

ORIGINAL ARTICLE

The Effect of Leadership Styles on Nurse Performances and Job Satisfaction Among Nurses in Dumai Public Hospital: Technological Innovation as Mediator

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ABSTRACT

Introduction: Leadership is a complex and dynamic process that involves the exchange of relationship constructed over a span of time between leader and follower and between leader and the group of followers interrelated to each other to achieve a mutually desired goal. The success of an organisation in accomplishing its goals and expectations is determined by its leaders and their leadership styles. Leaders can influence employee work satisfaction, dedication, and productivity by using the right leadership styles. The main focus of this research is to develop and determine the effect of the leadership style of nurse managers on nurse performances and job satisfaction of staff nurses in Dumai Public hospital: Technological Innovation as Mediator. **Methods:** The current study was a correlation study that involved 70 nurses (managers and staff) in RSUD Dumai Public Hospital. Purposive sampling was used to select the data. Data was collected using three questionnaires; leadership questionnaires, nurse performances, and Generic Job Satisfaction Scale. **Results:** Results show that the leadership style was significantly correlated with job satisfaction and nurse performance. **Conclusion:** The report advised that head nurses and staff nurses must be trained in advanced leadership styles and performance appraisal at Dumai Public Health.

Keywords: Leadership style, Nurse performance, Job satisfaction

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of human resources; it effects the relationship between the employer and the employee causing employee irreversibility or employee pleasure to work with the company/organization(1).

INTRODUCTION

Leadership is not a new term in an organization or working world. In day-to-day life in every organization and workforce in which everyone interacts with the working environment, there is always a leader. There must be a leader in an organization, and leadership term is typically closely linked with the manager. A manager is commonly called a leader who can manage human resources that exist within the organization. But sometimes, people find it difficult at the time of application as they experience various obstacles. One of the obstacles that occur is the sub-standard performance

Strengthening the quality and integration of care requires effective leadership from healthcare professionals. Numerous studies have identified leadership style as an important factor in healthcare quality. Effective leadership is one of the most important factors in achieving success(2).The art and science of guiding, directing, motivating, and inspiring a group or organization to achieve common goals is known as leadership (3). Different leadership styles exist in the workplace, each with its own set of pros and cons. The best leadership style for the culture and goals of an organization is determined by the institution's culture and goals. Depending on the responsibilities required

to meet departmental demands, several institutions offer a variety of leadership styles within the organization(4). Strengthening the quality and integration of care depends on the leadership style of health professionals. The relationship between the leader and the follower has been defined as leadership. It also refers to leading and organising the operations of a team or group of people toward a common purpose(5). The level of contentment in a person about their employment is referred to as job satisfaction. This sensation is mostly depends on the satisfaction assessment of the individuals. Job satisfaction is affected by the capacity to do required activities, the organization's level of communication, and treatment of management towards employees. Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective work satisfaction is a term that describes emotional reactions of a person towards their employment as a whole. Employees' feelings about certain aspects of their jobs, such as their salary, work hours, or benefits, are included in cognitive job satisfaction(6). Information on the relationship between nursing leadership styles and job happiness was discovered in previous studies, which could lead to viable solutions for boosting nurse job satisfaction and retention(7).

Furthermore, Hentschel et al. (2018) discovered both positive and negative link between transformative leadership and nurse job satisfaction (8). Furthermore, study by Naseem et al.,(2018) found that leadership styles have an impact on job happiness. The study did not investigate nurse opinions regarding the leadership styles of their supervisor or the magnitude of the association between leadership style and job satisfaction (1). According to a nurse theorist, one of the most important aspects determining job satisfaction, is the leadership skill of the manager (1). According to a Joint Commission survey, 41% of working nurses are unsatisfied with their jobs, and 43% of nurses feel burned out in their field (9).In addition, 22% of nurses said they wanted to leave their jobs in the coming year. RSUD Dumai is a Type-B Hospital of Education with significant health services providing specialist and subspecialty health care. As a health service provider, it must be the best workplace for employees, a comfortable place for customers, and a commonplace for education and research. RSUD Dumai has implemented a performance appraisal system, like employment target for employees starting work in 2014.Hospitals as health care institutions, including nursing services as one of its business cores, with 24/7 service, will always intersect with the problems related to energy, service system to trigger the emergence of public complaints or patient dissatisfaction on the quality of nursing services. Nursing is a humanistic professional service or care, using a holistic approach oriented towards the patient's objective and needs. According to nursing professional standards nurses are required to perform nursing care appropriately and maintaining ethics rationally, which

requires supervision system, guidance of the leader(10). The nursing staff at the hospital are strategic personnel, from 759 health workers at RSUD in Dumai, 250 of them are nursing staff, with a variation in the education level ranging from Health Nurse School to Master's degree of Nursing, where more than half (69%) are from Nursing Diploma education. Nursing care activities will contribute in determining the image of the hospital towards the community or customers. According to the society demands, it must be balanced with the quality of nursing services and leadership roles. A leader role enables nursing managers to find various obstacles when they attempt to implement nursing care that is oriented towards the enhancement of nursing service quality.

