

How does the leadership style play out in job-related outcomes? Evidence from nursing profession in Pakistan

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Abstract

The role of nursing is crucial for providing required cure and care to patients in hospitals. The leadership style influence nurses working abilities and job related outcomes. Considering these arguments the present study aims at examining the relationship between nursing leadership styles (i.e. transactional and transformational) and job related outcomes (i.e. commitment with organization, satisfaction with job and work performance). To do this data was collected from 206 nurses working in different hospitals of Pakistan was collected. Descriptive and inferential statistical treatment was given to analyze the data. The results of the study revealed that both the leadership styles (i.e. transactional and transformational) positively and significantly correlated with work performance, organizational commitment and job satisfaction. On the other hand, regression analysis confirms that transformational leadership study has greater impact on job satisfaction and organizational commitment as compared transactional style while, transactional leadership style has greater influence on work performance.

Keywords: Transactional and Transformational Leadership Style, Performance, Satisfaction, Commitment and Nurses

Introduction:

Robbins and Judge (2007) stated that strong supervision and strong leadership are considered an important element in organization success. Today in any sector weather it is manufacturing or service provider in any area for effectiveness and productivity leadership is considered as an important factor. For efficient performance they need a person to follow. Instead of thinking about leadership that is beneficial, it's not a complete definition. Leadership having following elaboration

Styles of leaders effect on performance of their admirers (Hater and Bass, 1988). According to Antonakis et al (2003) pointed that after two decades philosophy regarding transformational and transaction leadership style influence performance of organization and admirers was developed. In accordance with Wolf, Boland and Aukerman (1994) pointed that scholars use to find the styles of leadership in nursing atmosphere since

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1990s. Casida and Pinto-Zipp (2008), Failla and Stichler (2008), and de- Casterleet *al.*, (2008) pointed that as human service sector becomes complex and scholars started conducting study on it.

Leadership styles like transformational as well as transactional leadership styles are essential for desired organization's outcomes in current hospital and nursing environment (McGuire and Kennerly, 2006). Transformational leaders defined by Bass (1985), development of people helped by transformational leaders. Kowalski and Casper (2007) describes that, lot of transformational leadership features comprised by coaching which enriches their abilities as well as their ways to improve their followers. Coaching and leadership style's relationship has debated in non-health sectors, a very rare research deliberated in health care organizations.

During these particularly turbulent times for healthcare, it is critical that an adequate number of pediatric physicians be prepared to bear the mantle of leadership (Fletcher, Friedman, & Piedimonte, 2019). Dierckx, Willemse & Verschuern (2008) and Fialla & Stichlre (2008) stated in their researches that well founded nursing leadership is required for healthy and safe atmosphere. According to the findings of Casda and Pinto-Zipp (2008), one of the most important challenges faced by health care sectors and in nursing is population which is increasing day by day and stable cost as well.

De Casterle, Willemse and Verschuern (2008) analyzed that to overcome health sector problems transformational leadership is considered as more active method by past thirty years. Failla and Stichler (2008) and Upenieks (2003) proved with the help of their research that association with institution and satisfied with their job is due to transformational leadership style, McGuireet *al.*, (2006) stated that loyalty with institution increase, Wong and Cummings (2007) stated, patient satisfaction also improve.

Bass's (1985) study frame is depending upon transformational and transactional leadership style philosophies. Kouze and Posnr (2003) and Page (2004) only one tactic has been used by scholars that is transformational style. Both styles of leadership measured separately (Bass and Avolio, 1989). Avolio (1999) stated in his research that

both transformational and transactional leadership styles having impact on each other. Physical needs, mental desires, financial need and effective cost benefits are fulfilled by transactional leaders. The self-reliance and effective output made by followers, through defining clearly their objectives and work.

