

Impact of Transformational Leadership Training Program on Nurse's Unit Manager Behavior Change

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Abstract

First-line managers can influence the success of health care organizations because of their management role, especially at the unit level. Adopting transformational leadership behavior helps in the success of the organization (Laoha vichien, 2009). Training program for first-line managers has become a task that organizations today should pay attention to (Luu, Nguyen, 2012). Aim of the study: was to evaluate impact of transformational leadership training program on nurse's unit manager behavior change at El-Minia University Hospital. A sample was consisted of (35) heads of the unit. Data were collected by using three tools (1) The Multifactor Leadership Questionnaire MLQ) Leader Form is a self-administered questionnaire (2) The Multifactor Leadership Questionnaire MLQ) Leader observational Form (3) Knowledge Questionnaire Sheet (Pre and post- test). Results: levels of nursing managers' total knowledge were significant improved post than pre-program, there is statistically significant improvement of nurse managers perception and skills regarding multifactorial questioners dimension items post1 and post2 program than preprogram. Conclusion: After the training program implemented, their knowledge, perceptions and skills significantly improved toward transformational leadership style. Recommendation: continuous designing of training programs for head nurses to improve transformational leadership style and empower the culture of transformational organizational and Coaching in transformational leadership might help to equip leaders with behaviors skill lacking in their repertoire.

Keywords: First-line managers, transformational leadership, training program.

Introduction

One of the most important roles of leadership that contributes to leadership effectiveness is the style of the leader. A leadership style is the behavior a leader exhibits while guiding staff in asuitable directions (Certo & Certo, 2006). Leaders improve their style over a period of time due to training, education, and experience. For many years, investigators have tried to explain how leaders' style or behavior relates to effectiveness. Transformational leadership has been demonstrated an effective leadership style in leading organization, it has great effects on members' behavior and organizational outcomes (Hardy, 2010).

First-line managers are a valuable for hospitals as they spend time than any other level of management on leading and supervising the subordinates. First-line managers play an important role in a company's success as they are those who interact with most employees on a daily basis and have a very strong impact on them. First-line managers are significantly involved in the daily works, leading the employees through certain courses of action to help them accomplish organizational goals (Luu, Nguyen, 2012). However, first-line managers sometimes promoted to managerial positions depend on their success in operational or technical roles. Training first-line managers has become an obligatory task that organizations must pay more attention to it today (Luu, Nguyen, 2012).

Transformational leadership is the most effective style of leadership because it recognizes the importance of rewards, it goes further to satisfy the needs of the subordinates by engaging this person emotionally and intellectually (Surakka, 2008). This leadership behavior aims at the "transformation" of subordinates' needs to higher order needs of the organization through leaders' instilling of his or her goals. A leader motivates his/her subordinates to spend extra effort, to perform beyond expectations and to accomplish the organizational goals via convincing communication of a common vision.

Transformational leadership is divided into four areas which embrace: Idealized influence, Inspirational motivation, Intellectual stimulation and Individualized consideration Warrilow (2012) & Hayati, (2014). First; Idealized influence builds confidence, admiration, respect and trust, providing employees with a sense of mission (Northouse, 2010). Second; inspirational motivation, the leader communicates a vision, shows enthusiasm, provides an optimistic view towards the future and demonstrates confidence that all goals can be achieved and that goal achievement changes the future positively. Third; intellectual stimulation: The leader

encourages her/his subordinates to question the status quo, and to look at problems from different angles; he/she appreciates intellect and new and creative ways of thinking, and fosters subordinates' willingness to change (Northouse, 2010). Finally; individualized consideration, the leader supports his/her subordinate in her/his development by providing learning opportunities (Northouse, 2010).

Meta-analytic studies have shown that transformational leadership is an effective leadership style that ensures good outcomes, such as motivation and increased follower satisfaction therefore making it a desirable leadership style for organizations (Zacher, 2011). Training development programs today they are believed to strengthen customer satisfaction, contribute to partnership development, enhance research and development activities, and finally, reinforce the bottom line. Training and development activities are likely to align employees of a firm with its corporate strategies. More and more companies today invest in training and development because they believe that it will bring higher profits (Cascio, 2010).

Aim of the study

To evaluate impact of transformational leadership training program on nurse's unit manager behavior change.

Study design

A quasi-experimental research design was utilized to evaluate impact of transformational leadership training program on nurse's unit manager behavior change.

