Temporary Agency Nurses' Perceptions of Desirable Leadership and Employeeship

- A qualitative study of working environment in Swedish client organizations

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Abstract

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Introduction: Temporary working agencies (TWAs) within the healthcare industry has exploded within the last 10 years. The temporary agency workers (TAWs) have a unique triangular employment agreement, resulting in leadership and employesship complexities. Leadership and employeeship has been linked to many aspects within an organization such as employee's health and well-being, productivity, effectiveness, and satisfaction.

Purpose: The purpose of this study is to explore and describe the perceptions of desirable leadership, and employeeship in a client organization for temporary agency nurses.

Method: The study is qualitative and uses the Interpretative Phenomenological Analysis (IPA) method and follows the Standards for Reporting Qualitative Research (SRQR).

Results: The TAW nurses desire a manager that is sincere and involved, and a manager as a guide when it comes to leadership and a desire to work independently, collaborate and respect each other and for there to be humor when it comes to employeeship in client organizations.

Conclusion: Desirable leadership and employeeship that the TAW nurses desire is foremost linked to relations-oriented leadership behavior according to the Task, Change and Relations (TRC) model for leadership. The TAWs have a unique triangular employment, that result in complexities.

Key words: temporary agency nurses, TAW, desirable, leadership, employeeship, working environment, client organizations

Sammanfattning

Titel: Bemanningssjuksköterskors uppfattning av önskvärt ledarskap och medarbetarskap – En kvalitativ studie av arbetsmiljö i svenska klientorganisationer

Under de senaste tio åren har bemanningsbranschen inom sjukvården expanderat. Bemanningsanställda har en unik triangulär anställningsform som kan leda till ledarskap- och medarbetarskapskomplexitet. Ledarskap och medarbetarskap har tydligt kopplats till många aspekter inom en organisation såsom anställdas hälsa och välbefinnande, produktivitet, effektivitet och tillfredsställelse. Syftet med studien är att utforska och beskriva sjuksköterskors uppfattningarna av önskvärt ledarskap och medarbetarskap i en klientorganisation. Studien är kvalitativ och använder Interpretative Phenomenological Analysis (IPA) och följer Standards for Reporting Qualitative Research (SRQR). Resultatet visade att önskvärda ledarskapet i klientorganisationer är en ledare som är uppriktig och involverad och en ledare som vägleder. Önskvärt medarbetarskap i klientorganisationer är att arbeta självständigt, samarbeta, respektera varandra och humor. Slutsatsen är att önskvärt ledarskap och medarbetarskap i klientorganisationer är främst kopplat till det relationsorienterade ledarskapsbeteendet enligt Task, Relations and Change (TRC) modellen.

Sökord: bemanningssjuksköterskor, önskvärt, ledarskap, medarbetarskap, arbetsmiljö, klientorganisation

Preface

I would like to thank all the students and professors for invaluable comments, lesson, ideas, feedback, seminars, and open discussion.

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Background

Temporary employment agencies are organizations that are growing and expanding into many different fields and occupations. The temporary employment agencies are focused on hiring employees to work in industrial, logistics, warehouse and health occupations (Almega, 2017; Håkansson & Isidorsson, 2016)

Temporary agency worker (TAW) are employees that are employed by a temporary working/staffing agency (TWA). These individuals can also be referred to as contractors. TAWs are external workers; they are not temporary or part-time employees hired by the client organization themselves. Instead TAWs are hired by a temporary staffing agency and simply work at, and are leased to, a client organization (Pfeffer & Baron, 1988). This creates a triangular employment arrangement between the TAW, TWA, and the client organization (Svensson et al., 2015, p. 254).

In Sweden there are around 400 TWAs (Arbetsmiljöverket, 2018, p. 3). In 2017 in Sweden 83,100 employees of all types worked at TWAs. The portion of the workforce that work in TAWs are 1.70 percent (Almega, 2017, p. 2). Around 5,500 workers are estimated to hold full-time employment in Swedish temporary healthcare employment agencies as of 2019 (Klara, 2019). It is a challenge within all the sectors, to keep up with this new trend in TAWs hires. New complexities within the organizational working environment emerge, such as managerial complexities where the responsibility for the TAWs lie both with the TWA and the client organization (Arbetsmiljöverket, 2018).

Leasing of personnel is relatively widespread in Sweden, both in the private sector and in the public sector and there are many different temporary employment agencies that are in the healthcare sector. In Sweden there are around 25 temporary employment agencies that hire temporary agency nurses. The most well-known TWAs, from 2016 to 2019, are Dedicare Nurse, Rent a Nurse (Klara), Adecco, NursePartner, Centric Care (Wihlborg, 2019, p. 18). The misconception about TWAs is that there are few agencies with many employees and offices across large parts of Sweden, however this is overall incorrect since most temporary working agencies, in Sweden, are smaller and only hire around 50 employees (Arbetsmiljöverket, 2018, p. 3).

TWAs within the healthcare industry has exploded within the last 10 years. Nurses are often seen as unconditional caregivers; they are a professional and qualified workforce

and they differ from the unqualified workforce within the temporary working industry (Allvin et al., 2003, pp. 1–3). The TAWs have a triangular employment arrangement which can create leadership and employeeship complexities. The managerial complexities can result in a worsened working environment with for instance, worsened relationships and increased social tensions (Svensson et al., 2015, p. 254). Who is responsible for the TAWs is not always clear: the TWA or client organization or both? There is also deficiencies in the work environment management, for example the TWAs are not aware of their responsibilities and obligations (Arbetsmiljöverket, 2018). With the increase of TAW nurses, it is imperative to explore these aspects further.

Leadership

When it comes to leadership, there are many leadership styles, techniques, theories, and behaviors involved that have been extensively studied. Early research into leadership behaviors focus on two broad categories: relationship- or task-oriented behaviors (Bass, 2008). This model is derived from two research programs conducted at the University of Michigan and Ohio State University in the early 1950s (Fleishman, 1953; Halpin & Winer, 1957). A third leadership category: change-oriented has also been discussed in research (Yukl et al., 2002, p. 16). There are leadership styles that are based on these behaviors, such as transformational, transformative and situational leadership (Wilson, 2017). In this study this definition of leadership is used by Yukl (2013, p. 7):

"Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives"

The different leadership behaviors that exist often fall into either relations-, tasks- or change- oriented behaviors. It is important to note that these leadership behaviors can be broadly used and are not mutually exclusive (Svensson et al., 2015, pp. 252, 253). A combination of many different behaviors which often is contingent on the situation is common for leaders (Alvesson & Spicer, 2011). Relations-oriented behavior is primarily focused on promoting relationships through trust, cooperation, identification, and job satisfaction (Yukl, 2013). Task-oriented behavior focuses on goals through accomplishing tasks and assignment, organizing the work activities and improving efficiency (Larsson & Vinberg, 2010, p. 328; Yukl, 2013). Change-oriented behaviors

primarily focuses on pushing and encouraging employees, facilitating development, innovation, and entrepreneurship (Larsson & Vinberg, 2010, p. 328).

The type of leadership behavior that is practiced in organizations are linked to employee's well-being and performance. Relations-oriented leadership is associated with job satisfaction, job well-being and job performance (Kuoppala et al., 2008). Task-oriented and relations-oriented behavior or a combined leadership style (relations- and structure-oriented) is associated with effectiveness and productivity (Larsson & Vinberg, 2010, p. 318). Transformational leadership behavior is a combination of trust, involvement and inspirational motivation which correlate with high levels of employee involvement and commitment in the work environment (Bodenhausen & Curtis, 2016, p. 375; Graf, 2016, p. 1131). Transformational leadership, which is a type of change-oriented, relations-oriented and supportive leadership behavior, has shown to have positive outcomes for heath in several studies (Arnold, 2017; Bass, 2008; Kuoppala et al., 2008) however conceptual weaknesses have also been discussed with the model (Yukl, 2013). Bass (2008) discusses that relations-oriented and combination leadership style behavior show high productivity and have positive effects on job satisfaction whereas only relations-oriented behavior has shown an increase in satisfaction of subordinates. Bodenhausen and Curtis (2016) conducted a study on millennial workers and their opinions on type of transformational leadership and employee involvement. What they found was that transformational leadership was the preferred leadership style and that it had a significant influence on employee involvement in the organization.

The leadership behavior that is practiced can also have an association with the health and well-being of employees (Kuoppala et al., 2008; Svensson et al., 2015). Although most studies are cross-sectional, the general finding in the literature is that a relations-oriented leadership behavior is negatively associated with stress and positively associated with well-being (Harms et al., 2017). For instance, in a study among nurses it was found that the leadership behavior that is practiced are one of the key factors for overall healthier nurses and their advancement and development (Jefferies, Goldberg, Aston, & Tomblin Murphy, 2018, p. 3228; Sellgren et al., 2008). Another study found that nurse managers must develop their leadership behavior since it has an effect on the work climate; because the work climates correlated with job satisfaction (Sellgren et al., 2008). The overall satisfaction and confidence can increase with employee health

focused leadership behavior (Chang et al., 2019; Jefferies et al., 2018). One study showed that leadership is directly related to organizational commitment levels for nursing homes employees and health complains where reduced for nurses with higher organizational commitment (Graf, 2016, p. 1124, 1126). However, the results are only based on a cross-sectional study with 163 nurses, so it can be discussed if organizational commitment level are related to health aspects.

