

Job Satisfaction and Leadership Styles in Nursing

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Abstract

Their job satisfaction ought to be a topic of principal importance for health care organizations. The aim of the present review was to assess the main literature regarding the relationship between the leadership styles and the staff nurses job satisfaction. The search was accomplished in EBSCO and PubMed databases. The result of this review indicated that nurses favor managers who are transformation leaders. This suggests that a transformative leadership style supports job satisfaction among nurses. In the existing health care systems, it is essential to build leadership behaviors that have been confirmed to be effective in the implementation of positive behaviors among nurses.

Keywords: Leadership Styles; Job Satisfaction; Nurses

Introduction

In a continuously challenging environment, health care systems are estimated to accomplish the frequently competing goals of improving public health while concurrently avoiding increases in health expenditure [1].

There is increasing demand for nursing professionals and services. This growing demand was because of the increasing ageing populations, the stability, order and peace all over the world, and the advancement of new technology to treat diseases [2]. Many working conditions encourage nursing professionals to move to work outside their own countries because of its advanced technology in health care facilities, higher wages and other working conditions [3]. However, even with these benefits and reimbursements, the nursing population is not yet at the necessary level. With years, nursing professionals continue to leave with their skills and experience to discover work in other countries. Regardless of the many financial securities and opportunities presented to nursing professionals [4]. Other possible causes for this nursing migration may be associated with the ability of nursing managers and their styles of leadership to motivate the staff and create a work environment that offers job satisfaction for nursing professionals to stay longer, with their skills and experience [5].

Generally, leadership was described as the art of influencing others to accomplish their maximum potential to achieve a task or project [6]. Theories of leadership have historical origins and have developed. Over the years, different leadership styles developed, for example, transformational, transactional, laissez-fair and servant [7].

Workers' job satisfaction, which was described as the degree to which workers like their works has been an important concern for health care services [8]. As nurses, we represent the largest professional body of health care workers in the health care system. Their job satisfaction ought to be a topic of principal importance for health care organizations. According to many studies, improving nurses job satisfaction ought to be a main objective in facing challenges associated with guaranteeing patient satisfaction, staff retention, and accomplishing and sustaining quality of care standards [9-20].

Aim of the Study

The aim of the present review was to assess the main literature regarding the relationship between the leadership styles and the staff nurses job satisfaction.

Methods

Search methods

The search was accomplished in the databases: PubMed and EBSCO. The searching keywords were "Leadership Styles", "Job Satisfaction", "Nurses". Studies published in the English language between 2010 and 2021 were obtained.

Studies that examined leadership styles but not mentioning nurses; that defined effects on the leader and not on personnel; and studies that examined effects on health care workers excluding job satisfaction were excluded. In addition, review articles, comments, editorials, letters, books, and thesis reports were excluded from the present study.

Search outcome

A literature search produced 100 titles for review. The final analysis leads to 10 studies, excluding articles consisting only of abstracts and unrelated articles.

Results and Discussion

The leadership style of the manager was confirmed as one of the most vital variable effects on a worker's job satisfaction. Workers' relationship with their manager is a central element of job satisfaction [21].

A number of studies showed that managers' leadership styles may influence staff job satisfaction among healthcare staff. A cross-sectional study aimed to assess the influence of transactional and transformational leadership styles of head nurses on the job satisfaction of staff nurses in critical care units (CCU) of a tertiary care hospital. The results indicated that all nurse leaders revealed a combination of transformational and transactional style of leadership. Nurses working under leaders with a transformational style demonstrated significantly higher job satisfaction. The operating conditions were connected negatively with the style of leadership. Also, fringe benefits, pay and the nature of work were not connected to the leadership style. The nurses were moderately satisfied with their work [22].

In a non-experimental correlation study that was conducted at Jimma University Specialized Hospital. The data specified that nurses can favor transformational leadership style over transactional leadership style and had moderate-level of intrinsic, nevertheless, low level of extrinsic job satisfaction. Besides, from transactional leadership, only contingent reward was found to be statically significant and

associated with extrinsic and intrinsic job satisfaction, while all five dimensions of transformational leadership style were statistically significant and associated with both intrinsic and extrinsic job satisfaction [23].

A cross-study was carried out among registered nurses in the public hospital of Lahore, Pakistan. The results revealed that nurses choose managers who are transformation leaders. And, it indicated that a transformative leadership style supported job satisfaction among nurses [24]. While a recent study aimed to explore the association between managers' leadership styles and job satisfaction among health care workers in primary health care centers. This study found that about 52% of primary health care centers managers attended training on leadership, 68% extremely used transformational leadership aspect "idealized influence", and 64% used "management-by-exception", whereas only 28% extremely used the "Laissez-faire" leadership style. Nearby, one-third of healthcare workers were satisfied, 9.3% were dissatisfied, whereas 51.3% were undecided. Laissez-faire leadership style significantly associated with most healthcare workers' job satisfaction items, subsequently transactional leadership [25]. A Malaysian study specified that the transformational has more contribution in the direction of job satisfaction among nurses compared to transactional leadership style [26].

Finally, workers are one of the most significant assets for any organization. Their role is vital to the organization's achievement [26-46]. In the healthcare sector, nurses play a significant role in providing high quality services to the patient and support healthier lifestyle. Therefore, it is important for any organization to ensure that nurses have high job satisfaction though providing the services to the patient [26,47-51].

Conclusion

The aim of the present review was to look at the influence of the leadership style of nurse managers on job satisfaction of nurses. The result of this review indicated that nurses favor managers who are transformation leaders. This suggests that a transformative leadership style supports job satisfaction among nurses. In the existing health care systems, it is essential to build leadership behaviors that have been confirmed to be effective in the implementation of positive behaviors among nurses. It is significant for nurse managers to receive the chance and are trained to improve their management skills more.

Recommendation for Future Studies

- Future studies may be conducted at other organizations in order to further analyses the association between leadership style and job satisfaction among workers.
- Future studies may further explore other factors that can contribute to the job satisfactions among workers.

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