

## The Relationship between Leadership Styles, Delegation and Self-Confidence among Head Nurses at El Senbellawein General Hospital



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### 1.ABSTRACT

**Background:** leadership is a vital management skill that helps head nurses to improve organization's efficiency. Delegation is an inclusive process that improves the ability of nurses and self-confidence. **Aim:** Investigate the relationship between leadership styles, delegation and head nurses' level of self-confidence at El Senbellawein General Hospital. **Methods:** A descriptive correlational design was utilized with a sample of (56) head nurses at El Senbellawein General Hospital. Tools of data collection were Leadership Styles, Delegation and Self-Confidence Questionnaires. **Results:** There were (53.6%) of the studied head nurses had high level of laissez faire style and about two third of the studied head nurses (67.9%) were moderate level of delegation. The majority of the studied head nurses (80.4%) had moderate level of self-confidence. **Conclusion:** A statistically significant positive correlation was existed among delegation, an authoritative and democratic leadership style. While, there was no correlation between leadership styles and self-confidence. **Recommendation:** Organize for courses in training regularly to help head nurses on how to effectively use their leadership abilities and training on using different styles of leadership. Convened seminars to increase the awareness of head nurses regarding delegation in terms of how it can aid them to develop their mindset and concentrate on increase education and also training on skills and nursing principles, problem solving by delegation and call for work as a team and build trust in their staff abilities. Build and maintain a team work spirit to increase the level of self-confidence.

**Keywords:** Delegation, Head nurses, Leadership, Self-Confidence

### 2.Introduction:

These days, in health care, leadership is considered an important topic with the goal of protecting and improving human health. Advances and rapid changes in the health care sector enhance the significance of improving manager ship and leadership skills for health leaders (Durmus & Kirca, 2020).

Leadership is defined as an individual's capacity to influence and make changes in others' behaviour towards accomplishing a common goal. As a base initiative comprises; being prepared to motivate and coordinate others, accepting responsibility for a group's direction and actions, goal-setting, organizing, and energizing others, making the first move, persistent when issues don't go as planned, taking an inspirational mindset to disappointment, accepting obligation regarding mistakes or poor decisions and being adjustable: prepared to adjust goals through developing conditions (Woodcock, 2011).

Subordinates' attitudes and sense of duty toward the work they do are strengthened by good leadership. It is necessary for organizational structure and help to controlling and organizing

various tasks. Also, it aids subordinates take care of every detail and seek to eliminate their weak points. Finally, leadership builds a competitive environment for subordinates, where everyone strives to give his all and has a biggest impact on internal efficacy and outward prosperity which influence subordinate gratification (Hiwa, Durmaz & Demir, 2021).

Leaders influence subordinates to cooperate to achieve success at work. Organizational Leaders work on creating positive environment that encourages every follower to achieve at their best. An exceptional leader allowed his team to develop and enhance their skillset (Torlak, Demir & Budur, 2019).

The style of leadership is an intended methods through which a leader impacts on an individuals' group in an institution to a large extent of acknowledged condition in the future that differs from the current state (Gandolfi & Stone, 2016). Following are leadership styles that leader adopt. Depending on the situation, the leader adopts different types of leadership styles (Kaleem, Asad & Khan, 2016).

Autocratic leadership style often known as coercive leadership style and it is a type of leadership that is forced on an organization. In autocratic leadership style, the autocratic leader seldom allows subordinates to make decisions, and he is usually very distant from his subordinates. Autocratic leaders make decisions; however, inputs from subordinates may be sought along the process, but rarely taken into account (Chukwusa, 2019). Followers do what the autocratic leader says. Furthermore, leaders with autocratic style can instill scare between subordinates and frequently create choices without discussing their subordinates. These autocratic leaders use "legal powers", "rewarding powers", and "coercive forces" to encourage their subordinates (Bass, Avolio, Jung & Berson, 2003).

Democratic leadership style plays an essential role in democratic movements. The leader who uses democratic leadership style is a person who allows subordinates to participate in decision making and democratic leadership accompanied with improved spirits in most leadership conditions. Democratic leaders participate in the group, provide direction to group members, and permit input from followers (Sharma & Singh, 2013).