The 3-dimensional leadership style, shown in figure 1, with the focus on: relations-, task- and change-oriented behavior is used as a theoretical base together with the definition of leadership and employeeship in this study. Ekvall and Arvonen (1991) discusses the 3-dimensional model in relation to a desirable leadership for the employees. A study by Sellgren et al. (2006) found that the preferred leadership for nurses (between managers and subordinates) is relations-oriented followed by change-oriented and task-oriented behavior. This correlates with other research findings (see Bass, 1990; Kuoppala et al., 2008; Larsson & Vinberg, 2010) and relates to the transformational leadership style. Kuvaas and Dysvik (2009) and Chang et al. (2019) found support for task- and relations-oriented leadership in relation to performance and motivation for employees.

Figure 1. TRC model of leadership (Yukl, 2013).

Employeeship

Leadership and employeeship go hand in hand and are both important and central parts of an organization. Employeeship or co-workership is a translation from the Swedish word: "medarbetarskap", which does not have an exact English translation (Tengblad & Andersson, 2014, p. 3). In recent years the term followership has been used since it is

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found to be closely related to the Swedish term (Tengblad & Oudhuis, 2018, p. 149). In this paper however the term employeeship will be used relating it to the term leadership, with a focus on the employees and their relationships. The term followership comes from the term follow, which is a slightly passive term, while the idea of the concept is a form of self-leadership where the employee needs to be active. The definition of employeeship according to Tengblad and Gylldorff (2007) that is used in this study is:

"How employees manage their relationship with their employer and their own work, including relationship with colleagues."

According to Tengblad (2010) employeeship builds on four parts: confidence and openness; community spirit and cooperation; commitment and meaningfulness; and responsibility and initiative (shown in figure 2). Confidence and openness build on everyone in the organization. There is a need for an open dialog, mutual respect, and confidence between everyone. With community spirit and cooperation there needs to be a sense of community within the organization and this has to do with affinity. Even if many different departments or units exists it is important that there is unity. There is also a need to create an inclusive environment, especially for the temporary workers, so that they feel they are part of the company (Lapalme & Doucet, 2018). In an environment with both temporary and permanent workers there needs to be a common tread, such as a common in-group identity that links everyone, this will in turn foster collaborative behaviors (Lapalme & Doucet, 2018). When it comes to commitment and meaningfulness, the employees need to feel that there is meaning in their work and with the company. One needs to be able to feel proud over their own work, so they want to do a good job. Responsibility and initiative aim to give the employees enough power to be responsible and take initiative (Gunnarsson Nordin, 2017, p. 12). Research has shown that there is a positive relation between social exchange perception and both task performance and organizational employeeship behavior (Kuvaas & Dysvik, 2009).
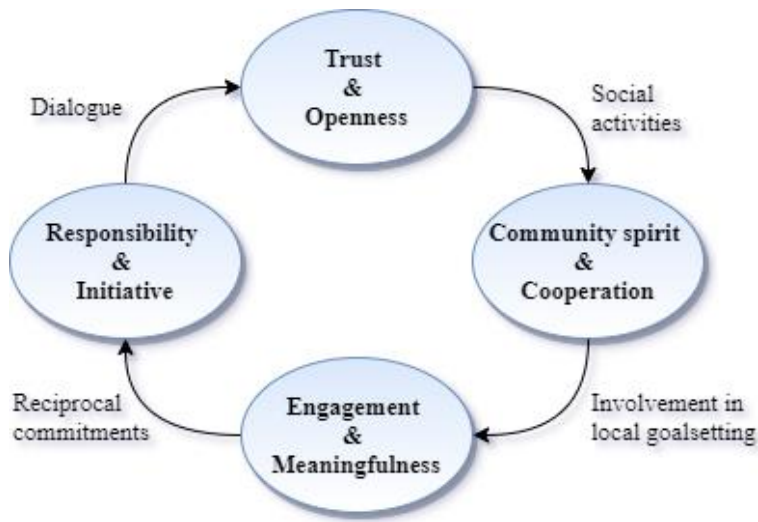
Figure 2. Employeeship (Followership) wheel (Tengblad & Oudhuis, 2018)

Tengblad (2003) presents five different types of employeeship: traditional employeeship, organization-oriented employeeship, group-oriented employeeship, individual-oriented employeeship and leaderless employeeship. The traditional employeeship puts the manager in focus, where there is strict division between managers and employees. The employees only follow orders and perform their duties. There is a passivity and lack of togetherness in this type of employeeship. Within organization-oriented employeeship there is a delegation of responsibility even though there is still a clear hierarchical structure and a clear set of guidelines the employees must adhere to. The group-oriented employeeship focuses on independence where the group is responsible for the work. Individual-oriented employeeship is where the employee is relatively independent and responsible in their work. Here the management must trust its employees and the employees need to have the required knowledge and ability to take on what is required. This type of employeeship is common in the public sector, where employees have a high level of education. The leaderless employeeship is an employeeship without supervision or a formal leader. This employeeship type is common with doctors and lawyers (Gunnarsson Nordin, 2017, p. 11).

When it comes to temporary agency workers the organization-oriented employeeship type seems to be most beneficial for the TAWs. In situations in which the supervisor can delegate the work and show appreciation towards the agency workers' contributions tends to foster collaborative behaviors in the organization (Lapalme & Doucet, 2018). The employeeship that is practiced can have an association with the health and well-

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being of employees. Gunnarsson Nordin (2017) discussed employeeship and its relation to discomfort and sickness. What he found was that without, what he called, an active employeeship: where the employees take an active role and are responsible in the development of the organization, employees can experience discomfort or even sickness.

When it comes to employeeship not much research has been done on either desirable employeeship or employeeship and its correlation to health. Many of the types of employeeship that Tengblad (2003) explore: traditional employeeship, organization-oriented employeeship, group-oriented employeeship, individual-oriented employeeship and leaderless employeeship can be linked to the TRC model of leadership behavior. Both the TRC model and Tengblad's (2003) five types of employeeship explore behavior and then link it to either leadership or employeeship. For this study, the TRC model of leadership behavior explored in the leadership section will be used as theoretical base together with the definition for leadership and the definition for employeeship, not only for the leadership but also for employeeship.

Relevance to the Field of Occupational Health

The TAWs have a triangular employment arrangement which creates managerial complexity in the workplace and can result in the TAWs being treated differently (Svensson et al., 2015, p. 254). The TAWs work under a client organization's management while at the same time have another manager at the TWA who has a formal responsibility for their work environment. This creates a complex environment both when it comes to the TAW nurses relationship to the manager as well as to other employees in the client organization (Allvin et al., 2003). Leadership and employeeship has been linked to many aspects within an organization such as employee's health and well-being, productivity, effectiveness, and job satisfaction (Eriksson, 2011). Which means there is a need within the field of occupational health for this type of research to see how TAWs are doing in their client organizations, especially for TAW nurses.

Purpose

The purpose of this study is to explore and describe the perceptions of desirable leadership, and employeeship in a client organization for temporary agency nurses.

Research Questions

What are temporary agency nurses' perceptions of desirable leadership and employeeship in Swedish client organizations?

Method

Design

For reporting the results from this qualitative study the Standards for Reporting Qualitative Research (SRQR) was used (O'Brien et al., 2014). This was used to improve transparency and follow clear standards. A qualitative data analysis was done using an abductive reasoning approach, in the identification of insights and themes (Lipscomb, 2012). Abductive reasoning approach is a combination of deductive and inductive reasoning used to make inferences based on the data in order to find the most likely explanation (Harman, 1965; Hiles, 2014). First data was collected using semi-structured interviews, and transcribed and analyzed using the interpretative phenomenological analysis (IPA) method with an inductive reasoning approach. Second the findings were described and explored via the TRC model to support the discussion with a deductive reasoning approach. There is an interest in both latent and manifest content (Densten & Gray, 1999). Latent content is focusing on finding underlying meaning and making interpretations. Manifest content is focusing on what is directly found, such as the words in the semi-structured interviews that will be conducted. Within the IPA method focus can lie on either latent or manifest content or both. The IPA approach is inductive and aims to explore meaning from participants experiences. IPA was first used in the 90s for psychological qualitative research (Smith et al., 2009). Today it is used in different health fields such as sociology. IPA is based on idiographic, phenomenology and hermeneutics. With an idiographic approach there is a focus on unique insights about a given phenomenon usually about personal experiences. With the phenomenological approach a detailed examination is made concerned with a person's perception or account of an experience (Smith & Osborn, 2007, p. 53). Through phenomenology one gets a first-person point of view, where people are conscious beings that through reflection creates meaning (Smith, et.al., 2009, p. 2–3). IPA is a dynamic process, that involves hermeneutics, where the researcher needs to take an active role in interpreting the participants sense of their world (Smith & Osborn, 2007,

p. 53). This study design was chosen with the intent to unconditionally explore experiences to get a deeper understanding. This is done by analyzing the participants stories through semi-structured interviews for how they create meaning, explain feelings, and think about a phenomenon (Smith, et.al., 2009, p. 40). Based on the research method, semi-structed interviews are an exemplary method to use for IPA (Smith & Osborn, 2007, p. 57). This IPA approach is often employed when an in-depth qualitative analysis needs to be done, which is the case in this study (Smith & Osborn, 2007, p. 54). Focus is on depth and making a detailed interpretive account on a small sample, sacrificing breadth (Smith & Osborn, 2007, p. 56). The IPA method was chosen because it fits the purpose of this study, method used and the requirements for this Master thesis since a smaller sample will be used with the focus on an in-depth qualitative analysis.

Selection Procedure and Study Population

The population for this study was nurses hired through temporary working agencies in Sweden. The study needs at least 10 participants and goal-oriented and random sampling was used (in accordance with the guidelines for this master thesis). The procedure when through different steps shown in figure 3. 25 temporary working agencies were researched in a goal-oriented fashion in relation to available description, size, and location. Out of these 11 were excluded because they hire TAWs in either both Sweden and Norway or Scandinavia (only Sweden was of interest in this study to avoid cultural differences) and they focused on education or school care. One was excluded because it focused on hiring TAWs to work in only one specific region in Sweden.