The setting

The study was conducted in Minia University hospital that offers a wide range of health care services. The bed capacity of the hospital are 488beds, 4 floors, The hospital included eighteen inpatient units, fifteen outpatient units and sixteen units of special character. The outpatient department has all specialties and it is free charge. It serves for 24 hrs. Care for critical patient in emergency department.

Study population

The sample included in the study were all departments nurse manager with a number (35) of the heads of nursing units, who works in departments of medical, surgical and intensive care units in the main University hospital. Nurse Manager those with long leaves or who refused to participate in the study was excluded in this study.

Measurement tool

Data were collected through utilization of the following tools:

- (1) The Multifactor Leadership Questionnaire (MLQ) Leader Form is a self-administered questionnaire. The MLQ Leader Form includes 45 items measuring several leadership styles using a five point Likert- scale ranging from (0-4) not at all (0), once in a while (1), sometimes (2), fairly often (3) and frequently if not always (4). The score for each dimension in The MLQ Form is determined by summing four specified items on the questionnaire.
- (2) The Multifactor Leadership Questionnaire (MLQ) Leader observational Form that was used to assess head nurses' performance related to transformational leadership style, the scoring system ranged from (1) to item observed to be done, and (zero) to not done. The performance was considered adequate or high if percent score was 60% or more and inadequate or low if less than 60%.
- (3) Knowledge Questionnaire Sheet (Pre and post- test) that was used for the purpose of measure the understanding, and practicing necessary basic skills to transformational leadership style in their specialties, Scoring represent levels of nurse's knowledge ranging from good knowledge (more than 60%) and bad knowledge (less than 60%).

Ethical Consideration

The researcher was explained to first line manager who participate in the study the aim and purpose of the study. The subjects were reassured that their participation was voluntary and they had the right to withdraw from the study at any time and written consent was obtained.

Results

Table (1) showed characteristics of the first line managers including age, educational qualification, years of experience and transformational educational program by number and percentage, regarding the table(1) the high percentage (76.7%) of first line managers were in the age group from 25-35 years while the low percentage of first line manager was at age group (36-46) (23.3%). Regarding to educational qualification, the total percentage of first line manager (100%) has bachelor degree. According to years of experience, the height percentage (70%) of head nurses go to year of experience from 10-20 years while the lowest percentage of head nurses was at year of experience (more than 20 year) (30%). Regarding to number of program about transformational leadership attending, the total number of first line manager (100%) not have any program about

transformational leadership style and about one third of nurse managers (26.7%) attend other programs.

Table (2) denoted that total levels of nursing managers' knowledge and all items related to transformational leadership program were significantly improved post1 and post 2 than pre-program

The table (3) shows statistically significant improvement of nursing managers mean score in all items of transformational leadership style which include the dimensions of" intellectual stimulation, individual consideration, idealized behavior& attributed and finally inspirational motivation "post1 and post2 than pre – program as perceived and performed by first line managers.

The table (4) shows statistically significant improvement of nursing managers mean score in all items of transactional leadership style which include the dimensions of" contingent reward, Management by exception(active), and finally Management by exception(passive)" post1 and post2 than pre- program as perceived and performed by first line managers.

The table (5) shows statistically significant improvement of nursing managers mean score in items of laissez- fair style post1 and post2 than pre- program as perceived and performed by first line managers.

The table (6) shows statistically significant improvement of nursing managers mean score in all items leadership Style Outcome Variables which include the dimensions of satisfaction, extra effort and effectiveness"post1 and post2 than pre –program as perceived and performed by first line managers.

Table (7) revealed that there were positive statistically significant correlation between transformational, transactional leadership style and outcome variable while, laissez-faire was negatively correlated.

Discussion

Leadership training program or management development training has been used for the purpose of supporting individuals to perform managerial roles effectively. The importance of training in organizations has increased over the past decades. Changes in the environment of organizations such as the global economy, the increasing pace of technological development and fierce competitions have produced new challenges for leaders. Offering effective leadership trainings programs that help leaders to enhance their skills and adapt to changing environments is an important acumen for training professionals (Radstaak, 2008).

Study results revealed that the majority of first line managers were in the age group between 25-35 years. As regards the educational qualification, the entire study sample was bachelor degree& more than fifty of the study subjects their years of experience ranged from 10-20 years and regarding to number of program about transformational leadership, about total number of first line manager not have any program about transformational leadership style but approximately one third percent attending other program such as infection control. Present finding results revealed that nursing managers' levels of knowledge were improved significantly posttest after the first line managers attending and receiving transformational leadership program and the second posttest which applied after four months of implementation the program than pre-program. In specific, the whole nursing manager had poor level of knowledge at pre-program, which improved post program and still improve at the second posttest.

