enough.	This portrays the task-oriented transactional management style. Staff nurse opinion does not count and their engagement is not supported by manager.	Theme: 1 The concept of Management style
Me: how do you feel about raising contentious issues with your manager? This is a very sensitive issue as contentions are bound to arise especially with the nature of this job. I would say raising such issues is not encouraged as everything is done by the book. Managers usually insist that everything is done by the book. The interaction with my manager shows rigidity. With this style of management, there is no room for flexibility. It's about getting your job done. **Me: do you feel your contribution is appreciated?** Not as much as I would have hoped. Appreciation comes in diverse forms but for me personally I would prefer to get some form of recognition for a job well done, such as 'employee of the month award'. That will motivate me to do more. **Me: how would you feel if changes are made and nurse engagement is encouraged and**	This style does not support employee engagement. The opinion of staff does not matter as there are laid down rules to be followed. Preferred style is the transformational management style. All the respondents	Theme: 2 How the concept of employee engagement and job satisfaction is relevant to staff nurse retention? Theme 3: Will the application of these styles of management motivate employees to

| also their participation in decision making and problem solving

Having some changes around here now won't be a bad idea, I would say. If these changes are made and managers encourage staff to participate in decision making and problem solving, I am certain that it will make an improvement in commitment, morale and eventually increased performance and retention will be achieved while treating patients well.

Me: Do you think these changes will cause you to remain or leave your organization?

If am comfortable with my salary, my productivity, and efficiency, and I am able to adapt to the changes, I have no reason to leave the organization.

Me: Is there any other thing you would like to add?

I love what I do and I would be happy to find a place to put my skills to the best possible use. | wants to know what is going on and how they too can be of help in order to get the needed satisfaction.

Employee engagement brings about satisfaction and retention, provided a nurses manager can make use of this styles properly | remain loyal and bring about their satisfaction

Theme: 4
Does the management styles that encourages employee engagement and job satisfaction have positive impact on retention |

3rd Respondent: Female nurse, 21 months experience.		
Research questions and responses	**Review**	**Themes**
Me: Describe to me what you understand to be the interaction between you and your immediate line manager.

Based on my current job, I will say that the interaction between me and my manager is strictly official. She says what she wants done, and ask you to get to it.

Me: how do you feel about raising contentious issues with your manager? | This portrays the task-oriented transactional management style. Staff nurse opinion does not count and their engagement is not supported by manager. | Theme: 1

The concept of management style |

Raising such issue might not be the easiest thing to do so as not to show incompetence, although we are encouraged to ask for help when we feel overwhelmed due to the heavy workload but the help does not come and we keep on working for 2 - 3 days non-stop due to shortage of staff which leads to stress and low quality of care is rendered. **Me: do you feel your contribution is appreciated?** Well, not enough as the take home package is barely enough considering the workload we have to do. What about the appreciation of nurse managers? it is hardly noticeable because there is no form of motivation to want me to do more.	No room for further development	Theme: 2 How the concept of employee engagement and job satisfaction is relevant to staff nurse retention?
Me: how would you feel if changes are made and nurse engagement is encouraged and also their participation in decision making and problem solving Having worked for this organization for a year and nine months, I have come to realize that nurses don't have much of a say in the changes or decisions made concerning them. We don't have that freedom to decide on our own but strictly follow rules which is not good as the nature of the job is very sensitive. Every day is a new challenge and because I love what I do, I am definitely satisfied and committed to helping people and saving lives. But if we are given the opportunity to get involved, it will be very great. We are the ones wearing the shoe, so we know where it pinches. **Me: Do you think these changes will cause you to remain or leave your organization?**	Preferred style is the transformational leadership style because it encourages employee engagement and brings about retention This style has positive impact on retention	Theme 3: Will the application of these styles of management motivate employees to remain loyal and brings about their satisfaction Theme: 4 Does the management styles that encourages employee engagement and job satisfaction have positive impact on retention

These changes will help to ease my work and allow for the smooth running of things. So in my opinion, it will allow me to stay.

Me: Is there any other thing you would like to add?

To run a successful organization, people not money/numbers should come first. Once the priorities are straight and people feel important and needed, they will do whatever it takes to ensure the smooth running of the organization.