The selection for temporary staffing agencies is based in Sweden, mainly hiring hospital staff, including nurses to municipalities and private care providers. Sweden was chosen because there is not a lot of research that has been done in this field, the collection of data and research needs to start somewhere, and the researcher is familiar with Sweden. Sweden was also only chosen to narrow down the population, since the treatment of temporary agencies workers can be different for different countries. But to not limit the data collection even further, temporary staffing agencies hiring TAWs in the whole of Sweden was chosen.

Out of the 13 remaining, two were selected via a random generator and one was chosen to be contacted because of its bigger size and available information related to how many TAWs they hire. The TWA were contacted through email and phone call (Appendix IV). The population is narrowed down and defined to only include TAW nurses, in order to get a depth to the data collected (Deakin et al., 2016, p. 23). There has been an increase over the last couple of years for the hiring of TAW nurses, making it a growing occupational group (Arbetsmiljöverket, 2018, p. 3; Klara, 2019). Also, the interest in temporary agency nurses and their effect, and specifically economic effect, on an organization and occupation has been discussed in for many years (Allvin et al., 2003). TAW nurses were also chosen because it is a homogeneous group where they often have the same amount of educational requirement. With the use of a comparative and homogeneous group, results will be able to be explored and described within the group, where participants results can be contrasted.

Loss of participants is always a possibility and to avoid collecting data from fewer participants then was needed, 12 temporary agency nurses were contacted via email and asked to participate in the study. The selection was random sampling based on the available TAWs at the company where 12 temporary nurses were selected and contacted to participate. 10 TAW nurses participated in the study from the original 12. 2 TAW nurses ended up not answering the email. The loss of data is also a possibility, to minimize this risk, the data was transcribed the same day and anonymized and then saved on an additional locked personal computer at the researcher's home. Only the researcher has access to the code key. The interview recordings will be disposed of after the paper has been approved and published, minimizing the risk that personal information can be used to identify an individual.

The willing participants were contacted, and the interview guide was sent to the participant so they could take part of the questions for the interview beforehand and a date and time was decided by both parties for the interview. The interview took about 30 min and was conducted via Facebook messenger, since the participants could be located anywhere in Sweden. The interview was recorded using Voice Recorder; for the IPA method it is necessary to record the interview (Smith & Osborn, 2007, p. 64).
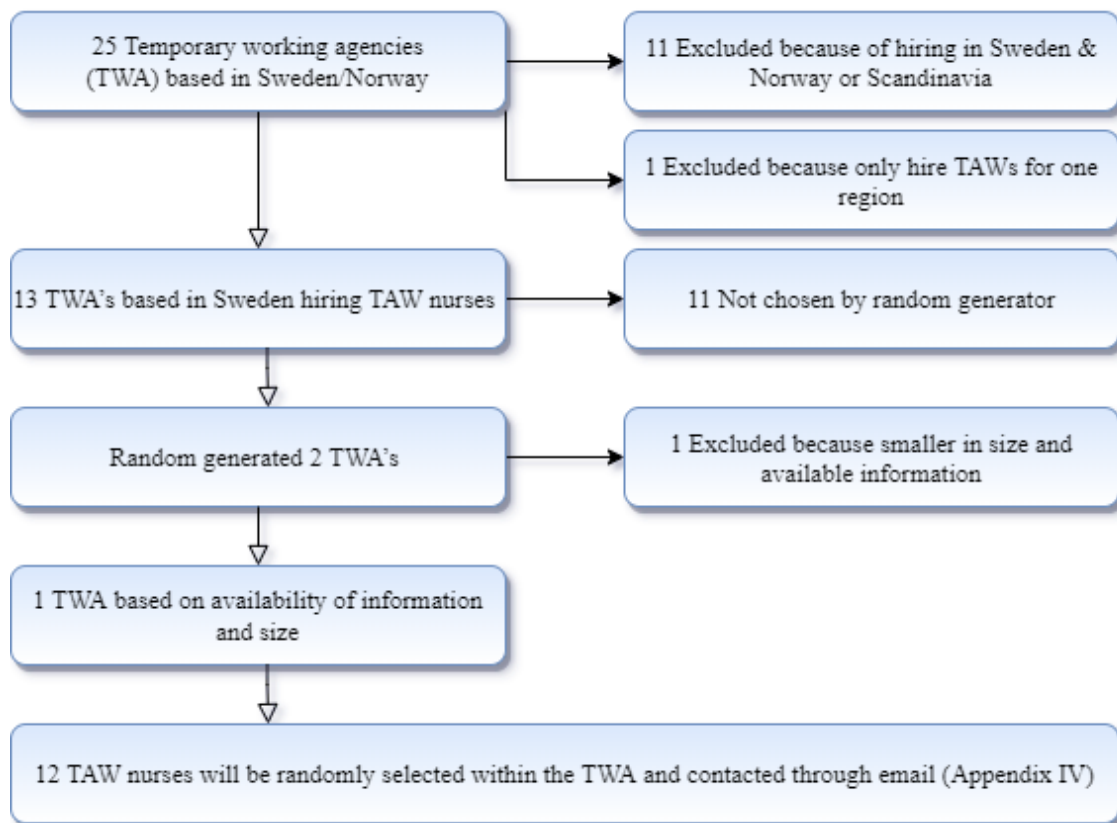
Figure 3. Selection Procedure (step by step)

Literature Search

A literature search is part of the background for this study. It is conducted in a systematic fashion based on a practical and methodological screen and the SPIDER-model, controlled by the PEO-model (Cooke et al., 2012; Fink, 2010). Initial searches with different search strings have been made in both Discovery and Google Scholar, to see the whole scope of articles available. The final search string used was: ("temporary worker*" OR "temporary agency worker*" OR "temporary staffing worker*" OR "temporary agency nurses*") AND (leadership OR employeeship OR followership) AND (perception OR experience). The databases used are from University of Gävle's subject guide in public health science: Academic Search Elite, CINAHL, PsycINFO, PubMed, Scopus, SocINDEX, SveMed+, SwePub and Web of Science (Appendix I). The inclusion and exclusion criteria are based on the purpose for this study and the requirements for this Master thesis in Occupational Health and can be found in Appendix I.

Complementary searches were made using referenced articles, reference lists and recommendations from a supervisor to find more relevant articles. A qualitative review was conducted using The Public Health Agency of Sweden recommended template AMSTAR (Swedish version developed by SBU) for systematic reviews, EPHPP (Effective Public Health Practice Project) for quantitative studies and SBU (Swedish Agency for Health Technology Assessment and Assessment of Social Services) review for qualitative studies (Folkhälsomyndigheten, 2017; SBU, 2014; Thomas et al., 1998). All these reviews were used as is and, in their entirety, and the studies was assessed through the templates for their rating. For the SBU review for qualitative studies the rating is high, medium to high and low. AMSTAR for systematic review the rating is: high, moderate, low, and critically low quality. For EPHPP for quantitative studies the rating is: strong, moderate, and weak. After the practical screen 20 articles were found. A methodical quality review was conducted on the articles, resulting in 7 studies and another 4 studies that are central for the theoretical background have been found through recommendations from my supervisor and references within other articles. The result is presented in an Article Matrix (Appendix II), together with other articles central for the problem formulation.

Data Collection

Data collection for the study was done through semi-structured interviews, conducted in Swedish, to answer the research question: *What are temporary agency nurses' perceptions of desirable leadership and employeeship in Swedish client organizations?* Thereby fulfill the purpose: *The purpose of this study is to explore and describe the perceptions of desirable leadership, and employeeship in a client organization for temporary agency nurses.* The interest is in collecting qualitative data, where one of the most widely used methods for collecting this type of data is through interviews: unstructured or semi-structured interviews (Bryman, 2008, p. 412). This qualitative method puts focus on words and interpretation (Bryman, 2008, p. 340). Throughout the semi-structured interview an interview guide was followed focusing on overall themes (Bryman, 2008, p. 415). The interview guide (Appendix III) questions are based on the studies purpose and research question. A pilot study was conducted in November 2019 with four people, one manager, one TAW, and two TAW nurses to ensure that the interview guide questions and method used for the study is applicable, clear and

relevant (Bryman, 2008, p. 258). The interview guide was revised with the inclusion of question four and seven (Appendix III).

When it comes to reliability and validity, there are a couple of aspects to take into consideration. *External reliability* considers if the study can be repeated and external validity is related to if the results can be generalized (Bryman, 2008, p. 351). Both are difficult for this study design, however following the Standards for Reporting Qualitative Research (SRQR), the intent is to show transparency regarding all aspects of the study: applied method, search strategy, possible increments, results, and conclusions. With respect to the generalizability of the study, this is difficult in qualitative research, because the population is selected through a goal-oriented approach, with few participants so the result is unique to this context. *Internal reliability* is about agreement on interpretations within the research team, this should not be a problem in this study, since only one researcher is conducting the analysis and making the interpretations. This can be a limitation with the *internal validity*, where only one researcher is analyzing the data, however this is combated with the use of a clear background theory as a basis for the research as well as using Interpretative Phenomenological Analysis (IPA) (Bryman, 2008, p. 351).