Problem statement

Keeping in view the key role of nurses in provision of treatment services to patients and in overall effectiveness of hospital services it is much important to keep nurses to play their expected role with complete sense of responsibility. Nurses' turnover and lack of their interest in performing their duties put the entire health care services in jeopardy. Studies reveal that nurses lack job satisfaction that lead towards least commitment creating huge problems to healthcare managers. To improve nursing care effective leadership is indispensable. So the need persists to ascertain which kind of leadership style whether transactional or transformational is more appropriate to overcome this problem

To carry out this study data was collected from 206 nurses working in hospitals through close ended questionnaires. Descriptive and inferential statistics were used to draw conclusion from the data collected. Results showed relationship between transactional and transformational leadership styles have relationships with nurses' commitment, job satisfaction and work performance. However, transformational leadership is relatively more effective in this regard.

Literature Review

For achieving targets or setting vision of people having same aim, leadership having capability to encourage (Robbins and Judge, 2007; Kark, Van, & Vashdi, 2018). A process by which, a person admires specific people for gaining their purpose (Peter 2009). It is a procedure of organizing, arranging and controlling circumstances so that all persons of a gathering can accomplish their objectives with cost effectiveness and least time (Savile, 1971). Administration is the beginning and care of configuration in desire and cooperation (Stogdill, 1974). Mowday, Steers and Porter (1997) stated leadership

admires actions of specific people to achieving their objectives in provided circumstances.

Couple of leadership styles has been presented by scholars. Well known styles are transformational and transactional leadership styles. Robbins and Judge (2007) elaborated that transactional leader is a person who provide guidance and encouragement to admirers in context to obtaining aims and clearly defined duties. Robbins and Judge (2007) also elaborated transformational leader is a person who encourage their admirers by encouraging them through telling their own interest and also encourage them to perform unusual efforts.

Transformational Leadership

Primary studies and meta-analyses on transformational leadership have consistently demonstrated that transformational leadership has high overall validity and is significantly related to a variety of employee and organizational criteria, such as commitment, trust, satisfaction, and performance (Hoch, Bommer, Dulebohn, & Wu, 2018). People stimulate admirers with some non-routine effort and motivate them to work for their own benefit and cash their abilities in more appropriate way is known as transformational leader (Robbins and Judge, 2007). Bass (1990) explained that for increase output and with regards to modify admirer's behavior all this happen because of transformational leadership style. Such type of leadership should use in study sectors, it should be taught on every stage and with modifying in duties, on the basis of research on study sector; transformational leadership must be utilized by them. Afsar, et al. (2017) concluded that transformational leadership is more helpful, beneficial, and effective in increasing entrepreneurial behavior as compared to other leadership styles. Burns (1978) view point that for obtaining high values, outputs and encouragement of both leaders and admirers should engaged with each other.

Transactional Leadership

Researchers stated it as a person who clearly mentioned their subordinates' tasks and their objectives, set them and encourage them to gain (Robbins and Judge, 2007). Bass (1990) views about transactional leadership is, such people are adding few efforts to

organization and produce low as compared with transformational style. A style that link with benefits, compensation with admirers, with regards their output and construct believes between admirer and leader as well. Further Judge *et al.*, (2004) add in it; both transactional and transformational leadership are opposed with each other of a same line, transactional style having effect on transformational leadership.

Transactional as well as transformational leadership and Nursing

Leadership style transformational shows important part for obtaining those changes which are adopted by healthcare sector (Delegach, Kark, Katz-Navon, & Van Dijk, 2017). Many scholars like Leach (2005), De- Casterleet *al.*, (2008); Thyer (2003); Dunham and Klafehn (1990) concluded that transformational style is meeting health care problem since last thirty years. In a ward, it is more desirable to identify a leadership model that offers longevity in the relationship between senior nurses and junior colleagues. The transformational model is more complex but has a more positive effect on communication and teambuilding than the transactional model (Frankel & PGCMS, 2019). Many other scholars line Dunham Taylor (2000); Upenieks (2003); Aiken *et al.*, (2000); Failla *et al.*, (2008) concluded that subordinate's effectiveness with institute and satisfaction with job is inspired by transformational style. Result of a study showed a strong association among satisfaction with work and transformational style, this research was collected on views of managers' transformational leadership style with satisfaction with job (Failla *et al.*, 2008).