MATERIALS AND METHODS

This study will use a quantitative study design—the quantitative study method used descriptively. The inferential and correlation study involved 70 nurses (managers and staff) from RSUD Dumai Public Hospital. This quantitative design was used because it intends to observe a causal relationship, namely job satisfaction and nurse performance for nursing staff. The analysis will be based on samples that represent the research population, and data objectivity that will be prioritised in the study of a phenomenon that occurred.

The inclusion criteria are nurses working at RSUD Dumai Hospital with a Bachelor's or Master's degree in nursing science. The nurse managers were also persuaded to participate in the study. Each nurse manager had to have at least one year of experience as a manager in their current position with 24-hour accountability and responsibility for operational processes. In addition, each nurse manager in the study had to supervise at least three nurses who had volunteered to take part in the staff sample (11).

The instrument developed to collect data for this study was organized in three distinct sections: (1) Individual Characteristics and work-related questions, (2) Leadership style, and (3) Nurse performances, and (4) Job satisfaction. Data was collected by using two pre-designed questionnaires developed by the author for determining the leadership style and for job satisfaction. Generic Job Satisfaction Scale was used. Analysis of the collected data is essential for the success of any research work. Primary data will be used in this type of analysis. After that, the hypotheses will be tested based on their statistical features. The study hypotheses will be determined using descriptive statistics, T-test, chi-square, and p-value calculations.

Ethical Clearance

This research was approved (No: 25/KEP-Alifah/11/2021) from The Committee of Research Ethics of Stikes Alifah Padang on dated 29th February 2021.

RESULTS

Table I present the results that there was a statistically significant association between leadership style and job status ($p=0.003$), Academi Qualification ($p=0.003$), Service Duration ($p=0.001$), Nurse Performance ($p=0.000$), and job Satisfaction ($p=0.002$).

Table I: Relationship between job satisfaction, nurse performance and leadership style in Dumai Public Hospital

Variables		Leadership Style		Total	p-value
		Low Leader-ship	High Lead-ership		
		n (%)	n (%)		
Age	2 0 - 3 0 years	16 (57.1%)	12 (42.9%)	28 (100%)	0.913
	3 1 - 4 0 years	12 (63.2%)	7 (36.8%)	19 (100%)	
	4 1 - 5 0 years	14 (60.9%)	9 (39.1%)	23 (100%)	
Gender	Female	13 (56.5%)	10 (43.5%)	23 (100%)	0.876
	Male	29 (61.7%)	18 (38.3%)	47 (100%)	
Job Status	PNS/civil servant	13 (34.2%)	25 (65.8%)	38 (100%)	0.034
	Contract Based / Honor	20 (62.5%)	12 (37.5%)	32 (100%)	
Academic Qualification	Postgraduate	27 (73%)	10 (27%)	37 (100%)	0.036
	Graduate	15 (45.5%)	18 (54.5%)	33 (100%)	
Service Duration (Years)	1-4	18 (72.0%)	7 (28.0%)	25 (100%)	0.001
	5-10	8 (53.3 %)	7 (46.7%)	15 (100%)	
	>10 years	7 (23.3%)	23 (76.7%)	30 (100%)	
Nurse Performance	Low Performance	26 (78.8%)	7 (21.2%)	33 (100%)	0.000
	High Performance	8 (21.6%)	29 (78.4%)	37 (100%)	
Job Satisfaction	Low Satisfaction	17 (73.9%)	6 (26.1%)	23 (100%)	0.002
	Moderete Satisfac-tion	9 (47.3%)	10 (52.7%)	19 (100%)	
	Strong Satisfac-tion	7 (25.0%)	21 (75.0%)	28 (100%)	

Table II shows that transformational leadership style, democratic leadership styles, and age all have a substantial link ($p<0.05$). In contrast to this finding, there is no link between laissez-faire and autocratic leadership styles, and there is no link between laissez-faire and autocratic leadership styles and job status. Furthermore, there is a link between academic qualification and laissez-faire and democratic leadership approaches. Similarly, there is a link between transactional and democratic leadership styles and the length of time spent in service (years). There is no association between nurse performance and laissez-faire or autocratic leadership approaches. Finally, there is a link between type leadership style and job satisfaction among Dumai Public Hospital nurses (Sig. = 0.000; $p<0.0005$).