The style of leadership that recognizes complete freedom is called *laissez-faire* leadership style and also phrased as "let them do it". The leader who uses *Laissez-faire* style guides the operation rather than participating in it, encourages subordinates to produce thoughts, give recommendations to subordinates when ask for them, and expresses thoughts (Senturk & et al, 2016).

Head nurses are in charge of groups and accountable for the process of nursing and results for patient care this needs delegation abilities as delegation is considered one of the most important aspects of efficient teamwork (Kaernsted & Bragadottir, 2012).

Healthcare management systems must maintain effective leadership in order to work properly, because a well-led healthcare department is a confident department in which employees feel encouraged to express their concerns and seek aid and also guidance to provide the greater. On these units there are no prejudices, and head nurses have confidence in their ability in delegation of less critical duties. As a result, the issue related to head nurses' confidence in delegation requires persistent education courses for teaching delegation and supervision skills to head nurses who are new to

this type of team nursing (Abdul-Aziz, Elhosany & Ibrahim, 2020).

Delegation is a highly useful tool for subsequent personal development, planning, and encouraging promotion increase in job delegation help nurses to obtain experience in order to assume greater responsibilities so, delegation is one of the fundamental managerial skills (Rohn, 2014). Delegation is described as responsibility transfer for completing a task to another subordinate, with acceptance of full responsibility for the outcome (Josephsen, 2013).

In nursing, delegation skills are described as giving the authority to an efficient individual for accomplishing specific nursing task in a specific situation (Marquis & Huston, 2017). Also, skills of delegation are the capacity of a head nurse to direct another individual to execute nursing skills and tasks that the individual cannot typically do while remain maintaining accountability for those tasks (National Council of State Boards of Nursing, 2016).

Delegation is known as a two-way process that needs careful thought to pass. It is not about giving commands and assuming everyone will get along. Because it is reliant on people, care needs to be taken to understand their viewpoints in order to get buy-in. When properly managed, it can enhance productivity and efficiency in the organization, improve staff retention, trust and strong relationships between subordinates. On the other hand, when poorly managed, delegation process can result in poor performance, low employee morale and non-delivery (Cooper, 2013).

When delegation accompanying by confidence, it creates a climate for team coherence and improves outcomes that are beneficial for both the patient and the institution (Saccomano, 2008).

Self-confidence is referred to as performance expectancies of the individuals and their self-evaluations of abilities and completed performances and confidence in one's ability. When persons feel self-confident, they know that they have the needed skills to properly complete the task into their hands (Oney & Uludag, 2013).

Self-confidence is a necessary issue that nurses must be confident when making decisions that need spontaneously significant reassurance for nurses. They must be capable to take confident and smart actions in order to make changes for the other people by taking into consideration what is good or harmful for their health. Hence, before they can help others to become best, it would be prudent that nurses should be in better health and have at

first high level of self-confidence. Also, nurses must evolve caring and intelligent steps in cooperating with other nursing care professionals and make the necessary adjustments to the evolution of the current technological era that promotes recovery (Suandika, Tang, Ulfah & Cahyaningrum, 2021).

In critical situations, self-confidence is seen to be a crucial element in creating a quick and suitable restraint. It has been proven that nurses with a high level of professional self-confidence improve patient safety and safe nursing practices. In nursing, professional self-confidence with high level is basic for a smooth and safe transition from college of nursing to clinical side and true-world of nursing (Allobaney, Eshah, Abujaber & Neshwan, 2022).

For nurses, it is important to have sufficient self-confidence in order to act appropriately, while having poor self-confidence can lead to increase the mistakes in work and it can cause worry. In addition, nurses with low self-confidence come over with significant difficulties in communication with patients and colleagues. They have lowered efficacy and empathy (Moneva & Honey, 2020).

#### **Aim of the study:**

This study aimed to assess the relationship between leadership styles, delegation and head nurses' level of self-confidence at El Senbellawein General Hospital.