Researchers try to associate attendant initiative with hierarchical values (Casida and Pinto-Zipp, 2008). Hierarchical values use to stress affecting build on execution of the association. In such research for easiness two hundred and seventy-eight subordinates (staff nurse) and thirty-seven managerial employees were selected for study. A study was conducted and found a result that fully assortment model was considered basics. Positive relationship was found among them it was result of analysis based upon correlation. Furthermore, association among value-based administration style and hierarchical society was discovered.

Association among hierarchical commitment and head nurse leadership in human service sector (Leach, 2005), efforts was made to add knowledge on leader's responsibility in fluctuating situation. Such study included hundred and forty-eight head nurse, hundred and sixty one staff nurse and sixty four executive nurses. Transformational style was found negative associate with hierarchical society of executive nurse. In addition to it hierarchical society and conservative leadership of executive nurse association was found relate negatively. Here all this assure that executive nurse leadership having association with commitment of staff nurse in human service sector.

Work Performance

Preferred leadership behaviors have positive influences on subordinates' motivation, commitment, satisfaction, and performance (Cho, Shin, Billing, & Bhagat, 2019). Sometimes productivity is known through performance, it is used to increase profit of the company. According to McNeese-Smith (1995) productivity of organization is calculate with the help of quality as well as quantity.

Workload of nurses is considered as an important factor for sound environment (Page, 2004). Disappointment between groups prevails due to high workload and researcher used convenience sampling tactic in healthcare sector between nurses (Khowaja, Merchant, Hirani, 2005). Furthermore, to find the association among nurse admirers and leader, data was collected form supervisors and their co-workers (McNeese-Smith, 1999). Association among nurse admirers and leaders' outcomes was found constructive and important. Constructive relationship was found among leader's encouragement and satisfaction with job.

Job Satisfaction

Different researchers defined positive job satisfaction through different ways, researcher define it as the individuals thought with work (McNeese-Smith, 1995). Past studies define progress, burden of work, guidance, policies, environment and benefits as the elements of work progress and with respect to these factors hypothesis constructed by researcher (McNeese-Smith, 1995) and concluded that admirer's outcome are motivated through behavior of leader. To find out relationship among good performance and

behavior of leaders a study was conducted on hospital nurses (Hall, 2007). He found, satisfaction with job and manager help is highly correlated among all above elements.

In addition to it a researcher found that there is association among work output, loyalty with firm, leaders' attitude, working conditions and satisfaction with job (Watson, 2009). Three hundred and fifty-nine nurses were approached for collection of data. This research was concluded that there is a constructive association and strongly correlated among all variables like commitment with organization, working situations, outputs and satisfaction with job with transformational leadership.

Organizational commitment

Commitment with organization is studied by different scholars in detail. According to Mowday *et al.*, (1997) commitment with organization means retain with organization, through fulfilling the objectives and with lot of work. In addition to it McGuire *et al.*, (2006); McNeese (1995) defined, many other researchers used such explanation of commitment with organization who studied attitude of nurse admirers.

In addition to it further research was conducted and explores nurses' point of views about commitment with organization (McNeese-Smith and Nazarey, 2001). By going into depth meetings were made by twenty-eight persons. Study explored that the elements which caused commitment with organization were 9, patient consideration, social elements, employment security, individual elements, satisfaction with work, winding up plan, subordinates and remuneration. In addition to it, without these elements negative association of workers with company and vice versa. Islam *et al.*, (2012) a researcher further explain it that, most of the scholars also found that encouragement should be presented between all workers for positive and long term commitment with organization. Nurse's loyalty level increases when they are encouraged by their heads (McNeese, 1999).