This result indicated that the training program might provide reinforcement, motivation and information needed for these first line managers which increases understanding about their own leadership style and specially related to transformational leadership style, decision making, conflict management, delegation process. This is consistent with Casida & Parker(2011) reported that, The positive outcome results supports the supposition that nurse manager through receiving relevant leadership literature perceived their leadership role as an important one.

Today's, knowledge is the most essential asset in all organizations (Danis, 2013). Likewise, Nguyen & Mohamed (2011) suggested that transformational and transactional leaders are part of knowledge management developmental training program. According to Liu, (2010) knowledge depends on the willingness of knowledge sharing and group distinctiveness. Transformational leadership style supports generating and disseminating knowledge at organizational level, (both individual and group). Fitzpatrick, (2007) concluded that it is important to develop a base of knowledge among participants.

In general, The findings of the present study revealed that there is statistically significant improvement of the first line manager perception regarding multi-factional questionners items which include leadership styles " transformational, transactional, lassie-fair and leadership outcome variable of satisfaction, extra-effort and effectiveness through immediate posttest which done immediately after the first line managers receiving transformational leadership program and the second posttest which done after four months of head nurses receiving transformational leadership program which explored the positive effect of transformational leadership programs provided to first line managers on their leadership style behavior as perceived by first line managers and performed or observed by investigator. This is expected to have a positive impact on head nurses' abilities throughout daily work activities. In addition, may be due to the teaching method used in the transformational leadership development program which helps them to acquire more knowledge and skills.

In specific, The current results showed that mean scores were statistically significantly improved post

program and post 2 program than preprogram in transformational leadership style dimensions which include "individualized consideration, idealized influence, intellectual stimulation and inspirational motivation" as perceived by first line managers and observed by investigator. This finding may be due to the first line managers had understand their basic supervisory role, therefore, they agreed upon the importance of possessing competencies that will enable them to perform tasks effectively and efficiently. In addition, the program was positively affecting the leader behavior to help their staff to overcome obstacles in daily basis, identify the needs of them in order to achieve their performance goals, within rigid rules and procedure and although to encourage and motivate them to cut through bureaucracy to get things done.

Along with the present study results Kelloway, (2009) found that positive statistical significant changes in transformational leadership resulting from training. Cummings,(2010)study's results demonstrate more consistency with the current study's results, Participants in Cummings (2010),study when using the MLQ questionnaire, reported significant increases in leader behavior score after sharing in the transformational leadership development program.

A number of studies have used a quasi-experimental design to evaluate leader behavior changes following participation in a leadership development program and these have produced varying results. Many studies have proved that high productivity, a decrease in the rate of job leaving, high levels of job satisfaction are all due to transformational leadership (Suliman, Hussein & Ayat,2011).Current studies have paid special attention to the development and training of transformational leadership. Many researchers have investigate and defined transformational leadership.

The current results showed that mean scores were statistically significantly improved post program and post 2 program than pre-program in transactional leadership style dimensions which include "contingent reward, active management by exception and passive management by exception". That might be due to attending of the first line manager transformational leadership training program improves the skills related to transactional leadership dimensions. This is consistent with the study of (Collette, 2011), that reported, the most of leaders exhibit both transformational and transactional leadership styles. While both of these leadership styles are considered positive, transactional leadership style is limited unless combined with transformational leadership.

The finding results showed that were statistically significantly improved post program and post 2 programs than preprogram in laissez-faire leadership style. The probable explanation that the nurse manager, get appropriate knowledge and understanding regarding this leadership style so that, the nurse manager become "not at all "avoid getting involved when important matters rise in department ", not at all avoid making decision" and not at all delay responding to nurses questions" These reveal that the nurse manger exhibit laissez-faire leadership behaviors less than what is necessary for effective leaders. Laissez-faire leadership is identified as the most ineffective type of leadership and is essentially absence or avoidance of leadership (Bass & Riggio, 2006).

The current results showed that there were statistically significant improvement post program and post 2 programs than preprogram in leadership outcome variable of satisfaction, extra effort and effectiveness. This result might be attributed to the training intervention they had, which is contributing factor to their development., as increased scores of leadership outcomes variable are consider as being positively related to the nurse unit managers' ability to work with nursing staff in a satisfying way, through creating and maintaining a positive work environment. This is consistent with numerous studies that found transformational leadership to be more strongly and significantly associated with a variety of variables including satisfaction with leader and job satisfaction (Burke, 2006).