#### **Research Questions:**

**RQ1:** What is head nurse's leadership style at El Senbellawein General Hospital?

**RQ2:** What is the degree of delegation of head nurse at El Senbellawein General Hospital?

**RQ3:** What is head nurse's level of self-confidence at El Senbellawein General Hospital?

**RQ4:** Is there a relationship between leadership styles, delegation and head nurses' self-confidence at El Senbellawein General Hospital?

#### **Significance of the study**

Leadership in health services is an important issue that leads to protect and improve human health. When head nurses know what their leadership style is, they can have a clear idea of their strengths, as well as their weaknesses. Successful, efficient delegation is essential to optimal health care and intensifying the limited resources under pressure from rising health-care costs (Standing & Anthony 2008). (Hudson, 2008) In addition to, effective delegation can enhance job satisfaction, responsibility and productivity of the nurse managers, since it gives

them more time to focus on what is most important. Concomitantly, delegation will enrich personal and professional growth of staff.

When head nurses are not well prepared for supervisory jobs, they will not have sufficient leadership and delegation skills and will suffer from low self-confidence. So, the aim of this study is to investigate the relationship between leadership styles, delegation and head nurses' self-confidence at El Senbellawein General Hospital.

### **3. Methods**

#### **Research design:**

Descriptive correlational research design was utilized to conduct this study.

#### **The study setting:**

This study was carried out at El-Senbellawein General Hospital that offers a wide spectrum of health service to many villages affiliated with El-Senbellawein Center, Dakahlia Governorate. The hospital composed of 2 buildings. First one contains reception and emergency, laboratory and new operation room. Second building contains 4 floors. 1<sup>st</sup> one contains radiology and clinics. 2<sup>nd</sup> floor contain urology unit and extend of new operation room. 3<sup>rd</sup> floor contain obstetrics and gynecology, neonate unit, pediatric unit, cardio intensive care unit, General ICU and extend of urgent operation room. 4<sup>th</sup> floor contain neurology unit, orthopedic unit, Burn unit, Surgery unit, Medicine unit, Medical ICU and the isolation unit for corona patients.

#### **Participants of the study:**

The participants of the present study included all available head nurses (62 head nurse excluded of whom 6 head nurses for pilot study) who working at the time of data collection at El-Senbellawein General Hospital.

#### **Tools of data collection:**

Three tools were used for data collection namely: Leadership Styles, Delegation and Self-Confidence Questionnaires.

#### **Tool (1): Leadership Styles Questionnaire.**

This tool developed by Northouse (2009) aimed to assess the head nurse perception of leadership styles.

#### **It consists of two parts:**

**Part 1: Personal Characteristics:** It included age, gender, years of experience, unit, and training courses attendance.

**Part 2: Leadership Styles Questionnaire:** It included 18 statements represent three leadership styles; every style consists of six items, as " Most

nurses feel insecure about their work and need direction" for authoritative style, " It is the leader's job to help nurses find their "passion"" for democratic style and " In general, it is best to leave nurses alone " for Laissez faire style. Response of participants evaluated by Likert scale ranged for 1 to 5 and assigned the following labels: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

#### Scoring system:

The statements response will be considered to measure three styles of leadership: authoritarian, democratic, and laissez-faire. If the score 26-30: Very high range, 21-25: High range, 16-20: Moderate range, 11-15: Low range or 6-10: Very low range at leadership style (Northouse, 2009).

#### Tool (2): Delegation Questionnaire

This tool developed by **Abdul-Aziz, Elhosany, and Ibrahim, (2020)**. It consisted of 30 items as "Delegate tasks to ease workload" and "Show confidence to complete tasks" .....etc. This tool used to investigate the degree of delegation among head nurses and ranged from: Strongly disagree (1), disagree (2), occasionally (3), agree (4) and strongly agree (5).

#### Scoring system:

Each statement's scores were summed-up and the result was divided by the number of total elements to have delegation mean percentage. Total score divided into three levels based on the following cut of point:

- Less than 50% considered as never delegate.
- 50-75% considered as sometimes delegate.
- More than 75% considered as always delegate (**Abdul-Aziz, Elhosany, and Ibrahim, 2020**).