Research Framework

The study in question has been anchored around the performance outcomes of nurses working in hospitals. Transformational and transactional leadership styles have been used

to predict the criterion variable performance outcomes. Three variables—organizational commitment, job satisfaction and work performance were used to express performance outcomes. The variables are defined in the following ways:

Organizational commitment: Mowday *et al.*, (1997) commitment with organization means retain with organization, through fulfilling the objectives and with lot of work. In addition to it McGuire *et al.*, (2006); McNeese (1995) defined, many other researchers used such explanation of commitment with organization who studied attitude of nurse admirers. It has been taken a dependent variable.

Job satisfaction is thought to be the inner rationality associated with the gaps between the returns from a present job and expectations to gain in life (Saleh, 1981). It has been taken a dependent variable.

Work performance refers to the variation that occurs between the actual performance by an employee and the expected performance. It has been taken a dependent variable.

Transformational Leadership: transformational leader is a person who encourages his admirers by encouraging them through telling their own interest and also encourage them to perform unusual efforts (Robbins and Judge, 2007). It has been taken an independent variable.

Transactional leadership: A transactional leader is the person who clearly mentioned their subordinates tasks and their objectives, set them and encourage them to gain (Robbins and Judge, 2007). It has been taken an independent variable.

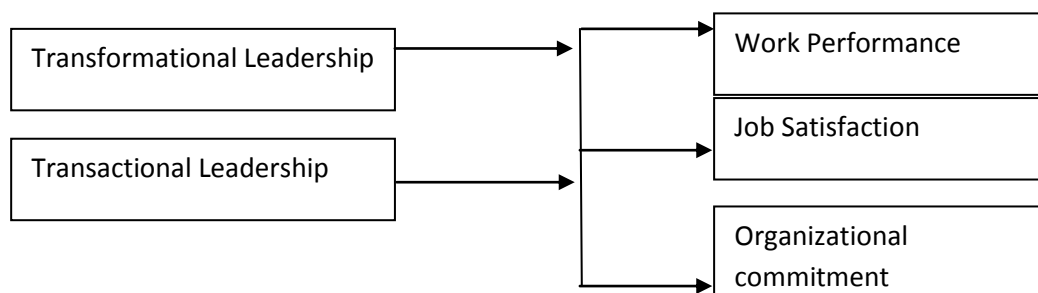
The following relationships were hypothesized between these variables

H₁: Leadership styles both transactional and transformational positively influence followers' work performance

H₂: Leadership styles both transactional and transformational positively influence followers' satisfaction with job.

H₃: Leadership styles both transactional and transformational positively influence followers' commitment to work.

Schematic view



Methodology

Nurses with full time jobs in secondary and tertiary hospitals in Peshawar were taken as population for the study. Three hundred close ended questionnaires were distributed and 206 complete from all respects were included for analysis. Questionnaire was adopted, for transactional and transformational leadership instrument originally developed by Bass (1995) with 0.90 reliability was adopted. A scale for the measurement of organizational commitment constructed by Mowday et al. (1979) with 0.86 reliability was adopted. To measure job satisfaction Minnesota Satisfaction Questionnaire (MSQ) was used. Data was found normally distributed and descriptive statistics, correlation and regression models were used to test the hypotheses. To measure work performance the scale developed by Koopmans, et.al (2012) was used.

Analysis and Results

Reliability

The internal consistency the value of the alpha should be equal or more than 0.70. However, some of the studies identifies that a value of alpha above 0.65 is considered as weak but still acceptable in social sciences. Therefore, this study used the cut off value as 0.65. Cronbach alpha confirms the reliability of each scale measuring the variables of the study. The following table explains:

Table-1 Demographic Variables

Variables	Cronbach Alpha	N of items
Work performance	.804	46
Job Satisfaction	.799	
Organizational Commitment	.661	
Transformational leadership	.901	
Transactional leadership	.890	
Over all	.911	

Age, gender, qualification and experience regarding demographic variables were asked by respondents. 64 of the respondents were male that was around 31.1% of total population and 142 were females, 68.9%. With respect to age respondents having age between 20-25 years were 35% (N=72), respondents having age among 26-31 were 24.8% with (N=51) and respondents -having more than 32 years of age were 40.3% (N=83), this shows that most of the respondents were having enough experience.

