

EFFECT OF LEADERSHIP STYLE ON SERVICE QUALITY AND JOB SATISFACTION AMONG HOSPITAL NURSES: A SYSTEMATIC REVIEW

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ABSTRACT

Background: Effective leadership of healthcare professionals is critical for strengthening quality and integration of care. There are numerous studies recognizing leadership style as a key element for quality of healthcare. Effective leadership is among the most critical components that affects successful outcomes. This study aimed to review systematically the effect of leadership style on service quality and job satisfaction among hospital nurses.

Subjects and Method: A systematic review was conducted by searching published articles from 2010 to 2019, from database including EBSCO, PubMed, and Science Direct. The keywords were “leadership style”, “job satisfaction”, “quality care”, “nurse”, and “hospital”. The inclusion criteria were articles published in the last 10 years, English, full text, open access journal, and research locations at hospitals. From screening of titles and abstracts, 15 articles were included in this review.

Results: Leadership style influenced job satisfaction ($r=0.16$ to $r=0.71$). The transformational leadership style better than the transactional leadership style. Transformational leadership style increased 28% the quality of nurse services and patient satisfaction.

Conclusion: Strategy and transformational leadership style are effective to increase job satisfaction among nurses in improving the quality of service to patients.

Keywords: transformational, leadership, job satisfaction, quality of service, patients

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BACKGROUND

Hospital is a health service institution that conducts complete individual health services that provide inpatient, outpatient and emergency services. Hospitals must have permanent staff including medical and medical support staff, nursing staff, pharmacy staff, hospital management staff, and non-health personnel (RI Law No.44 of 2009).

Nurses are the largest group of employees in hospitals. The percentage of nurses in Indonesia in 2016 was the biggest compared to other health workers, namely 29.66% (Ministry of Health, 2017). Nurses have a sufficient position to determine the high and low quality of health services in hospitals, because they are the ones who make direct

contact every day and have the most time in interacting with patients (Setyawati, 2010).

Nurse's job satisfaction is a very important element and influences the quality of services in hospitals. According to Gibson & Donnelly (2002) job satisfaction is a pleasant feeling condition that is produced by employees all the time in terms of understanding their work. The impact caused by dissatisfaction can be seen in the slowness of employees at work, high absenteeism, negligence, low achievement, low product quality and employee discipline problems (David and Fred, 2011). This shows that job satisfaction is an important aspect for nurses and organizations, especially because it is able to create a positive environment within the organization.

The results of study done by Ramoo et al. (2014) in Malaysia showed that there was a significant relationship between job satisfaction and the desire of nurses to leave their jobs, where 40% of nurses left work due to dissatisfaction. Research in China conducted by Liu et al. (2012) showed that 54% of nurses were dissatisfied with their work. Raeda et al. (2012) in Saudi Arabia show that nurse job satisfaction is low by 32%. From this data, it shows that there are still many nurses abroad who are not satisfied with their work.

In addition, various studies have also been carried out in Indonesia, Research by Ningtyas (2002) in Wuryanto (2010) found that job satisfaction of implementing nurses with poor categories in the Government Hospital was 55.8%. The results of study conducted by Noras (2010) entitled Comparison of Nurse's Job Satisfaction Level and Patient's Satisfaction Level indicate that the level of job satisfaction of implementing nurses is categorized low (22.5%). This shows that there are still many nurses in Indonesia who are not satisfied with their job.

According to Bowles & Bowles (2000) one of the causes of job satisfaction from nurses is influenced by leadership style factors that are applied in the workplace. Leadership style is proven to be very effective in influencing nurse job satisfaction. Through a leadership style a leader can treat subordinates or implementing nurses to work with heart and be more motivated so that nurses feel more satisfied at work.

The style of leadership of health professionals is very important to strengthen the quality and integration of care. Leadership has been defined as the relationship between individuals who lead and those who take the choice to follow, while it refers to the behavior of directing and coordinating the activities of a team or group of people towards the same goal (Al-Sawai, 2013).

