

## **“The Role of Leadership Empowerment in Achieving the Professional Creativity among Nurses Working at Governmental Hospitals in Gaza Strip”**

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**Abstract:**

Leadership empowerment is the most critical issues in motivating behaviors and hospitals in cases of change in life changes in health care systems. The current study aims to evaluate the role of leadership empowerment in achieving creativity in government hospitals in the governorates of Gaza. The researcher used the descriptive analytical approach (descriptive and analytical cross-sectional study). Selection and representation of all major government hospitals of the province..

As for data collection, the researcher used English, where the questionnaire included: the socio-demographic variables, the organizational variable and other variables in addition to the fields of study. Exploratory study The stability coefficient of Cronbach's alpha was 0.976, and the statistical package for science (SPSS) program was used to analyze the data, study the data, and arithmetic averages. , percentages, (T) test, and others.

The results of the study are that this percentage was distributed to nursing supervisors, for nursing supervisors, the percentage reached 68.3%, while for females it was 31.7%. The average age span of 41 years is 59.5%.

Regarding the educational level, most of the period supervisors did not have a postgraduate qualification. While 62.2% of nursing supervisors. As for the characteristics of my supervisors, the heads of departments are about 95 heads of departments with a rate of 53%, while nursing supervisors amounted to 85 supervisors with a rate of 47%. Nursing field the average years of service in nursing is 18.4 years. Where more than half of the nursing supervision. As for the years of experience in experience, 43% of them have experience from 7 to 12 years, 37% of them have experience from 6 years and 20% have long experience. 79.4% of nursing supervisors work according to the job description, in addition to 79% of nursing supervisors, mentioned training courses in nursing supervision or management.

It found that the level of leadership empowerment from the point of view of nursing supervisors was 83.5%, which is a high area. The study of the relationship between leadership empowerment and social demographic variables (sex, age, educational level, and experience records) There are statistically significant differences due to the gender variable in the supervisors' questionnaire in two dimensions (participation). and, and the cooperative and collaborative use of the questionnaire) and the differences were for the preparation of females. As for the other age, I found it related to each other. While there are no statistically significant differences due to the educational level and experience channels variable.

Education for the relationship between creativity and social demographic variables (gender, age, educational level and years of experience). Where there is a gender base, there were statistically significant differences due to the measure of sex by the nursing supervisors' questionnaire, and the differences were females. With regard to age, there are statistically significant differences between nursing supervisors, and the difference between the age groups (less than 30) and each of (41-49, and more than 50) in favor of the age group (less than 30), and there are also differences between the age groups (31-40). And each of the age group (41-49 and over 50) in favor of the group (31-40). While.

Career education assistance

**Keywords:** Leadership empowerment - Professional creativity - Nursing supervisors - Shift officials.

**Chapter One: Introduction****1.1 Background**

The health care system is rapidly changing; so, changes resulting from improve technology, proliferating information available on the internet access, increasingly informed health care consumers, ongoing constraints of administrated care, nursing shortage, and the day to day health care delivery systems are converging to create unmatched challenges for nursing leadership. Additionally, the number and magnitude of challenges facing healthcare organizations are unmatched. Growing financial pressures, increase public and pay or expectations and the rising numbers of consolidations have placed hospitals, health networks, managed care plans and other healthcare organizations under high stress and pressure (Jackson et al, 2012).

There is no successful organization and nor successful system without leadership empowerment and initiation of the members' activities, stimulation of high motivation and engagement of people. Experience has shown that leadership efficiency differs depending on the leadership Empowerment.

In the Palestinian health care system, there is a great burden over the nurses especially in the hospitals due to the unstable political situation and the great strain on the health services so there is pressing need for the implementation of nursing Leadership Empowerment to support nurses particularly during crisis and to decrease work stress and tension. The absence of clear job description for health care providers especially for nurses makes nurses in dilemma 'communication more difficult ' complicated and effects on professional creativity.

So, leadership is a natural element of the nursing profession as the bulk of nurse practice is in units or work groups. Effective nursing leadership has been positively linked to professional creativity nurses, patients and organization outcomes.

In Palestine there is a great demand for high quality of care provided by nurses in order to deal with challenges facing the health system (PNGO, 2013). Nurses at hospitals are overloaded by heavy duties and responsibilities which need huge efforts for accomplishment and coordination (Hajaj, 2007)

This study assesses the leadership empowerment in achieving the professional creativity at governmental hospitals and focuses on the strength and weakness areas, perceptions of nursing supervisor about leadership empowerment nurses in achieving the professional creativity.

### 1.3 Problem statement

Leadership Empowerment is one of the critical issues in stimulating creative behavior and prepare it to meet the new changes in the working environment or the implementation of roles and tasks according to the standards of quality and excellence, as recent trends in the management of institutions indicate that empowering and delegating leadership to employees provides the opportunity for the creativity of employees, and enhances the total quality management of creative organizations. This type of leadership is one of the most compatible with creativity and the promotion of creativity and innovation among employees, as the employees who is independence and freedom to act is the candidate to be more creative and innovative (Greasly, 2005).

Nursing at hospitals are overloaded by heavy duties and responsibilities, which need huge efforts for accomplishment and coordination, in addition, the authority granted to nursing is very few, and during the occurrence of problems, the nurse must return to the higher authority clinical supervisor.

Most nurse management and leadership research dealt with the upper and middle levels of management as well as the nature of management and leadership styles used in management. Such as (Hassan, 2011) and (Turpan, 2007), which examined the role of Nursing supervisor in government hospitals. However, few studies have examined the leadership empowerment of nurses and the level of authority granted to them, especially in evening and night shifts. This study comes to identify the leadership empowerment of nurses working in government hospitals and their role in achieving professional creativity.

### 1.4 Aim of the Study

The overall aim of this study is to assess the role of leadership empowerment in achieving the professional creativity at governmental hospitals in Gaza governorates from the perspectives of Nursing supervisor to provide suggestions contributing to professional creativity, improving the quality of nursing services and thus positively impacting services outcomes.

#### 1.4.1 Objectives of the Study:

- To identify the role of professional creativity from point of view of NS (NS and HN) in Governmental Hospitals in GS.
- To detect the relationship between leadership empowerment and achieving the Professional Creativity among SN in Governmental Hospitals in GS.
- To provide suggestions and recommendations that might increase Professional Creativity

#### 1.5 Research questions:

- What is the level of leadership empowerment from point of view of NS?
- What is the level of professional creativity from point of view of NS?
- Is there a relationship between leadership empowerment and professional creativity?

#### 1.7 Theoretical definition:

This part will contain the definition of terms included in this study:

- Nursing

Nursing is the protection, promotion, and optimization of health and abilities, prevention of illness and injury, alleviation of suffering through the diagnosis and treatment of human response, and advocacy in the care of individuals, families, communities, and populations (American Nurses Association, 2004).

- Leadership

Are staff nurse behaviors that provide direction and support to clients and the healthcare team in the delivery of patient care. A clinical leader is a registered nurse who influences and coordinates patients, families and health care teams for the purpose of integrating the care they provide to achieve positive patient outcomes (Patrick et al, 2011).