#### Tool (3): Self-Confidence Questionnaire:

This tool developed by **Julia Blackford (2006)**. It consisted of 14 items as "Demonstrate appropriate professional and ethical behavior " and " Develop a physiotherapy intervention plan to meet defined goals ".....etc. This tool measured self-confidence of head nurses using Likert scale, response ranged from: below acceptable (1), acceptable (2), good (3), excellent (4).

#### Scoring system:

A person's self-confidence level will be calculated by dividing the total score obtained from the scale by the number of items on the scale.

- Scores lower than 2.5 points indicate low levels of self-confidence.

- Scores between 2.5 and 3.5 points indicate moderate levels of self-confidence.
- Scores above 3.5 show high levels of self-confidence (Julia Blackford, 2006).

#### Validity of the study tools:

Data collection tools translated by researcher into Arabic and tested for its content validity and relevance by a panel of six experts from the Faculty of Nursing Mansoura University's nursing administration department who evaluated the tools for clarity, relevancy, comprehensiveness, applicability, understanding and ease for implementation and simple modifications were made based on their opinions.

#### Reliability of the study tools:

The reliability of Leadership Styles Questionnaire was assessed in the current study showing high reliability with the value of cronbach's alpha 89 %. Additionally Delegation Questionnaire measured by cronbach's showed good reliability 86 %. Self-Confidence Questionnaire was excellent with high reliability 91 %.

#### Pilot study:

A pilot study for data collection tools was conducted on 10% (6) head nurses that randomly chosen and were excluded from the total sample to evaluate the clarity and applicability of the tools to appraise the clarity, applicability and feasibility of the tools and necessary modifications were made based on their responses. It aided in identifying obstacles and issues that may be occurred throughout the data collection process. It has also been used to estimate the amount of time required to complete the study tools. It took about 20-25 minutes to complete the study tools.

#### Field Work:

The researcher met the participants to demonstrate the study goal and ask for their participation. The researcher met the respondents either individually or groups during morning and afternoon shifts to distribute the data collection sheets to the respondents in their work units and present during filling to clear up any ambiguity and provide answers to any questions. The data was taken twice a week. The researcher checked each filling questionnaire and ensuring its completeness. From the end of April until the end of June 2021, data was collected.

**Ethical consideration:**

The research ethical committee at Mansoura University's faculty of Nursing gave the researcher an ethical approval for the research. A formal approval was acquired from the administrator of El-Senbellawein General Hospital to carry out the study. The researcher gave all of the head nurses included in the study an explanation of the study's purpose and nature. Participation in research was voluntary, each head nurse was informed about their rights to participate or refuse or withdraw at any moment. The study had no negative effect on the subjects. Confidentiality of the collected data was maintained, findings were incorporated into the necessary research as well as for future publication and education.

**Statistical Analysis:**

The acquired data were organized, tabulated and statistically analyzed by SPSS software (Statistical Package for the Social Sciences, version 26, SPSS Inc. Chicago, IL, USA). The normality assumption was accepted. Therefore frequency and percentage were used to express categorical variables. Mean and standard deviation were used to represent continuous variables. Independent t-test was used to test the differences between two mean of continuous variables. ANOVA test was used to test the differences between more than two mean of continuous variables. Pearson correlation coefficient test was carried out to test the association between two continuous variables. Multiple linear regression tests were performed to explore independent variables (authoritative and democratic leadership styles) of delegation (dependent variable). Statistically significant was judged as (p-value ≤ 0.01 & 0.05).

**4. Results:**

**Table (1):** Showed personal characteristics of the studied head nurses at El Senbellawein General Hospital. Regarding to age there were more than half (57.1%) ranged from (30-40), most of them were females (96.4%) and there were (82.1%) of them were married. Also, about two third of them (69.6%) had years of experiences

**Table (1): Personal Characteristics of the Studied Head Nurses at El Senbellawein General Hospital (n=56)**

Variables	No.	%
Age years		
▪ 30-40	32	57.1
▪ 41-50	24	42.9
Mean±SD	39.89±4.99	
Gender		

ranged from (11-20) years and more than half (55.4%) didn't attend training related to leadership styles, delegation and self-confidence.