Data processing and analysis

The data collected is transcribed and analyzed using the interpretative phenomenological analysis (IPA) method and then described and explored via the TRC model to support the discussion. Alternative interpretations in the form of similarities and differences in relation to the TRC model will also be explored in the discussion. Translated quotes from the source material will be incorporated in the result, without any specific order or link to the participants. The IPA method is used to see how participants make sense of their social and personal world: their experiences, life events and their state of mind (Smith & Osborn, 2007, p. 53). The whole interview will be transcribed included the interviewer's questions, where margins will be left on both sides of the transcript for analytical comments. Transcription of recordings is a time-consuming activity, for every hour of interview recording approximately five to eight hours will be used for transcription (Smith & Osborn, 2007, p. 65). 10 semi-structured interviews were conducted, about 30 minutes each, that were transcribed. The

transcripts were stored on a personal laptop with a password and the recordings will be deleted as soon as the paper has been turned in.

The questions from the interview guide were related to answering the research question and fulfill the purpose. Question four, five and six is directly focusing on answering the part related to leadership: *temporary agency nurses' perceptions of desirable leadership in Swedish client organization* from the research question. Question seven, eight and nine is directly focusing on answering the part related to employeeship: *temporary agency nurses' perceptions of desirable employeeship in Swedish client organization* from the research question.

When analyzing, finding meaning is central with IPA, the purpose is to understand the complexities and content and not look for frequencies. With this method the researcher must engage with the text, process, and interpret (Smith & Osborn, 2007, p. 66). The IPA method is shown in figure 4. The transcript is read closely many times, where the left-hand margin was used for annotations about what is of interest and significant. This is done to get insight into the material. There is no need to find meaning units. The right-hand margin was used to document theme titles that emerge, here the initial annotations are made into concise phrases, that capture the essence of what was found (Smith & Osborn, 2007, p. 68). At this point psychological and health related terminology may be invoked (Smith & Osborn, 2007). There should however always be a clear thread back to the source material. The next step was to connect the themes, if possible, to create a preliminary list of themes, and possibly sub-themes, these themes need to be cross checked with the source material to make sure there is a connection (Smith et al., 2009, pp. 91–100; Smith & Osborn, 2007, p. 72). Next step was to present the list of themes and sub-themes in a coherent fashion and relate them with other cases (Smith et al., 2009, pp. 101–110). The final step is to write-up the final themes into a narrative account (Smith & Osborn, 2007, p. 76). The themes need to be explained and explored creating a sort of narrative. With IPA it is important not to stop the analytical step when themes have been found but to consider the themes further when writing them up. However, since IPA contains few method rules there is room for alternative methods of analysis if this is deemed necessary (Smith et al., 2009, p. 79). With this in mind a categorization table (Appendix VI) was created to get an overview of the data.
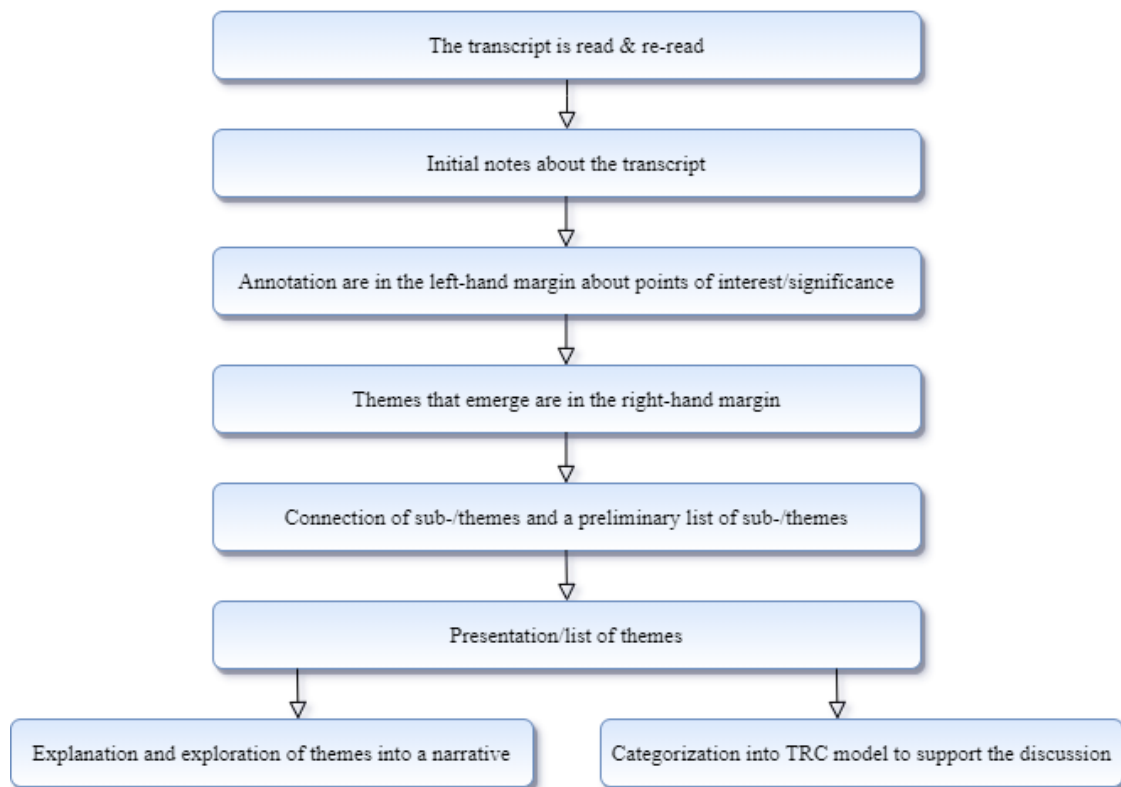
Figure 4. IPA Method (step by step)

Research Ethical Aspects

During the study, ethical approaches must be taken into consideration and ethical standards need to be followed (Bryman, 2008, p. 131 - 132). Swedish research has four principles for ethical sustainability that require informing participants that participation is voluntary and that at any time, and without justification, they can terminate their participation (informed consent). Information should also contain the elements included in the study (information requirements). Confidentiality requires that data be stored and processed (the confidentiality requirement) in such a way that any unauthorized person cannot access it and the information collected is used solely for research purposes (how information is used) (Bryman, 2008, p. 132).

Ethical approach and reflection

For this study informed consent and information requirement will be followed where participants will get a document related to the purpose of the study and information that they can end their participation whenever they want. Confidentiality and how information is used, will also be upheld, by the fact that none of the source material will be shared with outside parties, no names will be used and the findings will only be used

for research purposes for this specific study. The source material will also be deleted as soon as possible, when the paper has been approved. To show consideration for the temporary agency nurses participating in the study, the semi-structured interview was decided to only be about 30 minutes long, in order not to take up too much time for the participants. The interview will also be conducted via Facebook messenger, which means the participant can be located wherever they want, saving travel time. The researcher will also be well prepared for the interview and located in a quiet, isolated room as not to be disturbed and be solely focused on the interview.

Result

The result is based on the data material that has been collected and then analyzed using the interpretative phenomenological analysis (IPA) method. The results presented are based on the Standards for Reporting Qualitative Research (SRQR) guidelines described by O´Brien et al. (2014) to answer the research question: *What are temporary agency nurses' perceptions of desirable leadership and employeeship in Swedish client organizations?* The different themes and sub-themes that emerged from the interviews for desirable leadership and employeeship are presenting in table 1 and table 2 below. A categorization table is presented in Appendix VI.

Leadership

Table 1. Themes and sub-themes for desirable leadership

	Desirable Leadership			
Themes	A manager that is sincere and involved			Manager as a guide
Sub-themes	Treated the same as regular employees	A manager that is involved	Perceived sincerity from manager	Manager guides and gives feedback (via assignments)

A manager that is sincere and involved

The TAW nurses want a manager that is sincere and involved. They desire someone that treats them the same as the regular employees and is involved in the organization. They also desire perceived sincerity from the manager. They want a manager on sight that is present. They desire the ability to meet the manager and be able to make a connection

and talk to them. The TAW nurses desire closeness and perceived sincerity. The managers need to be sincere when it comes to their interactions with the TAW nurses. On a practical level they desire a manager that is present in the hospital or ward. That walks around and is involved in the organization and not just sits in an office somewhere. The managers need to show consideration and support the TAW nurses in their daily tasks. They need to include them and consider them a part of the organization even if they are just there for a short period of time.

Treated the same as regular employees:

"A good manager, and leadership is that you can trust the boss. That you have confidence in the manager. That they see what is happening, that they listen to their employees whether they are from staffing or permanent. It is very important that the manager cares for their employees and want them the best and the wards best. That is a good leadership for me." [Translated from Swedish] #7

The TAW nurses' perception of desirable leadership is that the manager at the client organization needs to treat the TAW nurses in a similar way as the regular full-time employees. The TAW nurses want the leadership to be supportive, that shows consideration and is also including. To have a manager that takes care of all the employees present at the organization and does not value the regular full-time employees any differently from the TAWs is important.

A manager that is involved:

"I have had many managers and what is most important to me is a present manager. I would think that management by walking around would be good. Moving on the floor. That talks to you, walks around, asks: 'How's your day?'. They can pick up on, if there are, conflicts, clashes, or irritations between the workers. They should not be afraid of conflict. They should be able to take charge when needed. Take care and manage." [Translated from Swedish] #3

The TAW nurses' perception of desirable leadership is a manager that is involved. A manager that is involved in the day to day tasks at the hospital. Someone that walks around in the hospital or on the specific ward. With these types of managers, it is easier according to the TAW nurses' perception to create and maintain relations. The TAW nurses can trust and create good relationship with the manager.