- Empowerment

Nursing empowerment is defined as a condition in which the individual nurse takes control of own practice, successfully fulfilling the responsibilities within an organization by greater employee participation in decision-making and actions based on the mobilization of power throughout the organization (Rae, 2012).

- Leadership Empowerment

Is a combination of organizational conditions and leadership style that together empower staff? Social structures in the workplace influence employee attitudes and behaviors. Structural factors, in the work setting such as having access to information, receiving support, having access to the resources necessary to the job, and having the opportunity to learn and grow are foundational to empowerment (Registered Nurses' Association of Ontario "RNAO", 2006).

In this study, the researcher defined leadership empowerment as: providing the NS for senior nurse to knowledge, training, and necessary resources, and hold them accountable in decision making, while providing the appropriate regulatory environment; to achieve their participation in the achievement of the goals and the creation of creativity, motivation and empowerment under follow-up NS.

- Professional creativity

Creativity can be largely thought of as modern ideas, modern ways of looking at things, modern methods or outputs that have value. Creativity include the idea of output, of actually producing or acting something by differently, making something happen or implementing something modern. Creativity all time involves hard work; persistence and perseverance are necessary as many better ideas never get followed and developed (O'Sullivan, 2018).

In this study, the researcher defined Professional Creativity as the use of the nurse's personal creative skills in the development of new professional methods, which leads to innovative solutions to a technical or administrative problem facing the interest of work, or new perceptions to solve the problems of work based on the analysis and testing, experimentation and evaluation.

Chapter Two: Literature Review

Literature Review

### Leadership Nursing:

Leadership is a natural and important element of the nursing profession as the bulk of nurse practice is in units or work groups. Effective nursing leadership has been positively linked to nurses, patients and organization outcomes (Alyami, 2013). So, professional nurses can't think of themselves alone as "just nurses." Nurses are increasingly expected to provide leadership, whether they hold staff positions or they are vice presidents, nurse practitioners, or nurse educators.

Leadership nurse is the ability to guide others, whether they are colleagues, peers, clients, or patients, toward desired outcomes. A leader uses good judgment, wise decision making, knowledge, intuitive wisdom, and compassionate sensitivity to the human condition, to suffering, pain, illness, anxiety, and grief. A nursing leader is engaged and professional and acts as an advocate for health and dignity (Marshall, 2011).

#### 2.2.4 Concept of Nursing Supervisor:

NS is increasingly important recognised as a core element of professional support for contemporary nursing and midwifery practice. There is consistent evidence that effective NS impacts positively on the professional development as well as the health and wellbeing of supervisees (Bambling et al, 2006).

NS is a process of professional support and learning in which nurses are assisted to develop their practice through regular time spent in reflective discussion with experienced and knowledgeable colleagues who are adequately trained in providing clinical supervision. This is done by way of a voluntary working alliance between two or more staff members, where the primary intention of the interaction is to enhance the knowledge, skills and attitudes of at least one staff member (State of Victoria, 2018).

#### 2.2.5 Nursing Leadership Style:

There are many leadership styles that go beyond the primary ones. Avolio and Bass (2004) stated that the major leadership constructs, transformational leadership, transactional leadership, and Servant Leadership, form a new paradigm for understanding both the lower and higher order effects of leadership style. This paradigm builds on previous leadership paradigms such as those of autocratic, bureaucratic, democratic, and laissez-faire which have dominated selection, training, development, and research in this field for the past 50 years (Alyami, 2013). Different approaches toward leadership styles are based on different assumptions and theories. The style that leaders use will be based on a combination of their beliefs, values and preferences, as well as the organizational culture and norms, which encourage some leadership styles and discourage others (Marquis & Huston, 2008, p. 45).

##### 2.2.5.1 Democratic leadership

Democratic leadership is also called consulted or consensus leadership. People who take this approach involve the employees who will have to implement decisions in making them. The leader actually makes the final decision but only after receiving the input and recommendations of team members (Goetsch & Davis, 2016).

##### 2.2.5.2 Autocratic Leadership

Autocratic leadership is also called directive or dictatorial leadership. People who take this approach make decisions without consulting the employees who will have to implement them or who will be affected by them. They tell others what do and expect them to comply obediently. Critics of this approach say that although it can work in the short run or in isolated instances, in the long run it is not effective (Goetsch & Davis, 2016).

Researcher believes that the only advantage of this leadership is that it is the most effective during a crisis or emergency when a decision is needed immediately and there is very short time for debate. It is completely a bad idea to use this leadership style in nursing for routine operation as it fails to promote, communication, trust, and teamwork.

#### 2.2.5.3 Laissez-faire leadership:

The laissez-faire leadership style is also known as the "hands-off" style. It is one in which the leader provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own (Khan et al, 2015).

The researcher sees this style of leadership in nursing is successful just in the cases where the nurses staff members are highly experience, educated, motivated and they are ready to give their best work for the best results and successfully. Using this with the nurses who don't know how to manage time, who have low experience and new employee can result into negative results and outcome.

#### 2.2.5.4 Transactional Leadership:

transactional leadership grant employee to achieve their own self-interest, reduce workplace stress, and focus on clear organizational goals such as improve quality, client service, decreased costs, and increased production (Sadeghi & Pihie, 2012).

Therefore, researcher sees transactional leadership style in nursing is the one in which leaders give rewards or punishments to the subordinate nurse according of the way in which they achieve the tasks and procedure. It focuses on the importance of supervision, leadership, organization and performance of the team. It completely relies on the transactions held between the nurses and the leadership because it is based on the fact that both they are motivated by discipline and rewards which develop professional creativity.

#### 2.2.5.5 Transformational Leadership:

A transformational leader has been defined as a leader who motivate employees to perform their full potential over time by influencing a change in perceptions and by providing a sense of direction. Transformational leadership focuses on changing the behaviors of employee and organizations by influencing as opposed to the direct exertion of authority (Alyami, 2013).

Transformational leadership is comprised of five dimensions which are idealized influence (attribute and behavior), inspirational motivation, intellectual stimulation, and individualized consideration. Where Idealized influence describes the degree in which leaders are perceived as an inspiring role model. These leaders are admired, respected, and trusted; followers identify and pursue their leaders (Bass et al, 2003). Idealized influence consists of two forms; idealized influence attribute in which leaders receive trust plus respect, and idealized influence behavior in which leaders exhibit excellent behavior and might sacrifice their own needs to improve the objectives of their workgroup (Moss & Ritossa, 2007).

#### 2.2.5.6 Servant Leadership:

Servant leadership begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.... The difference manifests itself in the care is taken by the servant—first to make sure that other people's highest priority needs are being served (Northouse, 2016).

Servant leadership occurs when an individual influence other by developing relationships and team member skills. Servant leaders' value diverse opinions, cultivate a culture of trust, have excellent listening skills, think long-term, and respond to the needs of individuals and groups with humility (Pullen, 2016).

Therefore, researcher thinks that gaining any success of the leadership style is the important resource to achieve the success in the organization. because this leader looks after for those who serve the clients and overwork hard to profit positive outcomes, and they pay special attention to their needs and ask the nurses if they want any type of help. All this is cupola for the professional and personal development of the nurse's team and a path towards professional creativity, and as well as they facilitate participate and offer a healthy working environment to the subordinate nursing professionals. A good servant leader is an active listener, aware, persuade others, build community, empathetic and is great at conceptualizing everything. It is a caring style of leadership and is often implied to build trust among the employees.