**Figure (1):** This figure showed that half of the studied head nurses (50%) were agree on authoritative style and less than half (48.2%) of the studied head nurses were agree on democratic style and more than half (53.6%) of the studied head nurses were agree on

laissez faire style with the highest value.

**Table (2):** Showed mean scores of leadership styles as reported by the studied head nurses at El Senbellawein General Hospital. The laissez faire style was the highest meanscore (20.96±2.85) and the authoritative style was the lowest mean score (19.07±2.40).

**Table (3):** Illustrated that two third (66.1%) of the studied head nurses were moderate level in authoritative and democratic style, while (53.6%) of the studied head nurses had high level of laissez faire style.

**Figure (2):** Showed that about two third (66.1%) of the studied head nurses were agree on delegation degree, while, (17.9%) of the studied head nurses were disagree on delegation degree.

**Table (4):** Demonstrated that there were about two third of the studied head nurses (67.9%) sometimes delegate and there were (32.1%) of the studied head nurses always delegate.

**Figure (3):** Showed that more than half of the studied head nurses (60.7%) were agree that they had good level of self-confidence and about (16.1%) of the studied head nurses were agree that they had acceptable level of self-confidence.

**Table (5):** Demonstrated that the majority of the studied head nurses (80.4%) had moderate level of self-confidence.

**Table(6):** Showed that there was a highly statistically significant positive correlation between authoritative and democratic leadership style and delegation (P value 0.007, 0.003) respectively. While, there was no relationship between leadership styles and self-confidence (P value 0.56).

▪ Male	2	3.6
▪ Female	54	96.4
Marital status		
▪ Married	46	82.1
▪ Divorced	7	12.5
▪ Widowed	3	5.4
Level of education		
▪ Bachelor degree	56	100.0
Experience years:		
▪ 1 -10	2	3.6
▪ 11 -20	39	69.6
▪ >20	15	26.8
Mean±SD	17.66±4.85	
Attending training related leadership style, delegation and self-confidence		
▪ No	31	55.4
▪ Yes	25	44.6

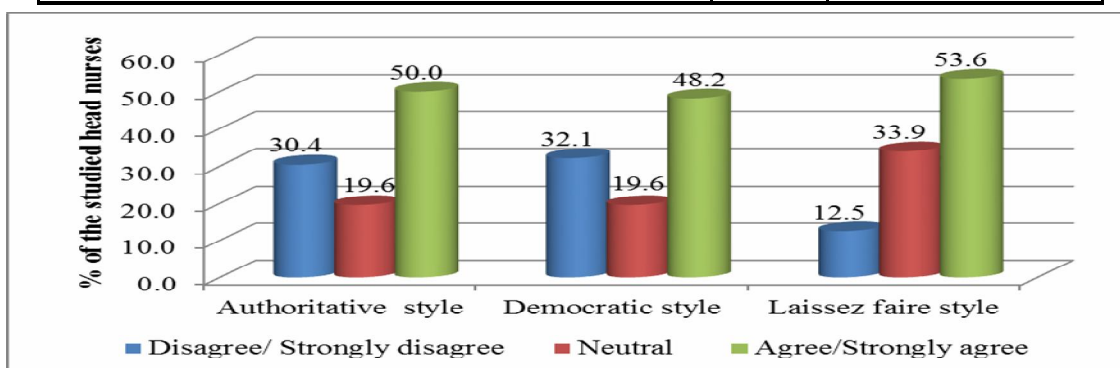


Figure (1): Agreement of the Studied Head Nurses regarding Leadership Styles at El-Senbellawein eneral Hospital (n=56)

Table (2): Mean Scores of Different Leadership Styles as Reported by the Studied Head Nurses at El Senbellawein General Hospital (n=56)

Leadership styles	No of items	Min – Max	Mean±SD	Rank
A. Laissez faire style	6	16.0-26.0	20.96±2.85	1
B. Democratic style	6	15.0-24.0	19.19±1.94	2
C. Authoritative style	6	14.0-24.0	19.07±2.40	3