In the full range theory model of leadership, there are three leadership styles namely transformational, transactional and laissez faire leadership. Effective leadership is the most important component that leads organizations to effective results (Wong, CA; Cummings, 2007). Effective leadership styles such as transformational and transactional leadership styles have a significant positive relationship with the level of patient satisfaction (Lang et al, 2004).

In addition, several studies have emphasized the importance of leadership style for the quality of health services in hospitals (Sfantou et al., 2017). The purpose of this study is to identify and conclude the influence of leadership style on job satisfaction and service quality in nurses in hospitals.

SUBJECTS AND METHOD

1. Study Design

This study is a systematic review through a journal review of the influence of leadership style on job satisfaction and service quality for nurses in hospitals. Search for articles accessed from an internet search 3 data base namely: EBSCHO, PubMed and Science Direct. Search used the keywords: Leadership style, Job Satisfaction, Quality Care, Nurse and Hospital.

2. Inclusion and Exclusion Criteria

The inclusion criteria of this study are articles published in the last 10 years (2010-2019), English, full text, open access, and research locations in hospitals. Exclusion criteria are abstract articles, articles that do not use English and articles that are not full text. Articles that fulfill the inclusion criteria are systematically collected and inspected. From the results of screening of titles and abstracts based on inclusion criteria, 15 articles were found to be synthesized to obtain conclusions.

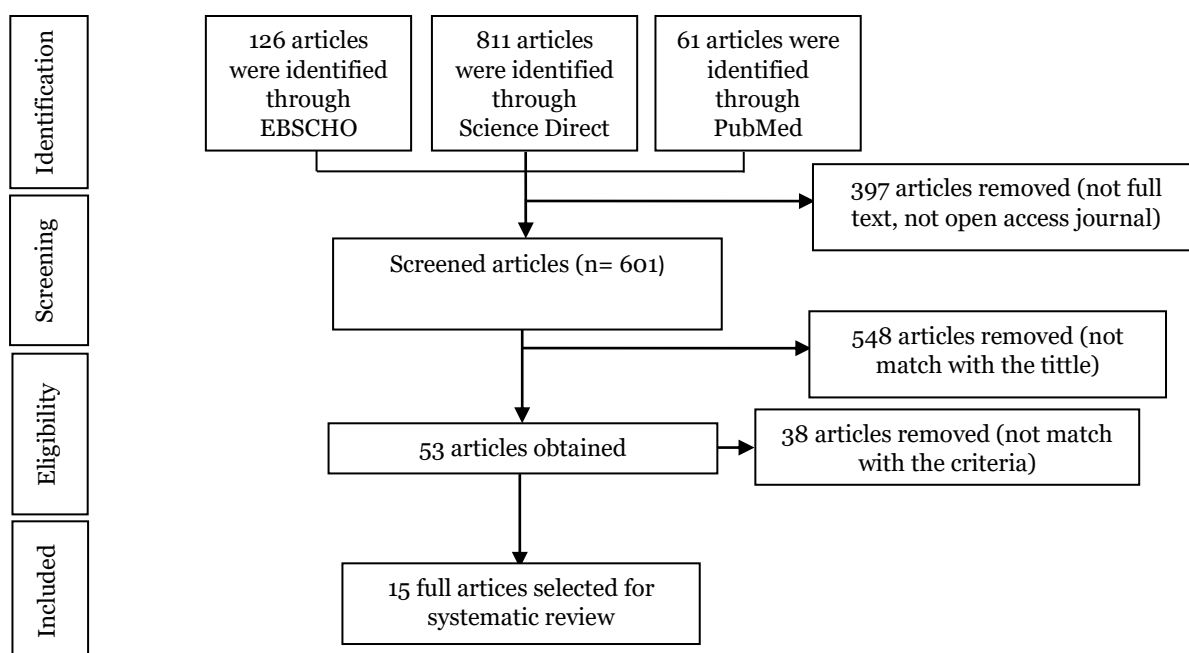


Figure 1. PRISMA Flow Diagram

RESULTS

Based on the results of the search, 53 articles that were appropriate to the purpose of the study were put together and screened whether the titles in the article were the same or not. After screening, there were 28 articles with the same title. From this article, screening was based on eligibility according to the inclusion criteria and exclusion obtained 15 articles for further review. Stages in the search for articles to get 15 articles that would be reviewed are illustrated in Figure 1.