#### 2.2.7 Empowerment:

The environment that encourages, supports, and expects leadership development can be thought of as an empowering environment. Empowerment is a process through which individuals feel strengthened, in control, and in possession of some degree of power. It often is "given" by someone in a position of power or authority (e.g., a nurse manager, NS and HD), but it also can be "taken" by an individual (Grossman & Valiga, 2005).

Empowerment is a feeling of having both the capability and chance to work by effectively. Empowerment is a process or strategy the goal of which is to develop the nature and allocation of power in a particular context. It is a group

activity that raises political and social consciousness, is based on the autonomy, and is accomplished with keep going of assessment and action. Nursing administration seek to empower leader nurses; nurses attempt to empower clients to seek and improve healthy lifestyles. Likewise, nursing managers and supervisor take actions to empower nurses to achieve effective, rewarding, competent practice (Jones, 2007)..

#### 2.2.9 leadership Empowerment:

Empowering leadership means sharing power to improve employees' motivation and contribution in their work. It is a process of creating the environment that makes possible to share the power with an employee by outlining the importance of employee's role, giving him decision-making autonomy, showing trust in employee's potential and give them freedom to act and perform according to the current situation (Sonal et al, 2019).

Leadership empowerment is an effective process in directing the energies of individuals to achieve different goals, where this process is influenced by the practices taken by the leaders in their empowerment of their employees, or in the reception and exercise of the dimensions of empowerment and understanding of them. Amundsen and Martinsen (2014) define empowering leadership as motivating an employee intrinsically by sharing power and by providing support for the employee's development. There are many ways for appointed leaders to attempt to influence their followers, and empowering leadership can be seen as a somewhat unique way, because it's at core, the followers are leading themselves, a kind of downward power transfer (Amundsen & Martinsen, 2014).

#### 2.2.11 Professional Creativity:

Considering today's health organizations are facing a dynamic environment which are characterized by rapid technological change, And the link between health and technological development and globalization. So, creativity becomes an important and essential factor in the success and increase competitive advantage of health organizations. Today, almost all organizations, especially that institutions provide non-stop services, need to be more creative than before to increase quality (Özarall, 2015). Creativity is a serious skill for solve problem and produce new ideas. Nursing is a profession that often-facing unexpected situations and include taking care of clients with different backgrounds and health status, therefore nurses need to go beyond routine nursing and acquire creative to make useful decisions (Chan, 2012).

#### 2.2.14 Leadership Empowerment and Professional Creativity:

Effective leadership plays a major role in the growth of Institutions and has, been the subject of need more research. because now dynamic business environment is characterized by rivalry, rapid technological development and need quality demands, classic leadership have become inadequate in new settings and the emphasis on leadership has shifted from an assertion to control leadership as a source of motivation and employee development (Yukl, 2010).

Therefore, creativity become an important factor in the success and competitive of today's organizations which function in a fast-changing dynamic environment. So, creativity in organizations is defined as generating new, useful and valuable ideas for the products, processes, services and procedures by individuals and groups (Martins & Terblanche, 2003). Organizational creativity is the formation of a valuable and useful new product, service, idea, procedure or process by employees collaborating in a complex social system (Woodman, Sawyer & Griffin, 1993).

### Chapter Three: Methodology

#### 3.1 Study design

This study utilized descriptive, analytical, cross-sectional design. This design is appropriate for describing the status of phenomena or for describing relationships among phenomena and involves the collection of data once the phenomena under study are captured during a single period of data collection (Polit and Beck, 2012).

To investigate the research questions about the Role of Leadership Empowerment in Achieving the Professional Creativity among Nurses Working at Governmental Hospitals in Gaza Strip, a quantitative survey approach has been adopted. The research technique was a chosen as questionnaire research to measure objectives & answer study questions.

#### 3.2 Setting of the study

This study conducted at major governmental hospitals in GS. The researcher selected major hospital from each governorate, the select hospitals: European Gaza hospital, Nasser medical complex, Shohadaa Al-Aqsa hospital, Al-Shifa medical complex, Indonesian hospital and Nasr pediatric complex. Each hospital has more than 101 beds is considering a major hospital (MOH,2019).

### 3.3 Study population

This study population consisted from the NS working at the selected governmental hospitals.

- The target population are NS whom are working at the selected governmental hospitals in Gaza governorates. The NS includes NS & HN. The total number of NS in these hospitals is 225 (97 NS and 128 HN) according to the records of General Administration of Nursing 2019. .

### 3.9 Study Tools

مقياس الإبداع المهني لدى الممرضين من وجهة نظر مشرفين التمريض:

الرقم	الفقرات	صالحة	غير صالحة	تحتاج لتعديل	التعديل المطلوب
<b>مواجهة التحديات والمخاطر</b>					
1-	يشجعوا أفراد فريقهم على الإبداع رغم المخاطر التي قد تعترض الإنجاز.				
2-	يتحملوا مسئولية الإخفاق عن فريقهم.				
3-	يفضلوا العمل مع فريق تسوده روح المجازفة وحب الإنجاز				
4-	يستغلوا الفرص المتاحة في مواجهة المخاطر بتميز ودقة				
5-	يطبقوا الإجراءات المتميزة مهما كانت صعوبتها				
6-	يبحثوا عن أفضل الطرق لإنجاز المهمات إذا ما تعددت الخيارات, وليس أسهلها.				
<b>المرونة الإدراكية</b>					
7-	يستطيعوا العمل بكفاءة مع مختلف الرؤساء				
8-	يتكيفوا سريعاً مع المتغيرات التي تطرأ على بيئة العمل				
9-	يتعاملوا مع الأزمات وضغوط العمل بصورة جيدة				
10-	يستخدموا سلطات غير رسمية لأداء العمل بصورة جيدة ومهنية				
11-	تؤدي أفكارهم ومقترحاتهم لتطوير العمل وتحسينه.				
12-	يبادرون بتقديم أفكار جديدة متعددة في مجال عملهم.				
13-	يحفزوا أفراد فريقهم في المشاركة في برامج تطوير العمل وتحسين الخدمات.				
<b>إتخاذ القرار</b>					
14-	يتخذوا قرارات صائبة في أثناء حدوث المشكلات				
15-	يشاركوا بفاعلية في صناعة القرارات التي تخص القسم				
16-	يحددوا المتطلبات اللازمة لتنفيذ القرارات بشكل فعال.				
17-	يوزعوا العمل بين أفراد فريقهم حسب قدراتهم ومهارات.				
18-	يدعموا أفكار زملائهم لتطوير العمل وتحسين الخدمات.				
19-	ينفذوا رأي زملائهم حين يتخذوا قرار بأغلبية ويكون صائب.				
<b>الإقناع والإبداع</b>					
20-	يستخدموا أساليب منطقية لإقناع الآخرين بوجهة نظرهم.				
21-	يعرضوا أفكارهم بتسلسل يساعد على الإقناع				
22-	يسمحوا للآخرين بالتعبير عن أفكارهم				
23-	يجيدوا إدارة الحوار مع الآخرين				
24-	يساعدوا زملائهم في توفير متطلبات النجاح				
25-	يشاركوا في المشاريع التطويرية للقسم بحماس				
26-	أقدم أفكار سريعة مبدعة لموضوعات عاجلة				
27-	يستجيبوا لاستفسارات الفريق بمهارة عالية				