4th Respondent: Female Nurse, 19months experience		
Research questions and responses	**Review**	**Themes**
Me: Describe to me what you understand to be the interaction between you and your immediate line manager. The relationship between my immediate line manager and I is mostly centered on mutual respect, trust, and understanding, and the same goes for how I interact with fellow colleagues. As such, issues do not arise between us often, but when they do we address them having the three above mentioned values (respect, trust, and understanding) in mind.	The style of management used is a combination of affiliative and participative (democratic) management styles	The concept of management style
Me: how do you feel about raising contentious issues with your manager? My manager and I are comfortable talking with each other and discussing issues that concern the job and my employment, of course taking into consideration our positions in the hospital and mutual respect for each other.	Supports open communication and mutual respect	
	Teamwork and Motivation	Theme 3: Will the application of these styles of

Me: do you feel your contribution is appreciated? My manager always verbalizes her appreciation for a job well done. Sometimes she says words like 'thank you' or 'you make my job easy'. In such a sensitive job, where almost all benefits and job based reward/incentives has been slashed but the team has always found a way to acknowledge excellence.	Is encouraged. Although, experienced staff do not appreciate this style as it limits their skills	management motivate employees to remain loyal and bring about their satisfaction
Me: how would you feel if changes are made and nurse engagement is encouraged and also their participation in decision making and problem solving There's always that 'not so good feeling' when it comes to the subject of CHANGE. Only by adapting fast and embracing change quickly can one thrive in the health sector. Since this change is one that will support nurse engagement and participation in problem solving then it is a welcomed development. But since I am not that experienced, I would rather stick to with the interaction I have with my manager for now until I am well experienced.	Transformational style is preferred even though it is not at this point. That is why managers has to know the abilities of their unit members.	
Me: Do you think these changes will cause you to remain or leave your organization? Since these changes made are geared towards growth and advancement in skillset, then I am always happy to embrace it and remain in the organisation	Employee engagement should be encouraged as it leads to high performance. Research has shown that under engaged staff, leads to low job performance.	Theme 4: Does the management styles that encourages employee engagement and job satisfaction have positive impact on retention.
Me: Is there any other thing you would like to add? Staff engagement is very good but it involves getting adequate support and trust from a		

manager as a way of motivating nurses to carry out their duties. If changes are to be made, I will prefer a manager that supports and encourages me to be perform at high levels.		

5th Respondent: female nurse, 28 months experience		
Research questions and responses	**Review**	**Themes**
Me: Describe to me what you understand to be the interaction between you and your immediate line manager. The relationship between my immediate line manager and I is one that is centered on the job as managers makes all the decisions on our behalves.	This shows that it is a task-oriented management style and it has a negative impact on retention	The concept of management style
Me: how do you feel about raising contentious issues with your manager? I don't really feel good as little or nothing will be done about it. Total autonomy is not given to me when carrying out my duty because I feel my manager does not trust me enough to use my own initiative. I would like to feel relevant by bringing new ideas to situations instead of following the usual way of doing things around here, as I am an individual that is proactive. Waiting for everyone to bring ideas will only disrupt staff engagement and slow down the process of decision making	One that does not support open communication and mutual respect and trust Teamwork is not encouraged.	
Me: do you feel your contribution is appreciated? Not really. This I say because to me it is not all about the money. trust and fairness based on mutual respect is very essential if I am to remain loyal and satisfied in this job	Transformational style is preferred as it encourages staff nurse engagement, fairness and trust	Theme 3: Will the application of these styles of management motivate employees to remain loyal and bring about their satisfaction

manager as a way of motivating nurses to carry out their duties. If changes are to be made, I will prefer a manager that supports and encourages me to be perform at high levels.		

5th Respondent: female nurse, 28 months experience		
Research questions and responses	**Review**	**Themes**
Me: Describe to me what you understand to be the interaction between you and your immediate line manager. The relationship between my immediate line manager and I is one that is centered on the job as managers makes all the decisions on our behalves.	This shows that it is a task-oriented management style and it has a negative impact on retention	The concept of management style
Me: how do you feel about raising contentious issues with your manager? I don't really feel good as little or nothing will be done about it. Total autonomy is not given to me when carrying out my duty because I feel my manager does not trust me enough to use my own initiative. I would like to feel relevant by bringing new ideas to situations instead of following the usual way of doing things around here, as I am an individual that is proactive. Waiting for everyone to bring ideas will only disrupt staff engagement and slow down the process of decision making	One that does not support open communication and mutual respect and trust Teamwork is not encouraged.	
Me: do you feel your contribution is appreciated? Not really. This I say because to me it is not all about the money. trust and fairness based on mutual respect is very essential if I am to remain loyal and satisfied in this job	Transformational style is preferred as it encourages staff nurse engagement, fairness and trust	Theme 3: Will the application of these styles of management motivate employees to remain loyal and bring about their satisfaction