The qualification analysis shows that 33.5% were diploma holder, it is the highest portion among all. 25.7% were graduated, 29.6% were master which is the second highest portion among all. it shows importance of education among them and 11.2% were having qualification more than masters i.e. M.Phil and Ph.D. When we talk about the experience it shows persons having experience from 0-2 years are 26.7%, 31.6% of respondents having experience between 3-7 years and 41.7% respondents having more than 7 years of experience with their organization.

Table-2 Demographic details

Gender	Age			Qualification				Experience		
	20-25	26-31	above 32	Diploma	Bachelor	Master	Above Master	0-2 Years	3-7 Years	above 7 Years
Male	24	14	26	17	15	18	14	20	19	25
Female	48	37	57	52	38	43	9	35	46	61
Total	72	51	83	69	53	61	23	55	65	86

Total male respondents are 64 out of which 24 males are fall in 20-25 age group 14 males are falling in 26-31 age group and 26 males are above 32, 17 males are diploma holders, 15 males are bachelor and 18 males are master degree holder. 20 males have 0-2 years of experience, 19 males have 3-7 years of experience and 25 males have more than 7 years of experience with organization.

Total female respondents are 142 out of which 48 females are falling in 20-25 age group, while 37 females are falling in 26-31 age group and 57 females have age above 32, 52 females are diploma holders, 38 females have bachelor degree and 43 females are master degree holder. 35 females have 0-2 years of experience, while 46 females have 3-7 years of experience and 61 females have more than 7 years of experience with institute.

Table-3 Descriptive Statistics

Descriptive Statistics		
	Mean	Std. Deviation
Transformational style	3.55316	.634863
Transactional style	3.42051	.615952
Work performance	3.68350	.845775
Job satisfaction	3.50282	.733431
Organizational commitment	3.44777	.750124

Transformational and transactional leadership style is very near to agree (mean=3.55316 and 3.42051), it indicate that mostly respondents were agree with leadership style. Somehow work performance and job satisfaction is more than near to agree (with mean=3.68350 and 3.50282 respectively) and in contrast with commitment with organization, that is near to agree (mean=3.44777).

Table-4 Correlation Analysis

Variable	1	2	3	4
Transformational style	1			
Transactional style	.749 ^{**}	1		
Work performance	.316 ^{**}	.381 ^{**}	1	
Job satisfaction	.333 ^{**}	.265 ^{**}	.399 ^{**}	1
Organizational commitment	.356 ^{**}	.260 ^{**}	.273 ^{**}	.643 ^{**}

Pearsons correlation was analyzed in above table. Result shows that there is positive correlation between transformational leadership style and work performance having $r=.316$ which value should be $P<0.01$. Correlation among transformational leadership style and job satisfaction was also found positive and significant relationship among them ($r=.333, P<0.01$). Furthermore, there was another significant and positive correlation was found between transactional leadership style and organizational commitment ($r=.356, P<0.01$).

This indicates that when subordinate feels that their leaders coaching them with transformational leadership style their commitment towards their organization increased.

When we talk about transactional leadership style we found a positive correlation among work performance, satisfaction with job and commitment with organization as well. Positive correlation was found among transactional leadership style and work performance ($r=.381$). It was also found not so strong but positive correlation of transactional leadership style with job satisfaction and organizational commitment as well ($r=.265$ and $r=.260$ respectively).

For instance work performance and job satisfaction are highly correlated and having positively correlation among them ($r=.399$). Work performance also having positive but not so strong correlation with organizational commitment ($r=.273$). Job satisfaction and organizational commitment are highly correlated with each other and having strong positive relationship among them ($r=.643$).