ثانياً :- مقياس مستوى التمكين القيادي لدى الممرضين:

الرقم	الفقرات	صالحة	غير صالحة	تحتاج لتعديل	التعديل المطلوب
<b>توفير الاستقلالية:</b>					
1-	يفوضني مشرفين التمريض بالمهام بناء على أسس موضوعية.				
2-	يوفر لي مشرفين التمريض متطلبات تفعيل الصلاحيات في بيئة العمل.				
3-	يفوضني مشرفين التمريض بسلطات كافية لإنجاز المهمات.				
4-	يقيم مشرفين التمريض قدرتي على اتخاذ القرارات الصحيحة في ضوء الصلاحيات الممنوحة.				
5-	يعالج مشرفين التمريض التحديات والمعوقات التي تعترض إنجازي للمهام.				
6-	يعزز مشرفين التمريض إنجازي للمهام بالمزيد من الصلاحيات والسلطة.				
<b>المشاركة الفعالة:</b>					
7-	يشركني مشرفين التمريض في وضع الخطط الإدارية للقسم.				
8-	يتيح لي مشرفين التمريض المشاركة في صناعة القرارات التي تتعلق بإدارة القسم				
9-	يأخذ مشرفين التمريض مقترحاتي في تطوير العمل.				
10-	يسمح لي رئيس قسمي بالمشاركة في تقييم أدائي.				
11-	يتيح لي مشرفين التمريض الوقت الكافي لمناقشة أفكار في تطوير العمل.				
12-	يراجعني مشرفين التمريض عن تقصيري في العمل.				
13-	يعزز مشرفين التمريض تميز أدائي في العمل بمزيد من الصلاحيات				
<b>قيم القيادة</b>					
14-	ينمي مشرفين التمريض الثقة بين الممرضين				
15-	يتيح لي مشرفين التمريض فرصة لتحمل المسؤولية				
16-	يتبع مشرفين التمريض مبدأ الشفافية في إجراءات العمل المختلفة.				
17-	يعدل مشرفين التمريض بين الممرضين في إجراءات المفاضلة المختلفة.				
18-	يبدي مشرفين التمريض إعجابهم عن أي عمل مميز أقوم بإنجازه.				
19-	يستخدم مشرفين التمريض لغة الحوار عند توجيه التعليمات للممرضين.				
<b>العمل التعاوني</b>					
20-	يدعم مشرفين التمريض العمل التعاوني بين أفراد المستشفى.				
21-	يشركني مشرفين التمريض بفرق ولجان العمل المتنوعة وفقاً لقدراتي.				
22-	يشكل مشرفين التمريض فرق ولجان العمل المتنوعة بصورة تكاملية.				
23-	يحدد مشرفين التمريض مهام ومسئوليات كل فرد في التمريض.				
24-	يعزز مشرفين التمريض تعاون التمريض في تقديم الخدمة للمرضى.				



**Chapter Four: Results and Discussion.**
**4.1 Socio-demographic characteristics of study participants:**
**Table (4.1): Distribution of study participants by socio-demographic characteristics**

No.	Variable	Categories	Nursing Supervisor's N=180	
			Count	Percent
1.	Gender	Male	123	68.3
		Female	57	31.7
2.	Age Group	Up to 30 years old	7	3.9
		31-40 years old	66	36.7
		41-49 years old	47	26.1
		Over 50 years old	60	33.3
3.	Marital status	Not married	2	1.1
		Married	178	98.9
4.	Place Residency of	North of Gaza	32	17.8
		Gaza	51	28.3
		Mid-zone	42	23.3
		Khan-Younis	35	19.4
		Rafah	20	11.1
5.	Academic qualification	Nursing Diploma	5	2.8
		Bachelor	112	62.2
		Postgraduate	63	35.0
6.	Place graduation of	Islamic University	110	61.0
		Al Azhar university	0	0.0
		Palestine College of Nursing	70	39.0
		University College of Applied Sciences	0	0.0

**Table (4.2): Characteristic of Nursing Supervisor**

No.	Variable	Categories	NS = 180	
			Count	%
1.	Hospital	Indonesian Hospital	15	8.33
		Nasser paediatric Hospital	17	9.45
		Al Shifa Medical Complex	65	36.11
		Al Aqsa Martyrs Hospital	23	12.78
		Nasser Medical Complex	31	17.22
		European Gaza Hospital	29	16.11
2.	Experience	Less than 10 Years	21	11.7
		11-20 Years	95	52.8
		More than 21	64	35.6
		Mean = 18.4 , SD=7.40		

No.	Variable	Categories	NS = 180	
			Count	%
3.	Have a job description for your work	Yes	143	79.4
		No	37	20.6
6.	Receiving training in supervision.	Yes	142	79
		No	38	21
6.	Satisfaction about supervisory work	Satisfied	167	93
		Dont satisfied	13	7

### 4.3 Research questions:

#### 4.3.1 What is the level of leadership empowerment from point of view NS?

Table (4.4) shows the relative weight and rankings of the leadership empowerment dimensions from the supervisors' point of view. The leadership values dimension ranked first with a relative weight of (87.2%), followed by the effective communication dimension (87.1%), while Provide independence ranked last with a relative weight of (83.7%). Although professional development has ranked last as one of the dimensions of leadership empowerment, it is a highly influential dimension. In general, we conclude that there is a high level of leadership empowerment for SN from point of view NS for nurses working under their supervision.

**Table (4.3): The level of leadership empowerment among SN from point of view NS**

No.	Dimension	Mean	SD	%	Rank
1.	Provide independence	4.19	0.52	83.7	4
2.	Leadership values	4.36	0.50	87.2	1
3.	Cooperative work	4.21	0.60	84.3	3
4.	Effective communication	4.36	0.57	87.1	2

So, researcher thinks that the NS seeks to be empowering for SN by many responsibilities and tasks through which they can develop from their departments and performance in the nursing process in order to increased quality of nursing process, and to reach the best service for patients. Therefore, the relationship between NS and nurse perceptions of leadership empowerment is important for nursing administration that can create to a work environment that encourages and facilitate a high level of commitment among the nursing staff. This is particularly important, especially in the wake of the current challenges facing healthcare systems in relation to the shortages of health professionals, especially among nursing profession.

#### 4.3.1.1 Provide independence

To answer this question, the researcher calculated the descriptive statistics, i.e. Means, Standard Deviations (SD), weighted percentage, and finally ranks were established for each paragraph of dimensions related to leadership empowerment from point of view NS.