Table (3): Levels of Different Leadership Styles as Reported by the Studied Head Nurses at El Senbellawein General Hospital (n=56)

leadership styles		Levels of leadership styles	Score	No.	%
A.	Authoritative style	Very high	26-30	0	0.0
		High	21-25	16	28.6
		Moderate	16-20	37	66.1
		Low	11-15	3	5.4
		Very low	6-10	0	0.0
B.	Democratic style	Very high	26-30	0	0.0
		High	21-25	16	28.6
		Moderate	16-20	37	66.1
		Low	11-15	3	5.4
		Very low	6-10	0	0.0
C.	Laissez faire style	Very high	26-30	4	7.1
		High	21-25	30	53.6
		Moderate	16-20	22	39.3
		Low	11-15	0	0.0
		Very low	6-10	0	0.0

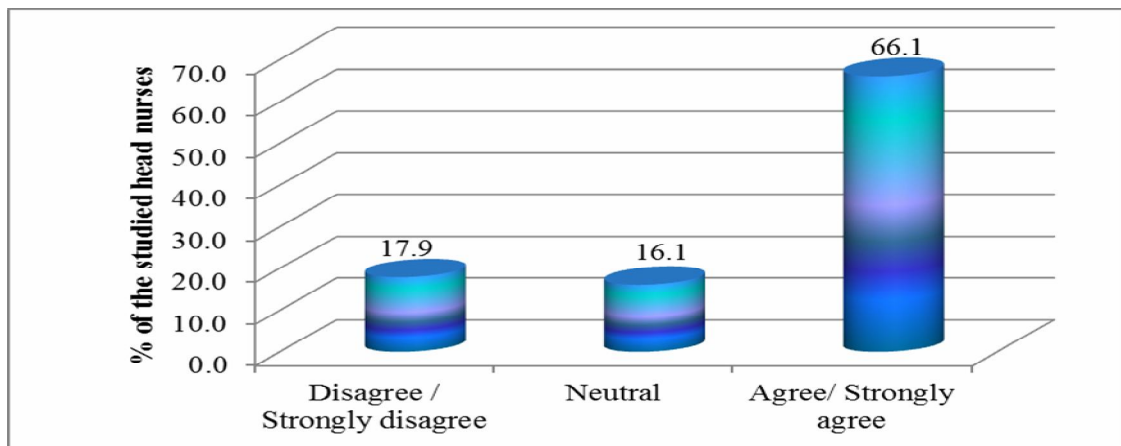


Figure (2): Agreement of the studied head nurses related delegation degree at ElSenbellawein General ospital (n=56)

Table (4): Levels of Delegation among the Studied Head Nurses at El enbellawein General Hospital (n=56)

Levels of delegation	Score	No.	%
▪ Never delegate	30-74	0	0.0
▪ Sometimes delegate	75-112	38	67.9
▪ Always delegate	113-150	18	32.1

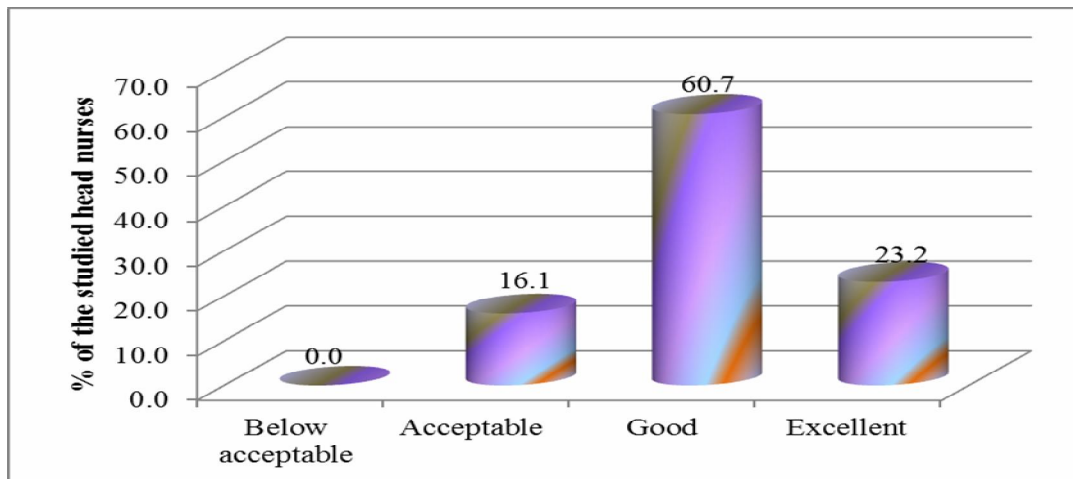


Figure (3) Self-confidence among the studied head nurses at El Senbellawein General Hospital (n=56)