Table II: Correlation coefficients between independent variables with Leadership style

Vari-ables	Leadership Style				
	Transfor-mational	Transac-tional	Lais-sez-Faire	Demo-cratic	Auto-cratic
Age	0.002*	0.113	0.934	0.000*	0.197
Gender	0.000*	0.000*	0.338	0.000*	0.050*
Job Status	0.002*	0.022*	0.289	0.000*	0.488
Academic Qualification	0.000*	0.917	0.050*	0.022*	0.250
Service Duration (Years)	0.166	0.049*	0.267	0.010*	0.126
Nurse Performance	0.000*	0.015*	0.354	0.000*	0.488
Job Satisfaction	0.000*	0.000*	0.034*	0.000*	0.050*

* $p = .05$. ** $p = .01$ (2-tailed).

DISCUSSION

Link between job satisfaction, nursing performance, and leadership style at the Dumai Public Hospital.

Leadership styles had a substantial positive link with levels of nursing job satisfaction, according to this study. The rising relevance of leadership is shown by the ongoing changes in organizational life. As a result, leadership is one of the most researched topics on the planet. Leadership can be defined as a two-way interaction between leaders and their employees in which leaders try to persuade employees to achieve common goals(12). The method and technique to motivate people, offering direction, and achieving goals is referred to as leadership style(13). Employees can be encouraged or discouraged by their work environment, resulting in increased or decreased performance (12).

Leadership, on the other hand, has piqued curiosity of many researchers, who have developed a slew of leadership theories and models.

A statistically significant positive relationship was also found between nurses' perceptions of work climate and job performance in one study (14) (0.049). According to the findings, staff nurses and nurse managers have distinct perspectives on leadership ideas. Furthermore, the findings of the study demonstrated that job satisfaction among staff nurses is linked to key leadership characteristics(3). Most transformational leaders devote time in educating and coaching nurses, focusing on identifying and developing their talents, offering professional and personal development guidance, treating subordinates as individuals, and listening to their worries and doubts. Nurses are more efficient and put more effort into accomplishing established goals when this technique is used (6).

Sabbah et al., (2020) discovered that leadership styles have a beneficial impact on nurses' well-being, confirming that nursing management is an issue in Lebanese hospitals (15). This research is supported by the findings of Asamani (2015) findings from Ghana, which found that nurse managers adopt various leadership styles depending on the situation. However, they are more inclined to endorse participative leadership styles, which are followed by accomplishing leadership. The leadership style of the nurse manager accounted for 29% of the variation in staff job satisfaction ($R^2 = 0.29$, $p < 0.001$)(16).

Autocratic leadership, on the other hand, is an authoritarian approach in which leaders make all decisions without consulting others. The leaders suppress information and make choices without consulting, this leadership style has a detrimental impact on the workplace (17). Conflicts amongst nurses and a lack of teamwork are two of the most serious consequences. These two factors play a big role in creating a bad working atmosphere (3). Although autocratic leadership is unpopular, it can be used in emergency situations for a limited time (13).

According to this study, leadership styles have a substantial positive link with nurse performance. The duties performed by nurses can be regarded as nurses' performance (10). According to the findings, effective individual performance management is critical for achieving organizational strategies (15). Nurses are one of the inputs to any healthcare system, and their performance has a significant impact. Nurses, make up the majority of the workforce at health tourism institutions, should be aware of their job performance, which is critical in achieving a good standard of patient care. Furthermore, the direct care of their patients is linked to nurses conduct towards their duties(12).As a result, hospital management should look beyond the

medical perspective and use a holistic social strategy to improve the performance of its nurses. Nurses' job performance in the healthcare setting is focused on recognizing patients' needs and providing appropriate care and solutions. Nurses must be able to alter their performance to match the realities of their patients (12). Job performance is defined as the quality and quantity accomplished by the individuals or groups when completing a work, is one of the most important factors in measuring organizational success (18). Job performance, according to Specchia et al., (2021), is a set of employees behaviours that may be assessed, monitored, and evaluated at the individual level. (13). When employees fulfill a mission, their job performance is a combination of quality and quantity (18). Due to the significance of nurse performance, various researches have been done to improve employee performance (14). The duties performed by nurses can be regarded as nurses' performance. According to another study, managing individual performance well is critical in achieving organizational strategies. (7).

Factors Correlated with Leadership Style in Dumai Public Hospital

In Dumai Public Health, the leadership style (Transformational, Transactional, Laissez-faire, and Democratic) had a favorable and significant effect on job satisfaction. Transformational leaders can influence the psychological states of employees within organization by their inspiring and motivating actions. This finding indicates that leaders using a transformational leadership style have higher job satisfaction among nursing staff than those using a different leadership style. Previous research has found that an open bidirectional approach to communication enhances employee work satisfaction (15).

