



NURSES' JOB SATISFACTION AND LEADERSHIP STYLES IN A PUBLIC HOSPITAL : A SYSTEMATIC REVIEW

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ABSTRACT

Background: A factor that might affect job satisfaction is the leadership style. The purpose of this literature review is to analyse several leadership styles and its influence on job satisfaction of nurses in hospitals. **Methods:** The method used is a systematic literature review incorporating two databases including Google Scholar and PubMed. **Results:** A total of 191 articles were identified. After the identification, screening and eligibility processes of 37 articles, there were 10 articles met the inclusion criteria. These ten articles highlight there are three leadership styles applied including transformational, transactional and laissez faire leadership. The literatures explained that leadership styles most influenced job satisfaction. The transformational leadership style is the most widely applied leadership style in hospital. **Conclusions:** the literature study shows that the main factor causing job dissatisfaction and job satisfaction is leadership style. The appropriate leadership style have a positive impact on increasing nurse job satisfaction. Thus, it will improve quality of nurses' performance.

Keywords : Leadership Style, Job Satisfaction, Nurse

INTRODUCTION

The hospital is a health service facility organized by the government and the community with a variety of services including inpatient, outpatient and emergency services as well as comprehensive individual health services. In addition, the hospital is a place for health services that can be accepted by the whole community and plays an important role in improving the quality of quality human resources (HR) in the context of efforts to accelerate the improvement of overall health status (Ellin, 2019).

Improving the quality of human resources and professionalism is needed so that quality health services and equal distribution of health services can be enjoyed by all levels of society. One of the

professionalism in the hospital that plays a very important role in health services at the hospital is the nursing staff (Yulia, 2020).

Nurses have a fairly decisive position regarding the level of quality of health services in hospitals, because they are the ones who make direct contact on a daily basis and have the most time interacting with patients. In optimizing resources in the Hospital, it is necessary to pay attention to the factors that affect nurse performance, including leadership style and job satisfaction (Qurratul, 2018).

According to Firmasnyah (2018) job satisfaction is a pleasant feeling condition produced by employees all the time in terms of understanding their work. In a research on job satisfaction there are three reasons why job satisfaction in an organization is



important. First, there is clear evidence that dissatisfied employees miss work more frequently and are more likely to resign. Second, it has been proven that satisfied employees have a better health status and a longer life. Third, satisfaction at work is carried over to life outside work (Firmasnya, 2018).

Leadership patterns will have both positive and negative impacts on their subordinates, positive impacts include positive ways of thinking between leaders and subordinates, awareness not to violate commitments, comfort between leaders and subordinates, motivation and satisfaction to continue working if they have a transformational and transactional leadership model. Negative impacts of leadership such as giving birth to arrogant, authoritarian attitudes, poor communication between leaders and their subordinates, as well as discomfort and dissatisfaction in the work environment so that there is a failure in leading known as let it be so it is very significant to analyze the leadership style carried out by the head of the room (Bass & Avolio, 2012).

According to the Literature Study conducted by Firmansyah, et al 2018 with the title Literature Study: Analysis of Leadership Styles and Job Satisfaction Heads of Hospital Rooms from various literature explains that leadership style influences job satisfaction the most. The literature study shows that the main factor causing job dissatisfaction and job satisfaction is leadership style.

Based on the background description above and the researchers' observations that leadership style plays an important role in nurse job satisfaction. Therefore, researchers are interested in analyzing the extent to which leadership style influences nurse job satisfaction. So the researcher is interested in raising this research with the title "Analysis of Nurse Characteristics and Nurse Job Satisfaction on Leadership and Managerial Styles of Heads of Rooms in Hospitals".

METHODS

Systematics this literature study was obtained from searching research articles scientific studies from the 2018-2023 period using the Google Scholar database with Public of Perish software. Search the Google Scholar database with entering the first keyword leadership style "OR" Leadership model (all fields) found 191 articles, the second keyword by entering the word job satisfaction "OR" work satisfaction found 300 articles, the third keyword by entering the word chief of ward "OR" nurse manager found 170 articles, a combination of keywords 1,2, and 3 with the filtering process in 2018-2023 and full text SINTA 3 accredited publisher journals, according to the research questions, 10 research articles were obtained Identification, screening, Eligibility is carried out through inclusion and exclusion criteria.