Research obtained from several studies conducted in various countries

including KSA, Ghana, China, Portugal, Malaysia, Ethiopia, Taiwan, Jordan, the Czech Republic, Canada, Italy, Greece and Indonesia. After an assessment of the study quality, 15 articles can be categorized well and data extraction was carried out. This data extraction was done by analyzing data based on the author's name, title, year, location, purpose, method, and research results by grouping important data in the article. The extraction results can be seen in Table 1.

Table 1. Results of article extraction

No	Research Title	Author (Year)	Purpose of Research	Research Method	Results
1.	Leadership and job satisfaction among Azorean hospital nurses: an application of the situational leadership model	Lui's Carlos et al. (2011)	Describe the nurse manager's leadership behavior and determine whether the leadership component influences job satisfaction among nursing staff	Quantitative Descriptive inferential and correlational	p= 0.464, Ho was rejected. There was a relationship between leadership and job satisfaction among nurses at Azorean hospitals. Correlation= 0.169
2	The impact of leadership styles on nurses satisfaction and intention to stay among Saudi nurses	Abualrub and Alghamdi (2011)	To examine the impact of the nurse manager's leadership style on Saudi nurse job satisfaction and their intention to stay in the workplace.	Qualitative Descriptive correlational	Nurses were more satisfied with leaders who showed transformational leadership styles, and they were satisfied with the work they choose to stay in the workplace. Pearson correlation between JS and TF: r= 0.45 Pearson correlation between JS and TA: r= -0.14
3.	Transformational leadership: effect on the job satisfaction of Registered Nurses in a hospital in China	Wang et al. (2012)	Describe the relationship between transformational leadership in nurse managers and job satisfaction among nurses in tertiary care hospitals in China	Quantitative Descriptive correlational	There was a statistically significant and positive correlation between nurse manager transformational leadership and job satisfaction (r= 0.556, p< 0.001)
4	The Influence of Leadership Style on Job Satisfaction among Nurses.	Ahmad et al. (2013)	To investigate transformational and transactional leadership styles that can contribute to job satisfaction among nurses	Quantitative Descriptive correlational	Correlation tests showed the strength and direction of the relationship between leadership style and job satisfaction. Correlation between job satisfaction and transformational style: r= 0.642, p <0.05 Correlation between job satisfaction and transactional style: r= 0.392, p< 0.05
5	Relationship Between Leadershipstyle of Nurse Managers and Nurses Job Satisfaction in Jimma University Specialized Hospital.	Negussie and Asresash (2013)	To investigate the relationship between nurse manager leadership style and nurse job satisfaction at Jimma University specialist hospitals	Quantitative Non experimental correlational design	Nurses prefer transformational leadership styles over transactional leadership styles and have a moderate level intrinsic (M= 2.72, SD= 071). While transactional leadership, was found to be statically significant and correlated with extrinsic (B= 0.45, p <0.01) and intrinsic job satisfaction (B= 0.32, p < 0.05)
6.	Effect of Leadership	Alshahrani and	To evaluate the effects of	Quantitative	Working under the leadership with a