**Table (4.4): Mean, SD & weighted percentage for the field of provide independence.**

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
1.	Authorize the SN to perform the tasks as required.	0 (0.0)	0 (0.0)	17 (9.4)	83 (46.1)	80 (44.4)	4.35	0.65	87.0	2

2.	Authorize the SN part of my powers according to their ability.	0 (0.0)	5 (2.8)	31 (17.2)	102 (56.7)	42 (23.3)	4.01	0.72	80.1	6
3.	Give SN adequate powers to accomplish tasks better.	0 (0.0)	2 (1.1)	28 (15.6)	86 (47.8)	64 (35.6)	4.18	0.73	83.6	3
4.	Evaluate of the SN continuously in terms of making the right decisions during the work	0 (0.0)	4 (2.2)	31 (17.2)	94 (52.2)	51 (28.3)	4.07	0.74	81.3	5
5.	I am trying to remove the obstacles hindering the SN.	0 (0.0)	4 (2.2)	12 (6.7)	80 (44.4)	84 (46.7)	4.36	0.71	87.1	1
6.	Strengthen the success of SN with more empower & authority.	0 (0.0)	5 (3.3)	15 (8.3)	102 (56.7)	57 (31.7)	4.17	0.71	83.3	4
<b>Total</b>							<b>4.19</b>	<b>0.52</b>	<b>83.7</b>	

Table (4.4) showed that 87.1% of NS stated that they are trying to remove the obstacles hindering the SN, 87.0% said that they authorize the SN to perform tasks as required, 83.6% said of NS give SN adequate powers to accomplish tasks better. 83.3% of SN said that they strengthen success of SN with more powers and authority, 81.3% of supervisors said that they continuously evaluate the SN in terms of making the right decisions during the work, in addition 80.1% said that they authorize the SN part of their powers according to their ability.

Therefore, granting the SN of independence in the nursing work qualifies them to innovate in work and find solutions in simple matters, addition gives them the participation of the NS in taking part of the responsibility towards the department, work and colleagues. So, the researcher believes that these results reflect the reality of the work of NS at governmental hospitals, and reflect the awareness of NS on the importance of their supervisory work in guiding nurses and hospital nursing management during the evening and night shifts. In addition to their awareness about their job descriptions and pursuit of creativity in their work, this is confirmed by Hassan study (2011).

#### 4.3.1.2 Leadership values

In table (4.5) The results showed that 91.2% of NS sought to develop confidence among nurses, 88.6% answered their admiration any outstanding action by SN, 86.7% of NS responded that they use constructive criticism to guide SN while 86.4% of NS said they are trying to be fair in following up the trade-off between SN, 86.1% of NS responded that they are doing give the SN an opportunity to take responsibility, whereas 85.2% of NS responded that they follow the principle of transparency in different working procedures, especially in dealing with SN.

**Table (4.5): Mean, SD & weighted percentage for the field of leadership values**

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
1.	Development the trust between the nurses	0 (0.0)	0 (0.0)	10 (5.6)	59 (32.8)	111 (61.7)	4.56	0.60	91.2	1
2.	Give the SN an opportunity to take responsibility	0 (0.0)	5 (3.3)	12 (6.7)	83 (46.1)	79 (43.9)	4.31	0.74	86.1	6
3.	Follow the principle of transparency in various work procedures, especially in dealing with the SN	0 (0.0)	2 (1.1)	18 (10.0)	91 (50.6)	59 (38.3)	4.26	0.68	85.2	7
4.	I am trying to be fair in following the trade-off between the SN.	0 (0.0)	3 (1.7)	21 (11.7)	71 (39.4)	85 (47.2)	4.32	0.74	86.4	5
5.	I was impressed by any outstanding work done by the SN	0 (0.0)	4 (2.2)	16 (8.9)	59 (32.8)	101 (56.1)	4.43	0.75	88.6	2

6.	I use the dialog language when I instruct the SN	0 (0.0)	0 (0.0)	18 (10.0)	86 (47.8)	76 (42.2)	4.32	0.65	86.4	4
7.	I use constructive criticism	0 (0.0)	2 (1.1)	9 (5.0)	96 (53.3)	73 (40.6)	4.33	0.63	86.7	3
<b>Total</b>							<b>4.36</b>	<b>0.50</b>	<b>87.2</b>	

Leadership values represent characteristic of successful leadership, so NS, who is confirmed by Hassan (2011) that found NS possess the values of leadership, which makes them grow these values among head nurse by developing confidence between them and nurses, and by showing admiration and constructive criticism of outstanding achievements by the SN.

#### 4.3.1.3 Cooperative work

**Table (4.6): Mean, SD & weighted percentage for the field of cooperative work**

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
1.	I support teamwork between hospital nurses.	0 (0.0)	0 (0.0)	26 (14.4)	64 (35.6)	90 (50.0)	4.36	0.72	87.1	2
2.	The SN has been involved with various teams and committees of work according to their abilities.	0 (0.0)	6 (3.3)	41 (22.8)	69 (38.3)	64 (35.6)	4.06	0.85	81.2	5
3.	I seek to make the teams and committees of nursing work integrative.	0 (0.0)	2 (1.1)	39 (21.7)	80 (44.4)	59 (32.8)	4.09	0.76	81.8	4
4.	I Identify tasks and responsibilities of each SN.	0 (0.0)	4 (2.2)	29 (16.1)	81 (45.0)	66 (36.7)	4.16	0.77	83.2	3
5.	I seek to promote collective action in service delivery	0 (0.0)	2 (1.1)	16 (8.9)	70 (38.9)	92 (51.1)	4.40	0.70	88.0	1

Table (4.6) showed that, 87.1% said support teamwork between hospital nurses, whereas, 83.2% said of NS that they define tasks and responsibilities of each SN, whereas, 81.8% of NS said that they seeking to make the teams and committees of nursing work integrative and finally, about 81.2% of NS said that they involved SN with various teams and committees of work according to their abilities.

Working in the nursing profession requires teamwork as a family. Understanding colleagues about the current or emergency conditions of the nurse helps to feel stable and comfortable at work. In the event of a particular emergency, many colleagues take tasks, cooperation is the basis of work and the basis of psychological stability, and this requires the work and effort of NS.

#### 4.3.1.4 Effective communication

**Table (4.7): Mean, SD & weighted percentage for the field of effective communication**

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
1.	The SN has been informed of the instructions issued for the work on an ongoing basis.	0 (0.0)	0 (0.0)	20 (11.1)	76 (42.2)	84 (46.7)	4.36	0.67	87.1	3

2.	I seek to develop self-monitoring among nurses.	21 (1.1)	73 (1.1)	82 (11.7)	73 (40.6)	82 (45.6)	4.28	0.80	85.7	5
3.	I seek to prevent any appearance of conflict in the work environment.	20 (0.0)	75 (2.2)	81 (11.1)	75 (41.7)	81 (45.0)	4.29	0.75	85.9	4
4.	Provide instructions, procedures and advice for nursing clearly.	17 (0.0)	57 (1.1)	94 (9.4)	57 (37.2)	94 (52.2)	4.41	0.71	88.1	2
5.	The SN was able to communicate with me easily and in several ways.	1 (0.0)	72 (1.1)	95 (6.1)	72 (40.0)	95 (52.8)	4.44	0.66	88.9	1
<b>Total</b>							<b>4.36</b>	<b>0.57</b>	<b>87.1</b>	

Table (4.7) showed that 88.9% of NS able to communicate with SN easily and in several ways, while, 88.1% said of NS that they provide instructions, procedures and advices for nursing clearly, 87.1% said of NS that they continuous informed SN and informed of instructions issued for the work, whereas, 85.9% of NS said that they seek to prevent any appearance of conflict at the work environment, and finally, about 85.7% of NS said that they seek to develop self-monitoring among nurses.