Table (5): Levels of Self-Confidence as Perceived by the Studied Head Nurses at El Senbellawein General Hospital (n=56)

Levels of self-confidence	Total score/ No of items	No.	%
▪ Low	1.0-2.4	4	7.1
▪ Moderate	2.5-3.5	45	80.4
▪ High	3.5-4.0	7	12.5

Table (6): Relationship between Leadership Styles, Delegation and Self-Confidence at El Senbellawein General Hospital (n=56)

Leadership styles	Delegation		Self-confidence	
	R	p	r	P
A. Authoritative style	0.36	0.007**	0.12	0.36
B. Democratic style	0.39	0.003**	0.02	0.87
C. Laissez faire style	0.14	0.32	0.08	0.56

\*\* Highly statistically significant ( $p \leq 0.01$ )

## 5. Discussion:

In the twenty-first century, health care organization faces a variety of obstacles. All of these issues need good leadership and successful leader who can assist people in overcoming them. The leader's role is to drive an institution using vision, to make decisions based on shared values, and to participate in the culture to offer meaning and coherence (Wassif, Adam & Afify, 2016). Also, delegation of responsibilities is one of the methods of promoting competence development for subordinates. Responsibilities' delegation is a main function of leadership at all levels and through the process, it helps to develop and prepare subordinates for higher performance (Omolawal, 2015). Self-confidence underlies nurses' competence to perform their duties effectively (Mahfouz, Almutairi & Eldesouky, 2019). Hence, the target of the current study was investigating the relationship between leadership styles, delegation and head nurses' level of self-confidence.

The results of the current study regarding leadership styles showed that all the studied head nurses use three styles (authoritative, democratic and laissez-faire) with different degrees and their arrangement was laissez-faire style followed by democratic style then authoritative style. This may be due to that the laissez-faire leaders want to let their subordinates use their creativity and experience to help them meet their goals and build strong relationships with their subordinates. Also, the leadership styles differ according to the situation.

This finding is congruent with a research done by (Kamel, Abdeljail & Abdelhakim, 2021) who states that there was significant relationship between the laissez-faire leadership style and innovation. Also, this result is parallel to (Kayode, Mojeed & Abdul Fatai, 2014) who reported that no fixed leadership style that can be utilized indefinitely, although any leader may has a leadership style but occasionally situation may require a modification in the leadership style when making decisions. Additionally, this result in agree with a study done by (Molero, Cuadrado, Navas & Morales, 2007) who stated that the least frequently used leadership style by head nurses was the autocratic style.

Opposite to these findings a study conducted by (Younes & Daher, 2021) who stated that the laissez-faire leadership style not used with the highest value. Also, these findings contradicted

with the results of a research done by (Jones & Rudd, 2008) who found that laissez-faire leadership style was demonstrated infrequently, indicating that it is not a preferred leadership style.

The findings of the current study about delegation the study found that about two third of the studied head nurses sometimes delegate. This may be due to the head nurses' trust in the subordinates' skills, the ability to accomplish tasks delegated to them successfully and the desire of the head nurses to provide opportunities to their followers to develop themselves and increase their experiences. Also, the head nurses may delegate to lessen the work load and devote themselves to other tasks that are difficult to delegate.

In the same respect, study conducted by (Abdul-Aziz, Elhosany & Ibrahim, 2020) at Suez Canal University Hospitals which revealed that, there was about two third of head nurses sometimes delegate this is because of development and enhancement of skills, increase fidelity as there are career advancement opportunities, improve job satisfaction and stimulus. Also, a study conducted by (Kurt, Kose, Balik & Ozturk, 2018) who found that head nurses had moderate level of delegation.