	Styles on Job Satisfaction Among Critical Care Nurses in Aseer, Saudi Arabia.	Baig (2015)	transformational and transactional leadership styles of head nurses on the job satisfaction of nurse staff in critical care units (CCU)	Cross Sectional	transformational style showed significantly ($p < 0.05$) higher job satisfaction. The nurses were quite satisfied with their work.
7	The influences of nursing transformational leadership style on the quality of nurse' working lives in Taiwan: a cross-sectional quantitative study.	Lin et al. (2015)	To understand the influence of transformational Nursing leadership styles on the quality of life of nurses working in Taiwan	Quantitative Cross Sectional	Transformational leadership has a strong correlation with supervisor support $r = 0.735$, job satisfaction $r = 0.475$ and organizational commitment $r = 0.321$. Transformational leadership has a direct influence on supervisor support ($\beta = 0.74$). Greater supervisor support was associated with greater job satisfaction ($\beta = 0.37$), related to greater organizational commitment ($\beta = 0.5$).
8	Leadership styles in nursing management: implications for staff outcomes.	Asamani et al. (2015)	Investigate the nurse manager's leadership style and how they affect the nurse staff's job satisfaction	Quantitative Cross Sectional	The nurse manager's leadership style explained 29% of the variance in staff job satisfaction. $R^2 = 0.29$, $p < 0.001$
9	Impact of leadership styles adopted by head nurses on job satisfaction: a comparative study between governmental and private hospitals in Jordan.	Mbarak et al. (2015)	To explore how the leadership style of nurse leaders influences job satisfaction among nurses.	Quantitative Descriptive and Comparative	The level of job satisfaction among Nursing staff is higher in public hospitals than in private hospitals. A positive relationship was found between the overall score for transformational leadership and job satisfaction ($r = 0.374$). The overall transactional leadership score was positively correlated with job satisfaction ($r = 0.391$).
10	Nurse Managers Leadership Styles: A Study from a Czech Profit Oriented Hospital	Bednářová and Lenka (2015)	To find out the dominant leadership style and determine the leadership style that influences the job satisfaction of the nurse staff higher.	Quantitative	From 19 Departments, transactional style was commonly used in 11 departments. And of the eight remaining Departments, the transformational style was dominant. Transactional style was more correlated with employee satisfaction (0.538 vs 0.229).
11	Characteristics of Head Nurses' Leadership Style and Its Impact on Patient Satisfaction.	Bednářová and Lenka (2015)	Look for the difference between assessing leadership styles and find out whether these differences have some	Quantitative Pilot Study	The correlation between intellectual stimulation assessed by the head nurse and overall patient satisfaction ($r = 0.67$) was statistically significant at the 10% level.

impact on patient satisfaction					
12	Effect of transformational leadership on job satisfaction and patient safety outcomes.	Boamah et al. (2017)	To investigate the impact of nurse managers' transformational leadership behaviors on job satisfaction and patient safety outcomes.	Quantitative Cross Sectional	Transformational leadership has a strong and significant positive direct effect ($\beta = 0.77$;) on structural empowerment and has a positive effect on job satisfaction ($\beta = 0.86$). Nurse job satisfaction reduced the occurrence of adverse events ($\beta = -0.63$; $p < 0.05$).
13	How staff nurses perceive the impact of nurse managers' leadership style in terms of job satisfaction: a mixed method study.	Morisiani et al. (2017)	To describe the nurse staff's perceptions related to the leadership style adopted by their nurse managers.	Mix Method study Questionnaire and Focus Group Discussion	The transactional style of leadership was weakly correlated to the satisfaction of nurse staff (0.22). In contrast, nurse staff satisfaction showed the highest positive correlation (Spearman Rho= 0.71) with the IIA style, which was one of the transformational leadership styles.
14	Relationship Between Nurse Managers' Leadership Styles and Staff Nurses' Job Satisfaction in a Greek NHS Hospital	Konstantinou and Prezerakos (2018)	To examine the relationship between nurse manager leadership style and nurse job satisfaction at NHS hospitals, Greece.	Quantitative Cross Sectional	Nurses prefer transformational leadership styles. In the bivariate analysis found a significant relationship - at the level of 0.20 ($p < 0.20$), between overall satisfaction, intrinsic satisfaction and extrinsic satisfaction scores and all subscales of MLQ 5X.
15	The Relationship between Transformational Leadership and Quality of Nursing Work Life in Hospital.	Suratno (2018)	To determine the relationship between transformational leadership and the quality of work life of nurses.	Quantitative Cross Sectional	The results showed that the highest value that was significant in the leadership style variable was inspirational motivation which was 11.9 (SD \pm 3.33). Transformational leadership was significantly related to QNWL ($p = 0.000$, $r = 0.28$).