Table-5 Regression

Independent Variable	Dependent Variable	R-square	Beta	Sig
Transformational	Work Performance	.100	.316	.000
Transactional		.141	.381	.000
Transformational	Job Satisfaction	.106	.333	.000
Transactional		.066	.265	.000
Transformational	Organizational Commitment	.122	.356	.000
Transactional		.063	.260	.000

R-square denotes that there are .100 variations in work performance due to transformational. And .141 variations in work performance due to Transactional unit change in transformational leadership style bring.316 unit change in work performance and unit change in transactional leadership style bring.381 unit change in work performance which is greater than transformational style and significant shows positive relationship among them.

R-square denotes that there are .106 variations in job satisfaction due to transformational. And .066 variations in job satisfaction due to Transactional unit change in transformational leadership style bring .333 unit changes in satisfaction. Unit change in transactional leadership style brings .265 unit changes in satisfaction which is less than transformational style and significant shows positive relationship among them.

R-square denotes that there are .122 variations in commitment due to transformational, and .063 variations in commitment due to transactional on the other hand transformational style brings .356 unit changes in commitment and transactional style brings .260 unit changes in commitment and significant shows positive relationship among them.

Conclusion and Discussion

Findings

This research was accompanied for finding the relationship among transactional leadership style, transformational leadership style and satisfaction with job, work performance and commitment. Moreover, second aim of such research is to find whether transactional leadership style is superior or coaching behavior of transformational leadership style is better from admirer's point of view. To accomplish this aim information (data) was collected from the nurses' different hospitals in Lahore.

Firstly, they were assessed through demographical bases i.e. gender, age, experience and qualification with their institution. Around 70% were females, biasness may generate for acquiescent result of such study and it might happen some questions might generate on generalizability of such study. Based upon education of accused most of them were holding master degree that was around 31% of total accused. Most of the accused were having age more than 32 (40.3%), it shows their seniority level. And most of them were having experience more than 7 years (41.7%).

Transformational style of leadership was observed, when mean was calculated relating all variables. All this indicate admirers desire to treat coaching behavior with them with transformational leadership style. Bass and Avolio, (1997), Bass et al, (2003); Bass, (1990), Avolio and Bass, (2002); and Mackenzie, (2007) concluded that transformational leader are consider as better coach with respect to transactional leaders. Avolio and Bass, (2002), Bass (1990) concluded with the help of their research, coaching behavior is exercise in both leadership styles.

Style of transformational leadership have strong and positive link with work performance, commitment with organization and satisfaction with job. Association among commitment with organization and transformational style was strong within all relations. It indicates that respondent's level of organizational commitment increases when their leaders practice transformational leadership styles with them. Commitment with organization is necessary to increase production.

In addition to it transactional leadership was also resulted positively correlated with outcomes (work performance, job commitment and satisfaction with job. It was resulted strong linkage among performance and transactional style. According to Bass et al (2003) managers commanding approach was considered for strong relationship. All above results sustenance that all hypotheses regarding leadership styles having positive association with admirer's outcomes.

Many of the scholars in past have view point that job satisfaction is the interpreter of commitment with organization (Ahmed & Islam, 2011). This research approves that both are correlated with each other. Furthermore organizational commitment, job satisfaction and work performance are positively correlates with each other. Instead of all these, association among commitment with organization and satisfaction with job was stronger than other variables.

Conclusion

Such study was conducted for filling the gap relating leadership behavior and admirer's job related outcomes with respect to healthcare organizations. To accomplish such purpose data was conducted from nurses of Lahore hospitals relating their thoughts about work performance, commitment with organization, satisfaction with job and coaching behavior of their leaders. Results of this study shows that both transactional leaders and transformational leaders have impact on job satisfaction, work performance and commitment with organization of admirers, but here transformational leaders impact more on followers job related outcomes as compare to those persons who have transactional leadership style. On the other hand scholars might conduct such study with the help of two different questionnaires and filled those questionnaires by admirers and followers separately.

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