Perceived sincerity from manager:

"A manager needs to have some type of leadership talent. Because it is not obvious that they have. Sometimes you meet managers who are just bosses, and they do not have any leadership ability, but those who have it and those that I think are good are those who are consistent, concrete, clear but empathetic. They are fellow human beings and not just people with authority... there must be empathy and openness." *[Translated from Swedish] #5*

A manager that shows and expresses sincerity is desirable according to the TAW nurses. The desirable leadership behavior according to the TAW nurses' perceptions are empathetic, closeness, trustworthy, and a manager that tries to create good relationships and is consistent. The manager does not just show interest in the TAW nurses in the beginning of the workday but throughout. They get involved and are sincere in their involvement with the TAW nurses and tries to create a good relationship.

Manager as a guide

A manager as a guide is desirable leadership behavior according to the TAW nurses. A manager that helps the employees, who gives feedback and guides them through the workday and the work tasks or assignments. The TAW nurses' perception of desirable leadership is also that the manager is flexible, but at the same time consistent when it comes to guiding the TAW nurses with the work tasks and work schedules. In some ways, the manager should be strict and clear when explaining and administering tasks and they should also follow a schedule but at the same time be helpful when it comes to completing the assigned task in the hospital or ward. They should not be afraid of stepping in, asking if they TAW nurses need help with anything and noticing if someone has a lot of work to do. The TAW nurses desire to be able to discuss and go through tasks and situations with a manager.

Manager guides and gives feedback (via assignments):

"I want a leader that guides and helps, goes through things with you… follows along and knows what is happening and discussing quite openly about the situations. They are involved and integrated in the work. This I think it is very positive because then it becomes easier to ask questions and bring up things and such. It makes for a better atmosphere on all levels." [Translated from Swedish] #4

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The TAW nurses' perception of desirable leadership is a manager that demonstrates helpful and guiding behavior with feedback. On a practical level they want someone there with them, that can guide them and discuss things with them through the workday if needed. It is desirable to get feedback of any kind and simply be noticed by the managers according to the TAW nurses. The TAW nurses also believe it is important that this type of manager that guides and gives feedback and, in some ways, sees everything that goes on in the organization and can give feedback even after the fact because there are aware of what is going on.

Employeeship

When it comes to desirable employeeship some different themes with related sub-themes emerge, presented in table 2.

Table 2. Themes and sub-themes for desirable employeeship

	Desirable Employeeship			
Themes	Work independently	Collaborate and respect each other		Humor
Sub-themes	Perceived distance from regular employees (Focus on assignment)	Respect and help each other	Collaborate	Need to make relationships which takes effort	Humor with co-workers

Work independently

When it comes to desirable employeeship according to the TAW nurses they desire to work independently. There is a desire for perceived distance from the regular employees and a focus on assignments. Even if the TAW nurses desire to work independently there should still be respect, acceptance, and helpfulness when it comes to the interaction from other employees. However, the desire for the TAW nurses is for it to be a focus on the task at hand. The number one priority is to their patients, the TAW nurses desire to come in and only do their work, the 'pure' nurse tasks, such as taking care of everything related to their patients without the need or desire to participate in workplace meetings or other social obligations that regular employees have. The TAW nurses desire some distance or a perceived distance from the other employees. Since the TAW nurses do not belong to the same work force (not hired by the same organization) as the other nurses in the client organization, when they work there is a feeling of not being part of

the same group. This is not seen as something negative according to the TAW nurses since they desire to work hard and take care of their patients and they do not mind working alone, they even desire it.

"My first focus in on how it works. I don't need to engage myself in their (co-workers) personal lives, my first and only focus is on the patients, of course it's always nice to have a good time with my co-workers, but it is not necessary" [Translated from Swedish] #1

The TAW nurses' perception of desirable employeeship is a perceived distant employeeship. The TAW nurses are used to keeping a low profile and being quite alone in their work and separated from the regular staff. The TAW nurses want to work independently and focus on the task at hand. Of course, it is good to have a healthy relationship with the other employees, but it is not the focus.

Perceived distance from regular employees (Focus on assignment):

"When it comes to temporary agency work it can be hard sometimes, there is high expectations on us (TAWs), you don´t have the energy to make relationships if you are only there for a short time. I prefer to work by myself, on my own, self-going but I don't feel alone. You just focus on tasks." [Translated from Swedish] #3

Feeling of not belonging is something that emerged from the analysis. Here the TAW nurses' perception of desirable employeeship is a distant employeeship because of the perception that they do not belong to the same group (the regular working staff) at the hospital or ward. This seems to lead the TAW nurses to desire a task focused environment, where all the employees are focusing on doing their assignments. Employeeship that focuses on task is desirable according to the TAW nurses' perception of desirable employeeship. The TAW nurses desire to focus on the task or assignments in the client organization. Often the regular employees at the client organizations have very high expectations of the TAW nurses. Expecting them to come to the hospital and work hard with this in mind, it is sometimes easier for the TAW nurses to focus on the task at hand rather than on other aspects such as creating relationships, even though this is also desirable but the desire is then more focused on getting to know the other employees and not to create long lasting relationships.

Collaborate and respect each other

The TAW nurses' perception of desirable employeeship is collaboration and respect for one another. They also desire a need to make relationships, which takes special effort when it comes to a TAW nurse. There needs to be an environment that is accepting, helpful, open, and respectful. This behavior is welcoming to the TAW nurses where the employees respect and help each other. The TAW nurses often need help with learning new tasks or specific routines in the ward, even though a lot of routines can be similar, since only client organizations (hospitals/wards) in Sweden are explored, some tasks or routines can be different as well as the working environment that the TAW nurses have to deal with. The desire to make relationships can be quite difficult for the TAW nurses since they are often only at the client organization for a short period of time. The TAW nurses often have to first focus on the task and doing a good job for the first half of the workday, and for the second part of the workday or during a later break they can take the opportunity to get to know the other employees a little. It is a desire for the TAW nurses to create some sort of relationship with the other employees even if it takes a great deal of energy and effort. It is not a priority for the TAW nurses to make long lasting relationships, but simply to get to know the other employees and work better together. They want to create a simple and good relationship, in order to make a good impression and in case they come back to the same client organization.

Respect and help each other:

"*When you care about each other, respect each other and the fact that we are different. Not everyone is like everyone else. I've experienced both sides of it. A good employeeship is when you feel that you are almost like a family. You share, you can come to the workplace and say "If I seem a little grumpy today, it's because I've slept a little, I have some problems with a thing." and it's natural and respected." [Translated from Swedish] #9*

The TAW nurses want a respectful and accepting employeeship. Everyone should help one another and respect each other's differences. Everyone should be able to work together whether they are a TAW or regular employee or manager. They should communicate and work together with the same or similar goal in mind. The regular employees also need to be open to a TAW coming in and accept this fact. The need from the TAW nurses' side is to create and maintain relationships and get to know the other employees is also desirable.

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Collaborate:

"It is important to work together. When I work with a nurse, sometimes I notice that we are so far apart that it's like we don't even speak the same language. It can also be quite the opposite, that you feel that we both strive for a common goal and do a good job together. That's it, the feeling that is most important... Feeling of togetherness." [Translated from Swedish] #10

Working together and collaborating is desirable employeeship according to the TAW nurses. Here all the employees should have the same focus and they should work together for a common goal. There is a desire for clear communication and a sense of unity for this to be possible. When it comes to the TAW nurses they desire to be on the same page as the regular workers and that everyone is working towards the same goal.

Need to make relationships which takes effort:

"You get a good relationship when you work a lot and help each other in hard human situations. One has to handle a lot, a lot is connected to the task, but everything builds on relations, that one can talk and discuss." [Translated from Swedish] #4

It is desirable to create and form relationships in the workplace according to the TAW nurses. This can take a lot of energy and time, especially to maintain the relationship. It is however desirable to get to know the other employees, at least a little bit to work better together and collaborate. When it comes to the TAW nurses they have to sometimes deal with very hard human situations (such as very sick or even dying patients) and then it is desirable to have relationship focus both with other co-workers as well as with the manager.

Humor

When it comes to desirable employeeship the TAW nurses also desire for there to be humor with the other workers. For it to be humor involved in the organization there needs to be a sense of openness involved. The TAW nurses desire to be part of a client organization where there is acceptable to laugh and have fun together. Where all the employees help each other, talk, and discuss in an open fashion. There is a place in the organization for humor, and laughter and it is safe and acceptable to convey such emotions. On a practical level, that means being able to laugh together at a smaller mistake or maybe at something funny a patient said or did. Being part of a workplace

where there is laughter and humor creates a sense of togetherness and can strengthen relationships for the TAW nurses with the other regular employees.

Humor with co-workers:

"You help. When someone needs help, you help. You have fun together. You can laugh at work. Laugh together. It's good to get to know your co-workers, there needs to be humor. So, I like that bit of humor and so…" *[Translated from Swedish] #6*

Discussion

Result Discussion

Five themes with related sub-themes was found after the interpretative phenomenological analysis (IPA) was conducted (Appendix VI). The themes are related to the research question: *What are temporary agency nurses' perceptions of desirable leadership and employeeship in Swedish client organizations?* When it comes to desirable leadership the TAW nurses desire a manager that is sincere and involved, and a manager as a guide. When it comes to desirable employeeship the TAW nurses desire to work independently, collaborate and respect each other and humor.

All the themes and sub-themes have been linked to the TRC model of leadership presented in table 3 and 4 below (Appendix VI). The TRC model of leadership behavior was found to be an important model when it comes to leadership. It is important to mention the lack of research when it comes to employeeship and especially desirable employeeship. Therefore, the TRC model of leadership was used as a theoretical base for both leadership and employeeship. When it comes to the TRC model of leadership all of the themes and sub-themes are related to either relations-oriented or task-oriented behavior or both, it is only one of the sub-themes for leadership *Treated the same as regular employees* with its respective theme *A manager that is sincere and involved* that is related to relations-oriented, task-oriented as well as the change-oriented behavior. The change-oriented behavior is related to this themes in that the TAW nurses want encouragement, but also to be treated the same as the regular employees where the leader facilitates development and innovation (Larsson & Vinberg, 2010, p. 328). All the themes for employeeship except for one (*Work independently*) are related to relations-oriented behavior. It is evident that the relations-oriented behavior is desirable

when it comes to both the perception of leadership and employeeship. The task-oriented behavior is also desirable for both.