Additionally, this result in the same respect with (Juneja, 2018) who found that delegation makes reduction in the work load of head nurses; everyone will be able to increase efficiency in his work; the leader subordinate relationship becomes significant. Also, a research conducted by (Bhasin, 2018) who mentioned that delegation is important to any institution as it empowers subordinates. It is fundamental in sharing duty and authority among individuals within an institution. Without it, it will be hard to establish a formal institution.

Opposite to these study findings a study conducted at Saudi Arabia by (Gassas, Mahran & Banjar, 2017) who found that head nurses reported unsure attitude regarding delegation in which two third of the head nurses were not of the agreement toward delegate tasks.

The results of the present study regarding self-confidence the study found that most of the studied head nurses had moderate level of self-confidence. This may be due to the lack of training and lack of continuous education they receive in the most important topics that are at the core of their work, namely leadership and delegation. Also, the head nurses must follow postgraduate studies to increase their self-confidence.



This finding is in agreement with a study done by (Abu Sharour, Salameh, Suleiman & Subih, 2021) in which the results of this research discovered that the participants had moderate level of self-confidence and stated that nurses with a greater number of years of experience, who had postgraduate degrees, and who worked as head nurses showed high levels of self-confidence and self-efficacy. In contrary to these findings a study conducted by (Ghareeb & Khamis, 2020) who stated that the highest percentage of the studied head nurses had a high level of self-confidence for leading the simulated situations.

The present study found a highly statistically significant positive correlation among authoritative style and delegation. This may be due to the subordinates are highly qualified and the desire of the head nurses to increase subordinates' motivation and performance. Also, the autocratic leaders want to make subordinates always under their control. So, the autocratic leader may sometimes delegate unnecessary tasks to subordinates. Also, in the current study there was a highly statistically positive correlation between democratic leadership style and delegation. This may be due to the desire of the leader to improve subordinate's level of experience.

The findings were congruent with a research conducted by (Abdul-Aziz, Elhosany & Ibrahim, 2020) who found that there were significant positive correlations between delegation levels and autocratic leadership style. Also, These findings in agree with a research conducted by (Agada, 2014) who found that the organization used a democratic leadership style and this leadership style is sustainable and there were adequate levels of delegation of authority in the tertiary institution.

The present study found that there wasn't a relationship between leadership styles and self-confidence. In my opinion, this may be due to the head nurses lead subordinates through the use of organization's policies and rules in all situations the face.

The study findings were consisted with the study of (Saccomano, 2008) who found that, leadership style did not provide indication for any changes in confidence. Despite the lack of a relationship between leadership style and confidence, the findings of this study showed that the nursing experience and educational preparation play a role in the nurses' confidence in delegating patient care tasks to other nursing staff.

In contrary with present study findings a study conducted by (Axelrod, 2017) who stated

that self-confidence influences every element of a leader's thoughts, feelings, relationships, behavior and job performance, through an internal psychological mechanism called self-leadership. Most self-confidence effects are mediated through self-leadership but some are directly influenced by the leader's trust in his abilities. Since both general and specialized self-confidence influence these self-beliefs, they were not differentiated in most of the research that is relevant to leadership.

## **6. Conclusion:**

The study research concluded that using different leadership styles by head nurses and the laissez-faire leadership style consider the highest mean score followed by the democratic leadership style then the authoritative leadership style. In addition, There were about two third of the studied head nurses perceived total delegation process were moderate level. Also, the majority of the studied head nurses had moderate level of self-confidence. Finally, there was a highly statistically significant positive correlation between authoritative and democratic leadership style and delegation. While, there was no correlation between leadership styles and self-confidence.

## **7. Recommendations:**

### **Based on the findings recommended to:**

- Provide more flexible atmosphere at hospital.
- Arrange more and more conductive environment for the followers.
- Provide regular education to head nurses regarding leadership, delegation and as a result head nurses' self-confidence will improve through collaboration between the hospital and faculty of nursing.
- Select head nurses to be effective leaders based on combination of many factors such as level of education and management skills not only upon the years of experience, and creating innovation as a job requirement.
- Train head nurses on leadership skills and delegation skills.
- Accept feedback about oneself from subordinates to improve the leadership style and delegation process.

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