#### 4.3.2 What is the level of professional creativity of SN from point of view NS?

**Table (4.8): Rank of professional creativity from point of view NS**

No.	Dimension	Mean	SD	%	Rank
2.	Confront of challenges & risks	3.73	0.78	74.5	3
3.	Cognitive flexibility	3.76	0.72	75.1	2
6.	Decision making	3.80	0.70	75.9	1
7.	Persuasion & creativity	3.71	0.73	74.2	4

Table (4.8) shows the relative weight and rankings of the professional creativity dimensions for SN from the NS point of view. Decision making dimension ranked first with a relative weight of (75.9%), are followed by the Cognitive flexibility dimension (75.1%), while Persuasion & creativity ranked last with a relative weight of (74.2%). In general, we conclude that there is a high degree of professional creativity among nurses as result of the leadership empowerment of them by NS.

So, nursing managers have been aggressively encouraging to pursue creativity in nursing to improve nursing outcomes. The world of healthcare is changing. So, now health care organizations need creative more than past. Professional creativity are not new concepts to the nursing profession but correlate with nurses. Failure to acknowledge and encourage creativity in nurses may hinder development and innovations in nursing practice and nursing management. Nurses often encounters unexpected situations and involves taking care of patients with different backgrounds and health conditions; hence, they need to go beyond nursing routine and acquire creative thinking to make useful decisions (Chan, 2013).

##### 4.3.2.1 Confront of challenges & risks

**Table (4.9): Mean, SD & weighted percentage for the field of confront of challenges & risks**

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
1.	SN encourage team members to innovate despite the risks that may be encountered.	2.8)	5 (8.9)	49 (7.2)	8 (3.3)	9 (7.8)	3.64	0.97	72.9	5
2.	SN prefer to work with a team that is risk-taking	4.3)	2 (5.8)	5 (8.7)	7 (1.0)	8 (0.1)	3.57	1.11	71.4	6
3.	SN prefer to work with a team that is in love with achievement	2.2)	5 (6.1)	1 (2.8)	6 (2.2)	8 (6.7)	3.85	0.96	77.0	1

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
4.	SN take advantage of opportunities to deal with risks with distinction and accuracy	1.1)	3.3)	22.8)	5.1)	1.7)	3.79	0.92	75.8	2
5.	SN apply distinct procedures; however difficult they may be	.1)	7.2)	32.2)	5.0)	4.4)	3.74	0.95	74.9	4
6.	SN look at the best ways to accomplish tasks if there are many options, not the easiest ones	0.6)	3.3)	27.2)	1.1)	2.8)	3.77	0.91	75.4	3
<b>Total</b>							<b>3.73</b>	<b>0.78</b>	<b>74.5</b>	

Table 4.9, the results showed that the highest phrases in this dimension is third paragraph by 77%, the NS believes that the SN prefer to work with a team that is love to achievement, while, 75.8% of NS said the SN take advantage of opportunities to deal with risks with distinction and accuracy, whereas, 75.4% of NS said that SN look at the best ways to accomplish tasks if there are many options, not the easiest ones. While 74.9% of NS responded that SN applies distinct procedures; however difficult they may be. While 72.9 % of NS responded that SN encourage team members to innovate despite the risks that may be encountered. Finally, the lowest phrases he got this dimension is second paragraph by 71.4%, the NS said that they SN prefer to work with a team that is taking a risk.

We conclude that there is a high degree of confront of challenges & risks among SN from the point of view of NS, Therefore, the researcher believes that the ability of SN to face the challenges and risks is faced by them in the performance of their duty, demonstrates their awareness of the importance of their job, their practical place in their departments, and flexibility in dealing with different people, patients and colleagues.

#### 4.3.2.2 Cognitive flexibility

Table 4.10, the highest paragraphs obtained in this dimension are first paragraph by 78% from NS said SN can work efficiently with different heads. While, 76.1% of NS said SN stimulate their team members to participate in work development programs and improve services. Whereas 75.8% said of NS that SN initiate new ideas at their work. While, the lowest phrases in this dimension is second paragraph by 72.8% the NS said that SN adapt quickly to change in the work environment.

**Table (4.10): Mean, SD & weighted percentage for the field of cognitive flexibility**

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
1.	SN can work efficiently with different heads	6)	9)	2.8)	0.6)	2.2)	90	0.81	78.0	1
2.	SN adapt quickly to changes in the work environment	.1)	1)	1.7)	0.0)	1.1)	54	0.80	72.8	7
3.	SN deal with crises and work pressures well	.8)	2)	3.9)	3.3)	7.8)	71	0.94	74.2	5
4.	SN use informal communication channels to complete the work	.2)	0.6)	2.2)	3.3)	5.7)	57	0.95	73.3	6

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
5.	SN ideas and suggestions are conducive to the development and improvement of work.	2)	7)	3.3)	5.7)	1.1)	78	0.93	75.6	4
6.	SN initiate new ideas in their work	.7)	1)	5.1)	3.9)	2.2)	79	0.92	75.8	3
7.	SN stimulate their team members to participate in work development programs and improve services	.1)	7)	5.0)	5.0)	2.2)	81	0.90	76.1	2
<b>Total</b>							<b>3.76</b>	<b>0.72</b>	<b>75.1</b>	

We conclude there is a high degree of cognitive flexibility among SN from the point of view of NS, So, through the experience of the researcher and his long work as SN. The cognitive flexibility that SN must have a source of power for him and his team, SN who can handle his bosses diplomatically, adapts to a rapidly changing work environment, can with stand work stress, and encourages his team to produce, develop and perform work to the fullest. A discerning SN and may be a future head nurse or a NS.

#### 4.3.2.3 Decision making

**Table (4.11): Mean, SD & weighted percentage for the field of decision making**

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
1.	SN make sound decisions to solve problems in proportion to the job situation	4 (2.2)	9 (5.0)	57 (31.7)	74 (41.1)	36 (20.0)	3.72	0.92	74.3	5
2.	SN actively participate in the decision-making process of the department within the scope of job descriptions	5 (2.8)	11 (6.1)	48 (26.7)	86 (47.8)	30 (16.7)	3.69	0.92	73.9	6
3.	SN determine the requirements for effective implementation of decisions regarding patient care	5 (2.8)	9 (5.0)	39 (21.7)	93 (51.7)	34 (18.9)	3.79	0.90	75.8	3
4.	SN distribute work among their team members according to their abilities and skills	2 (1.1)	6 (3.3)	36 (20.0)	99 (55.0)	37 (20.6)	3.91	0.80	78.1	1
5.	SN support the ideas of colleagues to develop work and improve services	-	5 (2.8)	40 (22.2)	103 (57.2)	32 (17.8)	3.90	0.71	78.0	2
6.	SN carry out the opinion of their colleagues when they make a decision by a majority & be correct	3 (1.7)	5 (2.8)	57 (31.7)	79 (43.9)	36 (20.0)	3.78	0.86	75.6	4
<b>Total</b>							<b>3.80</b>	<b>0.70</b>	<b>75.9</b>	