In the similar spirit the study, (Casida & Parker, 2011) concluded that, there are significantly increased leadership outcome score in Leadership effectiveness. Amir and Zaidatol, (2012) found that managers who display transformational leadership behavior were realized to be more effective leaders with better work outcomes. According to McGuire & Hutchings (2007), the outcomes of transformation leadership are developmental and motivational changes in followers and institutional and organizational change. As a result, transformational leadership could lead to higher followers' performance in the organizations. In addition two later studies have identified similar results to the current study in relation to self-reports of increases in positive leader behavior scores following their participation in leadership programs (Duygulu & Kublay, 2010; Martin, McCormack, Fitzsimons & Spirig, 2012)

Moreover there was a positive statistically significant correlation between transformational, transactional leadership style and outcome variable" satisfaction, extra effort, leadership effectiveness" while, laissez-faire was negatively correlate with outcome variable. The finding of the present study are consistent with other researcher (Jung, 2009; Erkutlu, 2008), who found positive significant relationship between dimensions of transformational and transactional leadership and leadership effectiveness. Furthermore, Webb (2003) reported negative relationship between laissez-faire leadership and leadership outcome effectiveness (Amire & Zaidatol, 2012). In addition, this finding is consistent with Bass and Riggio (2006) that state in their book of transformational leadership "there is exceptionally high correlation between components of transformational leadership and satisfaction" which is measured synonymously with the two items taken from MLQ.

Conclusion

After designing and implementation of the transformational leadership training program, the first line managers' knowledge mean scores statistically significantly improved, in addition their perception and skills positively changed.

Recommendation

1. Continuous designing and implementing training programs for first line managers to improve transformational leadership style and empower the culture of transformational organizational.
2. Hospitals administration must remove organizational factors that hinder decision making process create a healthy work environment.
3. Encourage translating research result findings through activities such as presentations, educational programs, consultation, courses and activities.
4. Sharing of first line managers in developing of hospital policy, rules and regulation which improve their creativity and production.
- 5- Coaching in transformational leadership style could help to equip leaders with behaviors skill lacking in their repertoire.

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Table (1) Distribution of the first line managers characteristics (n= 30).

Characteristics	(N=30)	%
Age		
25-35 year	23	76.7%
36-46 year	7	23.3%
46-56 year	-	0%
Educational qualification		
Diploma	-	-
Diploma + specialty	-	-
Bachelor degree	30	100%
Master degree	-	-
Years of experience		
Less than 10 year	-	0%
10 – 20 year	21	70%
More than 20 year	9	30%
Do you have attend program about transformational leadership		
Yes	0	0%
No	30	100%
Other program	8	26.7%

Table (2) Differences of first line manager of their knowledge regarding to transformational leadership style education program during three time period.

Dimension	Pre program Mean+ SD	Post1 program Mean + SD	Post2 program Mean + SD	F	P
- Transformational leadership	1.97+1.40	9.53 +0.68	8.67+1.00	48.24	0.000*
- Coaching & Counseling	3.80+1.03	9.23+0.85	8.56+0.97	45.36	0.000*
- Communicating Effectively	3.67+1.26	9.40+0.85	8.56.+1.15	45.30	0.000*
- Inspirational motivation	3.57+0.93	9.37+0.76	8.59+1.04	43.50	0.000*
- Managing Change	3.10+0.75	9.37+0.92	8.30+1.23	46.38	0.000*
- Delegation process	3.90+1.06	9.57+0.62	7.96+1.07	48.54	0.000*
- Conflict process	3.37+0.99	9.47+1.00	8.22+1.25	47.61	0.000*
- Decision making	3.40+0.72	9.67+0.71	8.44+1.28	47.43	0.000*
- Evidence based practice	0.63+1.12	9.53+0.62	7.61+1.38	51.64	0.000*

Table (3) Analysis of variance of first line manager of their perception and observation regarding to transformational leadership on the three time period