RESULTS

Table 1 shows 10 research articles providing an overview of leadership styles and job satisfaction of head of rooms in hospitals. There are 3 articles that show different types of leadership styles, namely the Transactional leadership style, transformational, *Democratic* which is very good for job satisfaction, there are 7 articles that show the leadership style in general that is related to increasing job satisfaction, and there are 3 articles that show the job satisfaction picture of the room head.

In research conducted by Hidayat, et al 2018 entitled The Influence of Transactional Leadership Style on Nurse Performance and Satisfaction in Inpatient Services at the Puri Asih Salatiga General Hospital, it is stated that One of the components of employee job satisfaction is leadership, because if employees are satisfied with the company's treatment such as: work, work environment, leadership, and the results provided, it will increase productivity, discipline, and job satisfaction due to the way it leads in coordinating employees. Leadership style has a



significant effect on nurse performance, job satisfaction variable has no effect on nurse performance, leadership style and job satisfaction simultaneously affect the performance of nurses on duty in inpatient rooms, it can be concluded the transactional leadership has a positive and significant effect on employee satisfaction inpatient at Puri Asih Hospital, Salatiga.

The results of the above research are in line with the research article on Leadership Training on Job Satisfaction and Managerial Capability of Head of Space by Gryttha Tondang, et al 2023 From the statistical results of job satisfaction before intervention in the intervention group the majority of respondents, namely 27 people (100%) experienced low job satisfaction with an average of 50 .07 (SD 5.305) and in the control group 27 people (100%) experienced low job satisfaction with an average of 61.11 (SD 12.549). These results are consistent with research conducted by Fitrawan et al., (2022) who found that job satisfaction increases in the implementation of nursing care documentation through continuous controlling activities carried out by the head of the room. Kusumadewi et al., (2023) suggests the influence of transformational leadership on nursing care performance by showing leader support to their subordinates through two-way communication, interacting with subordinates, acting as coaches and mentors and being able to generate high work motivation from employees to carry out tasks -tasks given so that employees feel they have high motivation to carry out their work better and improve.

Albagawi et al., (2019) that the head of the room displays leadership transformational and occasional displays of Laissez-faire leadership are positively correlated with nurse job satisfaction. The research results show that there is a difference in job satisfaction in the intervention group before and after training leadership ($p < 0.000$). Job satisfaction of the head of space has increased after take leadership training. Sirait et al., (2022) said Suparman (2023)

in his research, that nurses experience job satisfaction after receiving leadership training which increases patient satisfaction. High and low leadership attitude work motivation which includes inspirational motivation, integrity, innovation, impression management, individual consideration, intellectual stimulation, trust, in the social dimension, mental dimensions, and physical dimensions, will have a significantly positive effect on employee performance (Muizu et al., 2019).

According to Riggio (2011), increasing job satisfaction can be done in the following ways: making changes in the work structure, such as doing job rotation, namely a system of changing job positions from one task position to another, making changes to the salary payment structure, changing the payment system this is done based on expertise, providing flexible work schedules, by giving control to workers regarding their daily work, most importantly for those who work in dense areas, the company holds programs that are considered capable of increasing employee job satisfaction, for example: health center, profit sharing, dan employee sponsored child care.

CONCLUSION

Based on the results of literature reviews from various published studies, it is stated that there is a significant relationship between the role of leadership in improving nurse performance, which in the sense of increasing nurse motivation in terms of assignments and nurse training in improving nurse skills. Motivation is not always obtained from a leader. But a nurse is able to be a leader in herself and in terms of caring for patients.

Leadership has an important role in increasing nurse engagement in the hospital through authentic leadership styles, transformational leadership, transactional leadership, ethical leadership, spiritual leadership, empowering leadership, and humble leadership. Meanwhile, leadership



that has influence in improving nurse performance is transformational leadership, authentic leadership and self-leadership. Knowing these factors is needed so that with engagement and high performance nurses can support and achieve organizational goals.