In table (4.11) That showed the highest phrases this dimension is first paragraph by 78.1% of NS where he replied that distribute work among their team members according to their abilities and skills. While, 78% of NS said the SN support the ideas of colleagues to develop work and improve services. Whereas 75.8 % said of NS that SN determine the requirements

for effective implementation of decisions regarding patient care. While, the lowest phrases in this dimension is second paragraph by 73.9% the NS said that SN actively participate in the decision-making process of the department within the scope of job descriptions

#### 4.3.2.4 Persuasion & creativity

**Table (4.12): Mean, SD & weighted percentage for the field of persuasion & creativity**

No.	Paragraph	Very low	Low	Medium	High	Very high	Mean	SD	%	Rank
		N (%)								
1.	SN use logical methods to convince others of their point of view.	-	15 (8.3)	50 (27.8)	92 (51.1)	23 (12.8)	3.68	0.80	73.7	6
2.	SN present their ideas in a sequence that helps to persuade	1 (0.6)	10 (5.6)	56 (31.1)	82 (45.6)	31 (17.2)	3.73	0.83	74.7	3
3.	SN allow others to express their thoughts	3 (1.7)	12 (6.7)	46 (25.6)	87 (48.3)	32 (17.8)	3.74	0.89	74.8	2
4.	SN are fluent in conducting dialogue with others.	6 (3.3)	11 (6.1)	52 (28.9)	72 (40.0)	39 (21.7)	3.71	0.98	74.1	5
5.	SN help their colleagues meet the requirements for success	2 (1.1)	16 (8.9)	50 (27.8)	83 (46.1)	29 (16.1)	3.67	0.89	73.4	7
6.	SN participate in the department's development projects with enthusiasm	5 (2.8)	15 (8.3)	41 (22.8)	92 (51.1)	27 (15.0)	3.67	0.93	73.4	8
7.	SN provide quick, creative ideas for urgent topics	4 (2.2)	14 (7.8)	34 (18.9)	94 (52.2)	34 (18.9)	3.78	0.92	75.6	1
8.	SN respond to the team's queries with great skill	4 (2.2)	7 (3.9)	54 (30.0)	88 (48.9)	27 (15.0)	3.71	0.85	74.1	4
<b>Total</b>							<b>3.71</b>	<b>0.73</b>	<b>74.2</b>	

Table (4.12) that showed the least phrases obtained in this dimension are the fifth and sixth paragraph with 73.4% of NS and said that the SN help their colleagues and meet the requirements for success and SN participate in the department's development projects with enthusiasm. While, 73.7% of NS said the SN use logical methods to convince others of their point of view. Whereas 74.1% said of NS that SN are fluent in the conducting dialogue with others. While, the highest phrases in this dimension is seventh paragraph by 75.6% the NS said that SN provide a creative idea for urgent topics.

We conclude that there is a high degree of persuasion & creativity among SN from the point of view of NS, Therefore, the researcher believes that the ability of the SN to persuade to reach creativity is the pinnacle of professional creativity, so the study confirmed that SN have the ability to use logical methods to convince others of their views and present their ideas in a sequence that helps to convince them, in addition to their ability to find an Innovative quick ideas for pressing topics and also enable them to manage good dialogue with others, when are combined with the SN, make them creative, and take firm steps towards advancing the nursing profession and serving patients with a high professionalism.

#### 4.3.5 Is there a relationship between leadership empowerment and professional creativity?

To find the relationship between leadership empowerment and professional creativity, the correlation coefficient between professional creativity on the one hand and each dimension in leadership empowerment was calculated separately.

**Table (4.13): Correlation coefficient between leadership empowerment and professional creativity**

Dimension			Statistics	NS
Leader ship	1.	Provide Independence	Correlation coefficient (r)	0.630*
			(Sig.)	0.000



2.	<b>Effective Participation</b>	Correlation coefficient (r)	0.625*
		(Sig.)	0.000
3.	<b>Leadership Values</b>	Correlation coefficient (r)	0.601*
		(Sig.)	0.000
4.	<b>Professional Development</b>	Correlation coefficient (r)	0.404*
		(Sig.)	0.000

\* a significant correlation at  $\alpha = 0.05$ .

The results showed in table (4.13) that the probability value (p-value) is less than 0.05 and this indicates that there is a statistically significant relationship between leadership empowerment and professional creativity. This indicates the impact of leadership empowerment on the professional creativity of the SN, meaning that the greater the leadership empowerment, greater the more professional creativity among SN.

## Chapter (5) Conclusion and Recommendation

### 5.1 Conclusion

This study aims to assess role of leadership empowerment in achieving the professional creativity at governmental hospitals in Gaza governorates from the perspectives of NS, head nurses. It was a descriptive, analytical and cross-sectional study. All major governmental hospital from each governorate was selected. The target population was NS which included HN and NS. All NS were included in the study and proportional systematic. The response rate for NS was 83.1% (180) from total 213 NS. The study tool was a self- administered questionnaire NS.

NS male 68.3% and female 31.7%. Regarding Age group, NS most of the age group more than 41 years about 59.4%. NS, 28.3% were from Gaza Governorate, 17.8% were from North of Gaza Governorate, 23.3% Mid-zone of Gaza Governorate, 19.4% were from Khan-Younis and 11.1% were from Rafah governorate.

NS all most of academic qualifications from bachelor degree as 62.2%, about 35% have been holding postgraduate. And 5.4% have been holding 3 years' diploma. NS most of graduated from Islamic University as 61% and rest graduated from Palestine College of Nursing as 39.

According to the characteristic of NS, the participation of heads nurse about 95 nurses by 53%, while the participation of clinical supervisors 85 supervisors by 47%. The highest participation among NS was in Shifa Medical Complex which had 36.1% participation, while Nasser Medical Complex had 17.22% participation, while the participation from European Gaza Hospital was 16.11%, the participation rate from Al-Aqsa Martyrs Hospital represented 12.8%, while the participation of Indonesian Hospital represented 8.33% and Al Nasser pediatric Hospital represented 9.45%. Regarding the total experience in nursing, the mean of nursing experience was 18.4 years. About 52.8% of the supervisors were having experience from 11-20 years and 35.6% of them had experience more than 21 years. but about experience in NS 43% of the supervisors were having experience from 7-12 years, 37% of them had experience less than 6 years and 20 % of them had experience more than 13 years and about 79.4% of NS reported they had known job descriptions, and about 79% of the respondents had receive special training courses in supervision or management.

According to the level of leadership empowerment from point of view NS there is a high level of leadership empowerment (83.5%) for SN from point of view NS for nurses working under their supervision. And the relative weight and rankings of the leadership empowerment dimensions.

According the relationship between leadership empowerment and professional creativity there is a statistically significant relationship between leadership empowerment and professional creativity. This indicates to the impact of leadership empowerment on the professional creativity of the SN, that's meaning the greater leadership empowerment, is more professional creativity among SN.