DISCUSSIONS

Effective leadership in health services has been extensively researched over the past decade. Based on the analysis of the article, it was found that leadership style can influence job satisfaction in nurses in hospitals.

Carlo et al. (2011) found that there was a relationship between leadership and job satisfaction among nurses at Azorean hospital, Portugal with a correlation r of 0.169. This study was in line with study done by Avoka (2015) in Ghana which stated that nurse manager use different leadership styles depending on the situation, but are more likely to support leadership styles, followed by leadership styles that are oriented towards achieving and participatory leadership styles. The nurse manager's leadership style explained 29% of the variance in staff job satisfaction. $R^2 = 0.29$, $p < 0.001$. Research of Wang et al in China also stated that there is a statistically significant positive correlation between nurse manager transformational leadership and job satisfaction ($r = 0.556$, $p < 0.001$)

A study done by Abualrub et al. (2011) stated that nurses were more satisfied with leaders who use transformational leadership styles and have the intention for nurses to keep working. Bass's Transformational Leadership Theory (1985) in Ismail et al. (2011) stated that in carrying out organizational functions, mutual understanding between leaders and subordinates can inspire their subordinates to support the interests of the organization by putting aside their personal interests. Transformational leaders refer to someone who was trying to show the organization new routes for improvement and progress by generating new ideas and perspectives (Jandaghi et al., 2009).

In the study of Negussie and Demissie (2013) in Ethiopia, it was found that nurses preferred and were more satisfied with the transformational leadership style rather than transactional, therefore, nurses' managers were expected to use the transformational leadership style to increase nurse job satisfaction. This was in line with research by Musaed et al. (2015) at KSA which found that working under the leadership with a transformational style showed significantly higher job satisfaction compared to the transactional style.

According to Maulizar et al. (2012), transformational leaders were basically leaders who have the ability to direct their subordinates to adapt to the environment to achieve success in the future. The basic principle of transformational leadership was the development of subordinates. In the research of Pin Yi Lin et al. (2015) in Taiwan found that transformational leadership style has a strong correlation with supervisor support $r = 0.735$, job satisfaction $r = 0.475$ and organizational commitment $r = 0.321$. Transformational leadership style has a direct influence on supervisor support ($\beta = 0.74$). Greater supervisor support was associated with greater job satisfaction ($\beta = 0.37$), which in turn is positively related to greater organizational commitment ($\beta = 0.5$).

In addition, leadership style also influenced the quality of service. Several studies have emphasized the importance of leadership styles for the quality of health services in hospitals (Sfantou et al., 2017). Research by Bednářová and Komárková (2015) in the Czech Republic found a correlation between intellectual stimulation of the head nurse and overall patient satisfaction ($r = 0.67$). If nurses supported active problem solving, providing solutions

and being creative would influence their work performance and then patients find that their care was more satisfying.

In the study of Sheila A. Boamah et al. (2017) in Ontario Canada, it was found that transformational leadership had strong and significant direct positive effects ($\beta = 0.77$; $p < 0.001$) on structural empowerment which in turn had a positive effect on job satisfaction ($\beta = 0.86$; $p < 0.001$). Furthermore, nurse job satisfaction reduces the occurrence of adverse events ($\beta = 0.63$; $p < 0.05$). Whereas in the study of Suratno et al. (2018), it stated that transformational leadership was significantly related to the quality of work life of nurses ($p = 0.000$, $r = 0.28$). With the improved quality of work of nurses, in turn, would improve the nurses' quality of work of.

Leadership style has a significant influence on job satisfaction and service quality in nurses in hospitals. The transformational leadership style contributed more than the transactional leadership style. Transformational leadership style can provide increased patient satisfaction, provide a decrease in the number of undesirable events and increase 28% in the quality of work life of nurses, which in turn would improve the quality of services to nurses in the hospital.

On the other hand, transformational leadership can improve organizational commitment and performance so that it can be recommended that transformational leadership is a model that can be implemented in an organization based on a willingness to progress and can be maintained by using a flexibility approach and also in building job satisfaction, leadership was more concerned with internal and external appreciation for the employee.

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