First line manager self –perception					
Leadership style "transformational leadership"	Pre-program Mean+ SD	post program Mean+ SD	Post2program Mean+ SD	F	P
- Intellectual Stimulation	9.70 +1.41	13.53+0.97	13.07+1.63	38.31	0.000 *
- IDEALIZED behavior	7.73+1.87	13.43+1.10	13.11+1.61	43.80	0.000*
- Individualized Consideration	6.40+1.00	13.63+0.96	13.19+1.73	41.15	0.000*
- IDEALIZED attribute	8.03+1.15	13.53+1.22	13.11+1.76	39.03	0.000*
- Inspirational Motivation	6.90+1.34	13.63+0.89	13.11+1.69	49.47	0.000*
Investigator observation					
Leadership style "transformational leadership"	Pre-program Mean+ SD	post program Mean+ SD	Post2program Mean+ SD	F	P
- Intellectual Stimulation	0.17+0.46	3.70+0.72	3.26 +1.22	49.08	0.000*
- Idealized attribute	0.43+0.77	3.73+0.66	3.33+1.41	37.48	0.000*
- Idealized behavior	0.27+0.69	3.80+0.01	3.41+1.30	46.18	0.000*
- Individualized Consideration	0.40+0.62	3.90+ 0.40	3.50+1.43	40.56	0.000*
- Inspirational motivation	0.23+ 0.56	3.77+0.91	3.41+1.30	47.53	0.000*

The table (4) Analysis of variance of first line manager of their perception and observation regarding to transactional leadership on the three time period

First line manager self- perception					
Leadership style " transactional leadership"	Pre program Mean + SD	Post program Mean + SD	Post2 program Mean + SD	F	P
- Contingent Reward	10.57+1.47	13.63+1.12	12.59+1.67	30.25	0.000*
- Management by exception(active)	10.07+1.36	13.47+1.22	13.04+1.67	35.07	0.000*
- Management by exception(passive)	7.70+1.68	1.77+0.72	1.89+1.08	44.18	0.000*
Investigator observation					
Leadership style " transactional leadership"	Pre program Mean + SD	Post program Mean + SD	Post2 program Mean + SD	F	P
- Contingent Reward	0.43+.56	3.70+0.95	3.33+1.38	41.35	0.000*
- Management by exception(active)	0.37+0.71	3.67+1.02	3.52+0.80	42.02	0.000*
- Management by exception(passive)	3.90+0.40	0.17+0.59	0.19+0.39	49.95	0.000*

Table (5) Analysis of variance of first line manager of their perception and observation regarding to laissez-fair leadership style prior to &post and post2 program

First line manager self- perception					
Leadership style laissez- fair leadership"	Pre program Mean + SD	Post program Mean + SD	Post2 program Mean + SD	F	P
- " laissez- fair	7.17+2.26	1.37+0.89	1.48+0.93	44.14	0.000*
Investigator observation					
Leadership style laissez- fair leadership"	Pre program Mean + SD	Post program Mean + SD	Post2 program Mean + SD	F	P
- " laissez- fair	7.17+2.26	1.37+0.89	1.48+0.93	44.14	0.000*

Table (6) Analysis of variance of first line manager of their perception regarding to leadership Style Outcome Variables prior to &post and post2 program

First line manager self- perception					
Leadership Style Outcome Variables	Pre program Mean+ SD	Post program Mean + SD	Post2program Mean + SD	F	P
- Satisfaction	6.10 +0.59	6.83+0.69	6.70+0.66	22.6	0.000*
- Extra effort	7.40+1.54	10.27+0.86	10.04+0.94	41.6	0.000*
- Effectiveness	8.93+1.87	13.83+1.02	13.81+0.87	52.9	0.000*
Investigator observation					
Leadership Style Outcome Variables	Pre program Mean+ SD	Post program Mean + SD	Post2program Mean + SD	F	P
- Satisfaction	0.17+0.53	1.87+0.50	1.67+0.73	37.16	0.000*
- Extra effort	0.00+0.000	2.80+0.76	2.44+1.12	43.82	0.000*
- Effectiveness	0.00+0.000	3.63+1.03	3.37+1.36	45.51	0.000*

Table (7) Correlation between each leadership style and their related leadership outcome post intervention program

Self- perception	Transformational leadership style	Transactional leadership style	Lassie- fair leadership style	Leadership outcome
Transformational leadership style	1	.162	-.099	.380
Transactional leadership style	-	1	-.153	.066
Lassie- fair leadership style	-	-	1	-.223
Leadership outcome	-	-	-	1

Investigator Observation	Transformational leadership style	Transactional leadership style	Lassie- fair leadership style	Leadership outcome
Transformational leadership style	1	.559	-.459	.043
Transactional leadership style	-	1	-.445	.018
Lassie- fair leadership style	-	-	1	-.039
Leadership outcome	-	-	-	1