According the relationship between professional creativity and socio demographic variables (gender, age, academic qualification and experience). there are significant differences on professional creativity by gender in the questionnaire of NS differences were in favor to females. According age there is a relationship between professional creativity and the age of

NS, and difference between age groups (Up to 30) and each of (41-49 and over 50) in favor of group (22-31), also there is a difference between age groups (32-40) and each of (41-49 and 50-58) in favor of group (32-40).

## 5.2 Recommendations

Based on the study finding, the researcher would provide useful recommendations as outlined below. Decision makers, health managers, nursing supervisor, nursing leaders, professionals and researchers need to consider these recommendations and intensively work to address them.

- Increase awareness and understanding among nursing directors and nursing supervisor about concept of leadership empowerment and different factors that create opportunities for safe and effective empowerment.
- Enhance the nursing work environment by practicing appropriate leadership styles and empowering strategies, including greater participation of nursing staff in the decision-making process. Ultimately, more effective nursing management should result in improved nursing staff creativity, job satisfaction, and work commitment all that can led to professional creativity.
- Nursing Managers should assess the structures in the organization to identify barriers of staff nurses to be professional creativity and ensure empowering factors at organization.
- Demonstrate a strong orientation toward creativity and change, which is clearly communicated and enacted, from the highest levels of management, throughout the hospital.
- Encourage creative activities by provide incentives and focus on immediate reward for the creative work to motivate the staff to continue.

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## "دور التمكين القيادي في تحقيق الإبداع المهني لدى الممرضين العاملين في المستشفيات الحكومية في قطاع غزة"

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### ملخص الدراسة:

يعد التمكين القيادي إحدى أهم القضايا الحاسمة في تحفيز السلوك الإبداعي وإعداده لمواجهة التغييرات المتسارعة في أنظمة الرعاية الصحية، لذا هدفت الدراسة الحالية إلى تقييم دور التمكين القيادي في تحقيق الإبداع المهني في المستشفيات الحكومية في محافظات غزة. وقد استخدم الباحث المنهج الوصفي التحليلي (دراسة وصفية وتحليلية مستعرضة). وتم اختيار جميع المستشفيات الحكومية الكبرى من كل محافظة. حيث شملت الدراسة جميع المشرفين على التمريض (رؤساء أقسام ومشرفي التمريض)، وكان معدل الاستجابة لمشرفين التمريض 80.0%.

بالنسبة لجمع البيانات، قام الباحث بإعداد أداة الدراسة لمشرفين التمريض لتعكس مستوى التمكين القيادي للممرضين وأثره في تحقيق الإبداع المهني. حيث شمل الاستبيان: المتغيرات الاجتماعية الديموغرافية، المتغير التنظيمي ومتغيرات أخرى بالإضافة إلى مجالات الدراسة. وقد تم عرض أداة الدراسة على مجموعة من المحكمين للتأكد من مدى صلاحيتها كأداة دراسة، كما تم إجراء دراسة استطلاعية وتبين أن معامل الثبات ألفا كرونباخ بلغ 0.976، وقد تم استخدام برنامج الرزم الإحصائية للعلوم الاجتماعية (SPSS) لتحليل البيانات، والتي تضمنت التكرارات، والمتوسطات الحسابية، والنسب المئوية، واختبار (T)، وغيرها.

أظهرت نتائج الدراسة أن معظم أفراد العينة كانوا من الذكور بنسبة 62 %، بينما 38 % من الإناث. حيث وزعت هذه النسبة على مشرفي التمريض، بالنسبة لمشرفي التمريض، بلغت مشاركة الذكور 68.3 %، أما الإناث 31.7 %. وفيما يتعلق بالفئة العمرية، مشرفي التمريض فمعظم الفئة العمرية أكثر من 41 سنة بنسبة 59.5%.

وفيما يتعلق بالمستوى التعليمي معظم مشرفي الفترات لم يحصلوا على مؤهل دراسات عليا. في حين أن 62.2% من مشرفي التمريض يحملون درجة البكالوريوس، وحوالي 35 % يحملون درجة الماجستير.

أما فيما يتعلق بخصائص مشرفي التمريض، فإن مشاركة رؤساء الأقسام بلغت حوالي 95 رئيس قسم بنسبة 53%، فيما بلغ مشرفون التمريض 85 مشرفاً بنسبة 47%. وفيما يتعلق بسنوات الخبرة في مجال التمريض، كان متوسط سنوات الخبرة في التمريض 18.4 سنة. حيث كان أكثر من نصف مشرفين التمريض لديهم خبرة من 11-20 عامًا بنسبة 52.8%، أما 35.6% منهم لديهم خبرة لأكثر من 21 عامًا. أما فيما يتعلق بسنوات الخبرة في المسمى الإشرافي، فإن 43% من المشرفين لديهم خبرة من 7 إلى 12 سنة، 37% منهم لديهم خبرة أقل من 6 سنوات و20% منهم لديهم خبرة لأكثر من 13 عامًا. وذكر 79.4% من مشرفي التمريض أنهم يعملون حسب الوصف الوظيفي، إضافة إلى 79% من مشرفي التمريض تلقوا دورات تدريبية في الإشراف التمريضي أو الإدارة.

وجدت الدراسة أن مستوى التمكين القيادي من وجهة نظر مشرفي التمريض 83.5% وهي درجة مرتفعة، ووفقا للعلاقة بين التمكين القيادي والمتغيرات الديمغرافية الاجتماعية (الجنس والعمر والمستوى التعليمي وسنوات الخبرة) توجد فروق ذات دلالة احصائية تعزى لمتغير الجنس في استبيان المشرفين في بعدين هي (المشاركة الفعالة، والعمل التعاوني وجميع ابعاد الاستبيان) وكانت الفروق لصالح الإناث. أما فيما يتعلق بمتغير العمر توجد فروق ذات دلالة احصائية تعزى لمتغير العمر، وان الاختلافات في استبيان مشرفي التمريض كانت لصالح المجموعة العمرية (31-40). فيما لا توجد فروق ذات دلالة احصائية تعزى لمتغير المستوى التعليمي وسنوات الخبرة.

ووفقا للعلاقة بين الإبداع المهني والمتغيرات الديمغرافية الاجتماعية (الجنس والعمر والمستوى التعليمي وسنوات الخبرة). حيث وفقا للجنس، توجد فروق ذات دلالة احصائية تعزى لمتغير الجنس باستبيان مشرفي التمريض وكانت الفروق لصالح الإناث. اما بالنسبة للعمر توجد فروق ذات دلالة احصائية باستبيان مشرفي التمريض، والفرق بين المجموعات العمرية (أقل من 30) وكل من (41-49، وأكثر من 50) لصالح المجموعة العمرية (أقل من 30)، كما ان هناك فروق بين الفئات العمرية (31-40) وكل من المجموعة العمرية (41-49 وأكثر من 50) لصالح المجموعة (31-40). في حين.

لذا يوصي الباحث بان يأخذ مشرفي التمريض زمام القيادة في إزالة الحواجز التي تعترض النجاح من خلال توفير الموارد اللازمة، وتحسين التواصل، ودعم تمكين القيادة لتعزيز الإبداع المهني لدى مسؤولي الفترات بشكل خاص والممرضين بشكل عام.

**الكلمات المفتاحية:** التمكين القيادي – الإبداع المهني – مشرفي التمريض – مسؤولي الفترات.