Table 3. Themes and sub-themes for leadership linked to the TRC model

	Desirable Leadership			
Themes	A manager that is sincere and involved			Manager as a guide
Sub-themes	Treated the same as regular employees	A manager that is involved	Perceived sincerity from manager	Manager guides and gives feedback (via assignments)
TRC model	Relations, Task, Change	Relations	Relations	Relations, Task

Table 4. Themes and sub-themes for employeeship linked to the TRC model

	Desirable Employeeship				
Themes	Work independently	Collaborate and respect each other			Humor
Sub-themes	Perceived distance from regular employees (Focus on assignment)	Respect and help each other	Collaborate	Need to make relationships which takes effort	Humor with co-workers
TRC model	Task	Relations	Relations, Task	Relations	Relations

Alternative interpretations for leadership and employeeship are that they often drift into and overlap with each other to some extent. Some similarities and differences will be discussed. The definition of employeeship according to Tengblad and Gylldorff (2007) that is used in this study is: *"How employees manage their relationship with their employer and their own work, including relationship with colleagues."*, which includes the manager as well as other co-workers. With leadership there is more of a focus on influence: *"Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives"* (Yukl, 2013, p. 7). Some similarities found with desirable leadership and desirable employeeship is the need for relations-oriented behavior according to the TRC model. For both desirable leadership

and employesship the TAW nurses desire some type of collaboration or working together. There is a similar desire to create good relationships. On the other hand, there are some clear differences when it comes to desirable leadership and employesship, once such theme is *Humor*. This is something that only comes up when the TAW nurses where talking about desirable employeeship. There was never any mention of humor when it comes to desirable leadership. A focus on change-oriented behavior according to the TRC model was also only linked for desirable leadership, no such link was made for any of the themes or sub-themes when it comes to desirable employeeship.

In relation to previous research in the field of leadership the relations-oriented behavior or more specifically the transformational leadership behavior is the preferred leadership style according to Bodenhausen and Curtis (2016). The transformational leadership behavior has been linked to employee involvement. The relations-oriented behavior has been linked to increase in subordinate satisfaction (Bass, 1990, p. 543). The relations-oriented and a combination leadership style has shown high productivity and has had a positive effect on job satisfaction. Since the relations-oriented leadership behavior is associated with job satisfaction, job well-being and job performance it can be discussed that these are the type of desirable and important aspects, for the TAW nurses, when it comes to leadership and employeeship (Kuoppala et al., 2008). Kuoppala et al. (2008), Nayani et al. (2018), Sellgren et al. (2008) and Skakon et al. (2010) discuss that the leadership behavior that is practiced can influence the health and well-being of the employees, meaning that the practiced leadership behavior is of great importance for occupational health. The TAW nurses want a high level of involvement and commitment not only from the themselves, and the other employees but also from the manager (Bodenhausen & Curtis, 2016, p. 375; Graf, 2016, p. 1131). The TAW nurses want a relation-oriented behavior to be in focus in the client organization with elements of task-oriented behavior and change-oriented behavior when it comes to leadership.

The relations-oriented behavior is the most desirable leadership style followed by change-oriented and then task-oriented according to Sellgren et al. (2006). Other research has found most support for the relations-oriented behavior (Jefferies et al., 2018; Lapalme & Doucet, 2018; Larsson & Vinberg, 2010) or the combination (task-oriented and relations-oriented behavior) (Chang et al., 2019; Kuvaas & Dysvik, 2009). These findings for relations-oriented behavior or the combination of task-oriented and

relations-oriented behaviors are consistent with the results from this study. Many previous studies (Graf, 2016; Larsson & Vinberg, 2010; Nayani et al., 2018; Yukl et al., 2002) show support for the TRC leadership style as desirable or positive leadership for the employees. This is also somewhat consistent with the findings for this study since most of the participants mentioned and brought up the importance of the other behaviors as well: task-oriented and change-oriented behavior. However, the findings for this study shows that the TAW nurses most desirable behavior is a relations-oriented, especially when it comes to desirable leadership.

The TAW nurses mention in relation to desirable employesship many of Tengblad's (2010) four parts of employeeship: confidence and openness; community and cooperation; commitment and meaningfulness; and responsibility and initiative. In this study the TAW nurses bring up the importance of relations-oriented behaviors and task-oriented behavior where there is openness, cooperation, respect, and responsibility. This is consistent with Tengblad's (2010) four parts of employeeship. Showing appreciation by giving feedback and guidance is also important for the TAW nurses. It is consistent with the organization-oriented employeeship, where the supervisor can delegate the work and show appreciation towards the agency workers' contributions which tends to foster collaborative behaviors in the organization (Lapalme & Doucet, 2018).

When it comes to employeeship it is also possible to explore the findings in relation to the TRC (task-, relations, change-oriented) model of leadership behavior. For employeeship the relations-oriented behavior is desirable but also the task-oriented behavior. However, there is no link to the change-oriented behavior in this study for desirable employeeship and only one for desirable leadership. Somehow the change-oriented behavior seems to be involved in the background, but it is not in focus or most desirable.

Active employeeship is where employees take an active role focusing on positive relationships with good cooperation which is something the TAW nurses desire. Everyone is responsible in the development of the organization (Tengblad, 2010, p. 19). With an active employeeship less discomfort and even less sicknesses can occur (Gunnarsson Nordin, 2017, p. 10). Active employesship can in turn create an optimal organization and promote well-being and health for the employees.

With a focus on relations-oriented behavior with elements of task- and change-oriented behavior of leadership and employeeship the client organization can promote a healthy and effective working environment. They focus on overall health for the TAW nurse's through job satisfaction, job well-being, job performance and collaborative behaviors.

Method Discussion

In qualitative studies it is often difficult to generalize the result to a larger population, since the selection is often very limited to a specific group or people. In this study, the population was chosen in a goal-oriented fashion and it is only within the sample population of TAW nurses within one TWA that the TAW nurses were randomly selected. This affects the studies external validity (Bryman, 2008, p. 351). It is a strength of the study that random sampling was used, but since it was only used within that specific population it is difficult to generalize the result to any other groups of people, even in similar profession such as to other nurses or doctors. Also, since such few (10) TAW nurses from one TWA was used it is hard to apply the results to other TAW nurses. There could be participation bias, response bias, and reporting bias, which are weaknesses, within this sample and maybe these TAW nurses simply decided to share or give general answers or answers that they thought the researcher wanted to hear. Since the purpose of the study was to *explore and describe the perceptions of desirable leadership and employeeship in a client organization for temporary agency nurses*, it was of course necessary to use such a specific population. The results are however unique to this context. On the other hand, based on the findings, and based on earlier research findings, the results could be generalized to other TAW nurses in Sweden within similar or the same context which is a strength.

In relation to the external reliability the Standards for Reporting Qualitative Research (SRQR) was used to ensure a high quality and to show transparency regarding all aspects of the study, from method to conclusion. Following the method described the study could potentially be repeatable.

Another strength of the study is in relation to the internal reliability. Since only one researcher conducted the study, no disagreement about interpretations in relation to the analysis could be made. However, this can be a weakness in relation to the internal validity. Research bias could have occurred, this was however avoided as much as

possible by using a clear background theory as a basis for the research as well as using the Interpretative Phenomenological Analysis (IPA) method (Bryman, 2008, p. 351).

To minimize interviewer bias, a semi-structured interview was conducted, where the interviewer followed an interview guide to keep the focus on the purpose of the study. The interview guide itself (Appendix III) is based on the studies purpose and research question. A pilot study was conducted in November 2019 with four people, one manager, one TAW, and two TAW nurses to ensure that the interview guide's questions and method used for the study is applicable, clear and relevant (Bryman, 2008, p. 258). The interview guide was revised with the inclusion of question four and seven (Appendix III). Since the study was conducted via an online platform, where only the face was visible, body language used by the interviewer that could have influenced the participant was kept to a bare minimum, which is a strength. On the other hand, since real life, face-to-face interviews are used to get a sort of depth, interviews conducting online creates a sort of artificial conversation. It can be a weakness to conduct interviews via online video calls, it can be shallower, and the depth can be lost.

Translation

All the 10 semi-structured interviews were conducted in Swedish. The quotes used for the result where translated to English. This can be a weakness with the method in relation to the results. Consideration was taken to include or present the quotes in their original language, Swedish, in the result section, since translated quotes are not the original quotes. However, this was decided against since the entire paper is in English. The process of translating quotes is a tough job and requires skill and a thorough process to ensure empirical accuracy and to achieve transparency of the collected data (Marshall & Rossman, 2016). To minimize the risk that meaning is lost and to achieve transparency, quotes translations in this paper have gone through a thorough process and been reviewed by a second party. The author first translated quotes from Swedish to English and an individual with a Swedish background living in America was then handed the quotes both in Swedish and English to validate and ensure their accuracy. If discrepancies were found a discussion took place and the most accurate translation was used. It is important to mention that direct, word-for-word translations was not made since there was a focus on meaning not to be lost. This process could have been a

limitation and influenced the internal reliability since more than one, in this case two people are interpreting the translation.

Knowledge Development to the Field of Occupational Health

The study, with the introduction, purpose, method, results, discussion, and conclusions is contributing knowledge to the field of occupational health. There is a lack of previous studies, research and literature conducted with a focus on TAW nurses and their perception of leadership and employeeship in client organizations and this study explores and describes these aspects.