According to a study (6), nurses are more satisfied with leaders adopting transformational leadership styles and want nurses to stay on the job. According to Bass's Transformational Leadership Theory, mutual understanding between leaders and subordinates can encourage their subordinates to support the organization's goals by putting their own interests aside (12). Someone attempting to show the organization new paths or methods for improvement and progress by producing fresh ideas and perspectives is referred to as a transformational leader (9). In a separate study (19) conducted in Ethiopia, it was discovered that nurses preferred and were more happy with transformational leadership over transactional leadership. As a result, managers of nurses were required to apply transformational leadership to improve nurse job satisfaction. This was in line with another study (12), which demonstrated that employees working under a transformational leader had much higher job satisfaction than those working under a transactional leader.

This finding is consistent with the findings of multiple other research, which showed that adopting a transformational leadership style had the greatest influence on healthcare system performance measures (1). Employees are drawn to leaders that are eager and optimistic, and know the methods to establish long-term plans, according to the Multifactor Leadership Model. This literature review's findings support the efficacy of this leadership model. The transactional leadership style has been shown to have a negative impact on nurse job satisfaction in several circumstances. This is consistent with prior research that has found transactional leadership to be the worst predictor of professional happiness (13). On the contrary, there was a positive association between transactional leadership style and work satisfaction (17). This was linked to the "Contingent Reward," which refers to the possibility of promotion and professional progress as a result of recognizing strong performance or meeting goals. According to a recent study, the Contingent Reward, a subtype of the transactional style, has traits with the transformational style. This can be seen in the fact that professional motivation is linked to the fulfillment of deep desires, such as the need to be recognized for one's own traits and abilities. This has a direct impact on daily operations and the desire to stay with the company (20).

In terms of staff management and coordination, laissez-faire and passive-avoidant leadership styles are the least effective. Another research found that leaders, adopting a transformational style, promote greater job satisfaction among nursing staff than those who adopt a transactional style (21). According to one study, nurse leaders can increase their knowledge and skills in transformational leadership by receiving transformational leadership training and mentoring (22). This study demonstrates a substantial negative link between employee happiness and certain leadership approaches. Not all of them being undertaken in the nursing setting because nurses in each of these types are under pressure to meet predetermined objectives without receiving direction or practical or emotional support (9). Employees must define their own goals, targets, and decision-making procedures because these leadership styles do not provide clear guidelines. Managers do not pay constant attention to their employees, they may feel uneasy or unattended. Adopting an authoritarian leadership strategy has the same negative influence on staff performance indicators as the laissez-faire and passive-avoidant leadership styles. Too much or too little direction from a manager can have a detrimental influence on employees, making them feel unmotivated and abandoned (13).

Laissez-faire leadership provides a platform for the organization's leaders to assign various roles and functions. Employees are better qualified to make decisions about the activities that should be carried out as a result of this (16). Laissez-faire leadership, according to some, makes employees feel like they belong and has

a beneficial impact on employee engagement. Although laissez-faire leadership empowers the group to make decisions, it is a slow process. Members may be unable to agree on various parts of the leadership process, which will have a detrimental impact on the implementation of various strategies. (15).

Furthermore, the findings show that the majority of research looked at multiple leadership styles at the same time. This highlights the need for further research that covers a wide range of topics in order to shed light on a topic that are still primarily empirical and lacking in solid scientific evidence. The fact that varied styles of leadership have led to beneficial outcomes in terms of job satisfaction among healthcare workers demonstrates that different cultures, contexts, and individuals require different styles and methods that change over time and according to circumstances. So that it can be recommended that leadership is a model that can be applied in an organization based on a readiness to progress and can be preserved by using a flexibility approach and also in building job satisfaction, leadership was more concerned with internal and external appreciation for the employee.

CONCLUSION

The leadership style was significantly correlated with job satisfaction and Nurse Performance in Dumai Public Health. The leadership style (Transformational, Transactional and Democratic) had a positive and significant impact on nurses' performance in Dumai Public Health. The leadership style (Transformational, Transactional, Laissez-faire, and Democratic) had a positive and significant impact on Job Satisfaction in Dumai Public Health. This study is very significant as previous research has shown that leaders play an important role in enhancing job satisfaction among the nurses. Results indicated that Transformational, Transactional and Democratic and Transformational, Transactional, Laissez-faire, and Democratic leadership style had a positive and significant impact on Job Satisfaction. Based on the results, this study requires further validation of future research that might be relevant. It is essential to recognise and fill the gaps in leadership knowledge as a future objective to positively affect nurse job satisfaction and therefore healthcare quality indicators.

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