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| Number/ Author | Jurnal | Result |
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| 1 Hidayat Waluyo, Sutopo Patri | Pengaruh Gaya Kepemimpinan Transaksional Terhadap Kinerja Dan Kepuasan Perawat pada Layanan Rawat Inap Rumah Sakit Umum Puri Asih Salatiga Jurnal Manajemen Kesehatan Indonesia Volume 06 e-ISSN : 2548-7213 April 2018 | Transactional leadership style has a positive and significant effect on job satisfaction of inpatient employees at Puri Asih Hospital |
| 2 Gryttha Tondan , Et al | Pelatihan Kepemimpinan Terhadap Kepuasan Kerja Dan Kemampuan Manajerial Kepala Ruang Jurnal Keperawatan Silampari Volume 6, e-ISSN: 2581-1975 January-June 2023 | The results showed that the results of the Mann Whitney test on job satisfaction obtained a significance value of 0.000 (p <0.05). It can be interpreted that there is an influence of leadership training on the job satisfaction of head of space. |
| 3 R.Jaka S, Et al | Hubungan Gaya Kepemimpinan Transformasional dengan <i>Organizational Citizenship Behavior (OCB)</i> pada Perawat di RSUD Panembahan Senopati Bantul Yogyakarta Jurnal Manajemen Kesehatan Indonesia Volume 9, e-ISSN: 2548-7213 December 2021 | The results of the research conducted, it can be concluded that there is a positive relationship between transformational leadership style and Organizational Citizenship Behavior (OCB) nurse at Panembahan Senopati Hospital, Bantul. |
| 4 Hanum Maftukha Ahda, Nur Hidayah | Literatur Review :Gaya Kepemimpinan Dalam Meningkatkan Keterikatan dan Kinerja Perawat Jurnal Kepemimpinan dan Manajemen Keperawatan Volume 4 No 2, e-ISSN: 2621-5047 November 2021 | The results of this study show that leadership has a positive influence on work engagement. |
| 5 Solehudin, Et al. | Efek Kepemimpinan Transformasional Pada Kinerja Perawat Jurnal Kepemimpinan dan Manajemen Keperawatan Volume 5 No 1, e-ISSN: 2621-5047 May 2022 | The results of the study show that the transformational leadership of the head of the room can significantly improve the performance of the nurse practitioner with a p value of 0.001. So that the intervention carried out to the head of the room affects the performance value of the implementing nurse. |
| 6 Firmansyah, Et al. | Studi Literatur : Analisis Gaya Kepemimpinan Dan Kepuasan Kerja Kepala Ruangan Di Rumah Sakit Jurnal Manajemen Kesehatan Yayasan RS.Dr.Soetomo) Volume 4 No 1, ISSN: 2581-219X May 2022 | The dominant leadership style practiced by heads of rooms in several countries in the world is a transformational leadership style which has a positive impact on the job satisfaction of heads of rooms and nurses in hospitals. |
| 7 Rina Veronica, Et al | Analisis Faktor yang Mempengaruhi Loyalitas Perawat di Rumah Sakit Tugu Ibu Depok Jurnal Manajemen Kesehatan Yayasan RS.Dr.Soetomo) Volume 6 No 2, ISSN: 2581-219X October 2020 | The conclusion is that the work climate is most influential in Tugu Ibu Hospital, Depok, where a conducive working climate can have a positive influence on the success of the hospital |



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| 8 | Hubungan Gaya Kepemimpinan, Budaya Organisasi, Komitmen & Produktivitas Karyawan | The results showed that there was a positive and significant influence between the variables of leadership style, organizational culture, organizational commitment and productivity ($p < 0.05$). |
| Tommy Pratama, Et al | Jurnal Manajemen dan Pelayanan Volume 4 No 2, ISSN:2581-219X - June 2020 | |
| 9 | Hubungan Pengetahuan Kepemimpinan Dengan Motivasi Perawat Dalam Hal Penugasan Dan Pelatihan Di Rumah Sakit | Based on the results of literature reviews from various published studies, it is stated that there is a significant relationship between the role of leadership in improving nurse performance, which in the sense of increasing nurse motivation in terms of assignments and nurse training in improving nurse skills which can affect the level of job satisfaction. |
| Maria Hariyati Oktaviani, Bambang Edi Warsito | Jurnal Kepemimpinan dan Manajemen Keperawatan Volume 1 No 2, e-ISSN: 2621-5047 November 2018 | |
| 10 | <i>Pengaruh Kepemimpinan Demokratis Kepala Ruang Rawat Inap terhadap Kepuasan Kerja Perawat di Rumah Sakit Umum Aro Pekalongan</i> | From this study it can be concluded that there is an influence of democratic leadership style on job satisfaction. This can be seen from the variable democratic leadership style with the job satisfaction of nurses at Aro Pekalongan General Hospital, namely the delegation of responsibility variable ($p=0.005$) and the head of the room's decision making variable ($p=0.034$). |
| Broto Rahardjo, Et al. | Jurnal Manajemen Kesehatan Indonesia Volume 7, e-ISSN : 2548-7213 August, 2019 | |