This study is a start to the research contribution for TAW nurses, their desirable leadership and employeeship and some of its relations to health. Since many people work as TAW and more and more TWA are popping up, it is a field that has expanded within the last 10 years and there is a need for more studies (Arbetsmiljöverket, 2013, p. 8). There is also a lack of research into employeeship and employeeship in relation to health which is important in the field of occupational health. Leadership and employeeship has been linked to many aspects within an organization such as employees' health and well-being, productivity, effectiveness, and job satisfaction. The relations-oriented leadership behavior, which the TAW nurses desire, is associated with job satisfaction, job well-being and job performance (Kuoppala et al., 2008). There is a clear link between practiced leadership and employeeship in an organization and employee's well-being and health (CIPD, 2019). This means there is a need within the field of occupational health for this type of research to see how TAWs are doing in their client organizations, especially for TAW nurses since more and more nurses are deciding to become a TAW (Wihlborg, 2019, p. 18). This research can hopefully add valuable information and be used as a springboard for more research and studies.

Implications and Further Research

This study, with its results, is of interest specifically in Sweden for temporary agency nurses, employers at client organization, temporary working agencies and generally for society. According to earlier research and the results from this study is that TWAs and other organizations need to prioritize and considerate the type of leadership and employeeship their employees are subjected to. To have an organization that promotes well-being and health with a desirable leadership and employeeship they need to focus

on relations-oriented behavior. Another factor to keep in mind, is that specifically what type of relations-oriented behaviors that are mostly desirable for leadership and employeeship can be different.

Further research needs to be conducted with more TAW nurses and from different TWAs. It would also be of interest to explore more health-related aspects connected to leadership and employeeship when it comes to TAW nurses. Other relevant aspects when it comes to TAW nurses can of course also be of interest and further research such as the working environment at the client organizations and its implications on the TAW nurse's health. Even though TAW nurses are a very homogeneous group, they can still perform many different tasks and be subject to many different environments and different client organizations which can influence the leadership and employeeship they encounter and desire. Without exploring specifically what work the TAW nurses are doing, it causes challenges when it comes to desirable leadership and employesship. By using a larger sample of TAW nurses, this can be explored further, for example TAW nurses that work in only one specific area such as the emergency room or psychiatry care to those that work in many different areas.

Conclusion

The temporary agency nurses have a unique triangular employment agreement, where they are formally hired by a temporary work agency but work in different client organizations. They are only temporary connected to the manager and the other employees in the client organization. It is not always clear where the responsibility for the TAW nurses lie, if it is with the TWA, the client organization or with both. The TAW nurses desire respect from the other employees and to be treated the same as the other employees by the manager, yet they desire to work independently. The TAW nurses are of course very committed to their work but not necessarily to the client organization. When it comes to desirable leadership the TAW nurses desire a manager that is sincere and involved and a manager as a guide. When it comes to desirable employeeship the TAW nurses desire to work independently, collaborate and respect each other and humor. The relations-oriented behavior is perceived to be the most desirable behavior for leadership and employeeship for TAW nurses in client organizations with elements of task-oriented behavior for both desirable leadership and employeeship, and change-oriented behavior for desirable leadership.

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Appendix I Literature Search

S – Sample	P of I – Phenomenon of Interest	D - Design	E - Evaluation	R – Research type
Temporary worker* Temporary agency worker* Temporary staffing worker* Temporary agency nurses*	(Desirable/ Positive) leadership (Desirable/ Positive) employeeship	All study designs	Perception Experience	Qualitative Quantitative Mixed methods

P - Population	E - Exposure	O - Outcome
TAW nurses in Sweden	Leadership/employeeship/followership in client organization	Perceptions (of desirable leadership/employeeship)

Complete search string:
("temporary worker*" OR "temporary agency worker*" OR "temporary staffing worker*" OR "temporary agency nurses*") AND (leadership OR employeeship OR followership) AND (perception OR experience)
Databases:
Academic Search Elite, CINAHL, PsycINFO, PubMed, Scopus, SocINDEX, SveMed+, SwePub and Web of Science

Inclusion criteria:
• Articles written in English or Swedish   • Peer-reviewed articles   • Scientific articles   • Available in full text   • All study design types   • Perception/s (in client environment)   • Articles from 1999 to 2019

Appendix II Article Matrix

Author, year, country	Design	Sample	Intervention	Outcome measured	Results	Quality Discussion
Bodenhausen C. & Curtis C. (2016). USA.	Cross-sectional design-questionnaire	62 Students with work experience in a senior level course in hospitality management	Hospitality work experience	Opinions regarding employee involvement and transformational leadership	In relation to employee involvement in the workplace, transformational leadership has a significant influence on some aspects	Strong (EPHPP) Not generalizable because of the sample size (and majority of female students), and location of study.
Chang A. et al. (2019). USA.	Cohort study	65 scholars in seven health professions	Leadership	Satisfaction, confidence and productivity	Satisfaction was 4.86 (scale 1-5). Confidence increased from 5.8 to 8.0 (1-9). Increase in productivity.	Strong (EPHPP) Generalizable because longitudinal study & includes the complexities of leadership development.
Graf E. et al. (2015). Switzerland.	Cross-sectional study	163 Swiss nursing homes. 5,323 care personnel	Organizational, situational, & care personnel characteristics	Affective organizational commitment (AOC) levels	AOC = 3.86 (Scale of 1 to 5). Main factors related to AOC were leadership, job satisfaction, quality of care, & collaboration.	Strong (EPHPP) Generalizable because of the large sample size, not generalizable because of the location of study.
Jefferies K. et al. (2018). Canada.	Literature review	Black nurses in formal & informal leadership roles	Leadership roles	Invisibility and underrepresentation of Black nurses in formal & informal leadership roles using	Nursing profession as well as movement towards a healthier future for communities through health & social policies.	High (AMSTAR) Generalizable because it is a well conducted literature review. Not generalizable since they focus on a very specific population.
Kuvaas B. & Dysvik A. (2019). Norway.	Cross-sectional design-Questionnaire	375 temporary employees in Norway (out of a sample of 979)	Measure of perceived investment in permanent employee development (employeeship) (PIPED)	Task performance, Organizational citizenship, Mediating variables (social & economic)	Positive relation between social exchange and task performance & organizational citizenship behavior. Negative relation between economic exchange & task performance	Moderate (EPHPP) Generalizable to Norway because of the semi-large sample size, (979 TAW employees, but only 58% response rate, 38% completed) not generalizable because of the location of study & self-reported questionnaires.
Lapalme M. E. & Doucet O. (2018). Canada.	Cross-sectional study	290 Healthcare agency workers & permanent employees	Common in-group identity	Mediating effect of common in-group identity in the relationship	Indirect effects perceived similarity & leader inclusiveness and common group identification. Ingroup identification is related to cooperation behavior for permanent employees	Strong (EPHPP) Generalizable because of the sample size from 3 different facilities & quality of study. Not generalizable because of the smaller sample size, location of study.

*Larsson J. & Vinberg S. (2010). Sweden.	Comparative qualitative method.	54 employees from Fresh AB, 3600SSGH, 275 from Roxtec International AB & 25 from ICA Supermarket	Effectiveness, productivity, quality, health & job satisfaction in organizations	Reviews dimensions of leadership behavior theory	9 groups of behaviors were identified and described. The relation-oriented leadership behavior the strongest of the three.	High (SBU review for qualitative studies) Generalizable because of the large sample size, and well conducted study.
*Nayani R.J, Nielsen K., Daniels K., Donaldson-Feilder E. & Lewis R. C. (2018). UK.	Systematic literature review.	23 papers	Occupational safety and health leadership and management	Work-related health and safety of employees	Develop work-related health & safety of employees at a distance by.1: Structural resources, som; functioning ICT & virtual communication in real time. 2: To see line managers/ supervisors/leaders as a separate resource for teleworking. 3: The organization's attitude to security.	High (AMSTAR) Generalizable because it is a clear literature review consisting of 23 relevant papers on leadership and management.
*Sellgren S. F., Ekvall G. & Tomson G. (2008). Sweden.	Cross-sectional design-Questionnaire	770 subordinates at a university hospital	Leadership behavior	Job satisfaction and work climate.	Strong correlation between leadership/ job satisfaction & creative work climate, Strong to medium correlation between leadership and job satisfaction.	Strong (EPHPP) Generalizable because of the large sample size and the use of 3 questionnaires.
Svensson S. et al. (2015). Sweden.	Cross-sectional design-survey questionnaire	1,058 employees. 47% Internal and 53% external employees at public authority in Sweden	Perception	Leadership behavior	TAW and contracts are more likely to see leadership profiles (task/oriented leadership behavior) than internal workers	Strong (EPHPP) Generalizable because of the large sample size 2.135 with a response rate of 50.2%, and well conducted study.
*Yukl G et al. (2002). USA.	Cross-sectional design-questionnaire	174 middle Managers. 101 MBA students.	Leadership behavior.	Hierarchical taxonomy. evaluate the three metacategories to see if it provides a basis for developing an integrative taxonomy	Hierarchical taxonomy with three metacategories (task, relations, & change behavior). The questionnaire found support for the hierarchical taxonomy.	Moderate (EPHPP) Generalizable because it is based on research & finding from the study. Not generalizable because of the sample used & some limitations with the scales.

The table also presents articles that did not appear via the systematic search but still form the basis for the problem formulation.