Me: how would you feel if changes are made and nurse engagement is encouraged and also their participation in decision making and problem solving I would prefer if changes are made and unit manager engage nurses fully in all aspect of the job. Displaying my skills and being rewarded for it will truly be satisfying as it will give me a sense of purpose. Most times it is not about the financial rewards but personally, I derive joy when I am busy doing my job and seeing the smiles on the patients face knowing that they are well looked after **Me: Do you think these changes will cause you to remain or leave your organization?** Being engaged as an employee is very vital to me because it gives me a sense of responsibility. The idea of having to get up each morning and go to work, knowing that I will be helping other people that are ill get better and at the same time, helping to meet the goals of the hospital is a good thing and something I look forward to each morning. So I am sure if these changes are made, I will definitely remain in the organisation **Me: Is there any other thing you would like to add?** With the level of experience I have, I know that I can do more than what I am being given. The more work I do, the more satisfied I am. Sometimes when I am working, I don't remember to look at the time but this does not happen always. Working with a manager that will give me the benefit of the doubt to do my job well, communicate what is expected, and encourage me to be innovative and participate in making decisions will definitely make me stay	Nursing staff should be treated equally with respect and trust. A manager should not be bias so to make one staff feel more important than the other.	Theme 4: Does the management styles that encourages employee engagement and job satisfaction have positive impact on retention.

6th respondent: Female nurse, 23months experience		
Research questions and responses	**Review**	**Themes**
Me: Describe to me what you understand to be the interaction between you and your immediate line manager. The behavior of the manager influences operation in general, an example is seen in how she gets staff to commit to a common decision. Though we accomplish our goals but it is more about the job than the people. Even though we make contributions, the managers' decision is final.	This portrays the task-oriented transactional management style. Staff nurse opinion does not count and their engagement is not supported by manager.	Theme: 1 The concept of management style
Me: how do you feel about raising contentious issues with your manager? Raising contentious issues has been easy as many nursing staff tries to avoid getting in the managers black book (that is on the managers' bad side). **Me: do you feel your contribution is appreciated?** The way it works is that, when you get you job done properly you get a reward but if not, you get punished. So I try to do our job well so I can get rewarded. But note that with this kind of job, money is not everything. Though it motivates one to perform but it is only for a short while.		Theme: 2 How the concept of employee engagement and job satisfaction is relevant to staff nurse retention?
Me: how would you feel if changes are made and nurse engagement is encouraged and also their participation in decision making and problem solving I will feel very great because then nurses will be carried along, they will have a voice and there will be room for professional and personal development. Then as nurses we can serve as brand ambassador for the organisation as we will be exhibiting excellence.	Preferred style is the transformational leadership style because it encourages employee engagement and brings about retention	Theme 3: Will the application of these styles of management motivate employees to remain loyal and brings about their satisfaction

Me: Do you think these changes will cause you to remain or leave your organization? the reason most nurses go to work abroad is because of the numerous advantages they have, such as continuous personal and professional development and anytime decision is to be made the welfare of nurses are considered and their opinion is sort, also these nurses are well engaged, motivated and informed and also jobs are available as they do not tend to freeze employment at any time. These I know because I have a friend working abroad. If given the opportunity, I too will not mind working and remaining in such a place that encourages staff to participate in the problem-solving and decision-making process while they develop themselves professionally. If changes are made I will prefer to remain in Ireland. **Me: Is there any other thing you would like to add?** Once I am satisfied with my job and work environment then I can remain and give my best to take care of the patients and my organisation. I will work well and remain with a manager that goes out of his way to make available the needed resources that will make the job easy and share the vision of the organisation with the team.	Transformational leadership style has positive impact on retention	Theme: 4 Does the management styles that encourages employee engagement and job satisfaction have positive impact on retention