Appendix III Intervjuguide

Bakgrundsfrågor

1. Berätta lite om dig själv?
    a. *Berätta fritt om dig själv och om det du vill berätta.*
2. Hur är det att arbeta som bemanningssjuksköterska?
    a. *Hur länge har du arbetat som bemanningssjuksköterska?*
    b. *Hur många timmar jobbar du?*
3. Hur ser en vanlig arbetsdag ut för dig?
    a. *Vilka förväntningar har arbetsplatsen på dig?*

Ledarskap

4. Hur definierar du ledarskap?
5. Vad är bra/önskvärt ledarskap för dig?
6. Kan du beskriva hur du vill att ansvarig chef ska utöva ledarskap enligt TRC-modellen i klientorganisationen? (*TRC-modellen är ledarskap som fokuserar på tre beteendedimensioner: uppgifter, relationer och förändring. Ledarskapet bygger på att främja såväl uppgifter som relationer och tar även ställning till förändringar, förändringarna kan vara på individ-, arbets- eller organisationsnivå.)*

Medarbetarskap

7. Hur definierar du medarbetarskap?
8. Vad är bra/önskvärt medarbetarskap för dig?
9. Kan du beskriva hur du vill utöva medarbetarskap enligt TRC-modellen i klientorganisationen? (*TRC-modellen är ledarskap som fokuserar på tre beteendedimensioner: uppgifter, relationer och förändring. Ledarskapet bygger på att främja såväl uppgifter som relationer och tar även ställning till förändringar, förändringarna kan vara på individ-, arbets- eller organisationsnivå)*

Övriga frågor

10. Har du något övrigt att lägga till?
11. Någon fråga du tycker att jag borde ha ställt?

Appendix IV Intresseförfrågan

AKADEMIN FÖR HÄLSA OCH ARBETSLIV
Avdelningen för arbets- och folkhälsovetenskap

Till dig som är chef vid bemanningsföretag och hyr ut sjuksköterskor:

Vill Ni delta i en studie gällande ledarskap och medarbetarskap?

Hej!

Jag heter Natalie Davidsson och läser Masterprogrammet i arbetshälsovetenskap vid Högskolan i Gävle. Jag har tidigare en kandidatexamen i Kognitionsvetenskap från Göteborgs Universitet och i framtiden vill jag gärna arbeta inom arbetshälsovetenskap.

Syftet med studien är att utforska och beskriva uppfattningen om ledarskap och medarbetarskap hos bemanningssjuksköterskor: Vad är bemanningssjuksköterskors uppfattning av önskvärt ledarskap och medarbetarskap när de arbetar på olika sjukvårdsinrättningar?

Undersökningen rör bemanningssjuksköterskor, en yrkesgrupp som har blivit allt vanligare i Sverige, men tyvärr så saknas det forskning kring bemanningssjuksköterskors tankar om och deras relation till ledning och andra medarbetare på olika sjukvårdsinrättningar.

Min masteruppsats kommer vara färdig i maj 2020, och då kommer alla berörda att kunna ta del av den. Om Ni vill är Ni inbjudna till ett Populärvetenskapligt seminarium 27 maj kl 13-16:00 (sal 51:217) vid högskolan i Gävle, då denna och andra studier presenteras inom arbetshälsovetenskap. Jag är öppen för att erbjuda en specifik återkoppling till Er genom Skype.

Om ni har ytterligare frågor eller funderingar är ni välkomna att kontakta mig eller min handledare:

Natalie Davidsson. davidsson.natalie@gmail.com

Handledare, Johan Larsson, Tekn. Dr., Universitetslektor i arbetshälsovetenskap, Centrum för belastningsskadeforskning. Akademin för hälsa och arbetsliv, högskolan i Gävle. johan.larsson@hig.se

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Om ni väljer att delta kommer 10–12 bemanningssjuksköterskor att få medverka i en kortare intervju med mig, där vi samtalar utifrån ett antal frågor (intervjuguide) och med ett fokus på just det som den sjuksköterskan väljer att dela med sig av vad gäller ledarskap och medarbetarskap. Innan intervjutillfället kommer jag att skicka intervjuguiden med frågor till samtliga deltagare, informerat om samtycke och godkännande av deltagande, så att sjuksköterskan kan ta del av den informationen. Intervjun sker med hjälp av en dator eller mobil över Facebook Messenger, vilket gör att bemanningssjuksköterskor kan delta oberoende av var de befinner sig i landet. Beräknad tidsåtgång är ca 30 min för intervjuerna.

Intervjun kommer att spelas in där data kommer att hanteras enligt Dataskyddsförordningen, GDPR och förvaras säkert på min privata dator med lösenord. Insamlat material kommer att behandlas konfidentiellt, enbart av mig och min handledare och resultatet kommer främst att presenteras på gruppnivå. Det kommer inte finnas någon tydlig koppling till dig, ert företaget eller enskild bemanningssjuksköterska.

Deltagarna kan utan motivering och närsomhelst avbryta sitt deltagande i undersökningen.

Med vänlig hälsning,

Natalie Davidsson

Appendix V Informerat samtycke och användning av personuppgifter

Det här dokumentet är till dig som deltar i min studie. Syftet med studien är att utforska och beskriva uppfattningen om ledarskap och medarbetarskap hos bemanningssjuksköterskor. Vad är bemanningssjuksköterskors uppfattning av önskvärt ledarskap och medarbetarskap när de arbetar på olika sjukvårdsinrättningar?

Intervjun kommer att spelas in och materialet kommer att bli avpersonifierat innan det presenteras för andra vid sidan av mig själv och min handledare. All information kommer att behandlas konfidentiellt och med största diskretion. All information som spelas in kommer att lagras på min privata dator med lösenord. Allt inspelat material kommer att förstöras efter det att min magisteruppsats blivit godkänd vid examinationen.

Jag har fått tillräckligt med information om syfte och hur studien ska gå till samt hur materialet kommer att lagras.

Jag är medveten om att materialet kommer att diskuteras mellan Natalie Davidsson och ansvarig handledare Johan Larsson samt examinator Fredrik Hellström.

Jag är medveten om att jag kan när som helst och utan förklaring kan dra tillbaka min medverkan i studien tills dess att den är publicerad i DIVA databas.

I samband med att jag skriver under här, ger jag mitt skriftliga *samtycke att delta* i studien.

Signatur: _____

Namnförtydligande: _____

Datum: _____

I samband med att jag skriver under här, godkänner jag att mina *personuppgifter* får användas i studien.

Signatur: _____

Namnförtydligande: _____

Datum: _____

Appendix VI Categorization Table

Leadership				
Code	**Category**	**Sub-themes**	**Themes**	**TRC model**
not prioritized	Consideration/ support	Treated the same as regular employees	A manager that is sincere and involved	Relations Task Change
take me into account				
on my side				
boss behind me				
treat the same	Included			
take care of me				
being seen				
present/on sight	A manager on sight	A manager that is involved		Relations
never meet the boss				
engaged				
easier if we meet	Meet the manager			
alone				
closeness		Perceived sincerity from manager		Relations
empathy				
trust/confidence				
good relationships				
make an effort				
feedback		Manager guides and gives feedback (via assignments)	Manager as a guide	Relations Task
guide				
help				
task				
follow schedule				
flexible				
consistency				

Employeeship				
Code	**Category**	**Sub-themes**	**Themes**	**TRC model**
distance	Distance from other employees	Perceived distance from regular employees (Focus on assignment)	Work independently	Task
low profile				
Working alone				
work in a gray zone				
I want someone with me				
do not belong (to the same group)	Not in the same work force (hired by the same company)			
one in the team				
not part of the team				
focus on assignment/task				
work hard				
respect	Respectful/ Accepting	Respect and help each other	Collaborate and respect each other	Relations
accept				
open				
help each other	Helpful			
communication		Collaborate		Relations Task
similar focus	Work together			
togetherness				
work together				
energy needed to create/ maintain relationships		Need to make relationships which takes effort		Relations
get to know the other employees				
need to form relationship				
humor	Humor	Humor with co-workers	Humor	Relations
fun				
laugh				

Appendix VII Time Table

Master thesis Natalie Davidsson

#	Activity	Dependent	Week
			36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25
A1	Requirement with the thesis, timetable		
M1	Handledningsmöte 1 2019-09-07		
A2	Purpose, research questions	A1	
S1	**Sem. about guidelines 2019-09-11**		
A3	Selection of population	A2	
A4	Writing of Bakground	A3	
M2	Handledningsmöte 2 2019-09-26		
A5	Method - Literature search	A2	
A6	Method - Design, selection	A3	
M3	Handledningsmöte 3 2019-10-08		
A7	Method - Data collection	A6	
A8	Method - Data analysis	A7	
A9	Method - Etics	A6	
M4	Handledningsmöte 4 2019-11-05		
A10	Test pilot study		
S2	**Sem. 2019-11-12**		
A11	Final touches for PM		
M5	Milestone Turn in PM 2019-11-19		
S3	**Sem. Pm 2019-11-27**		
A12	Fix document		
A13	Interviews	A7	
A14	Transcribing	A13	
A15	Analysis of interview		
S4	**Sem. 2020-01-28**		
A16	Write results, presentation of results	A14, A15	
S5	**Sem. 3 2020-04-02**		
M7	Handledningsmöte 5 2020-04-22		
A17	Write discussion	A9, A16	
A18	Fix document (appendix, titel page, abstract etc.)		
A19	Work on presentations		
S6	**Sem. 4 2020-05-05**		
M9	Handledningsmöte 6 week 19?, 21? Ny handledare		
Q1	Question time pop.sem. 2020-05-20	S8	
M10	Milestone Turn in paper 2020-05-24		
S7	**Sem. Popular science 2020-05-27**	**Q1**	
S8	**Sem. Paper 2020-05-28**		
A20	Final touches, adjustement	M10	
A21	Upload to DIVA	A20	