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IMPACT OF LEADERSHIP STYLE ON PSYCHOLOGICAL EMPOWERMENT AND JOB SATISFACTION AMONG STAFF NURSES

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ABSTRACT

Introduction: *Leadership is a psychological process of influencing followers or subordinates and proving guidance to them. A nurse manager leads subsidiary employees by clarifying the path forward agency goals and rewarding employee's effort to reach those goals.* ***Aim:*** *This study aimed to assess the impact of leadership style on psychological empowerment and job satisfaction among staff nurses at SRM General Hospital, Kattankulathur.* ***Methodology:*** *The present study was conducted at SRM General Hospital, Kattankulathur. Non experimental, descriptive research design was adopted for the study. 50 staff nurses were selected by using non probability, convenient sampling technique. Peter G Northouse's leadership style questionnaire was used to assess the leadership style of staff nurses. Spreitzer's psychological empowerment scale was used to assess the psychological empowerment and Warr Cook and wall's job satisfaction questionnaire was used to assess job satisfaction of staff nurses.* ***Result:*** *The present study result shows that, the staff nurses have adopted all three styles of leadership. Majority 26 (52%) had very high range of authoritarian style, 24 (48%) had very high range of Laissez faire leadership style and 23(46%) of them had very high range democratic leadership style. Most 42 (84%) of them had very good psychological empowerment and majority 24 (48%) had very good job satisfaction.* ***Conclusion:*** *The study concludes that, various interventions can be planned on leadership style as well as psychological empowerment for different category of nursing personnel and it may be a more effective strategy for influencing the attitude and behavior of staff nurses.*

KEY WORDS

Leadership style, Psychological empowerment, Job satisfaction.

INTRODUCTION

Leadership is a psychological process of influencing followers or subordinates and proving guidance to them. A nurse manager leads subsidiary employees by clarifying the path forward agency goals and rewarding employee's effort to reach those goals. Leadership is the social relationship in which one party has a greater ability to influence the behaviour of another than to be influenced by him or her. [1]

Leaders are most often associated with times of turbulence, innovations, social transformations and change. An effective leader is the catalyst who facilitates effective interactions among man power. Nurse Managers at every hierarchical are expected to lead subordinates towards institutional objectives as efficiently as possible. [2]

The leadership style is specifically is the way that the leader influences the group to accomplish goals. Thus the nurse leader at every organizational level select leadership styles and methods that suit work force requirements. Leadership may be described by style or theory. The leader will be the most competent individual in planning and organizing the work of subordinates. As for as nursing is concerned all of these actions are expected by a nurse leader. [3]

Andrews DR etal conducted a study on staff nurse and nurse leader perceptions of leadership style. 16 supervisors and 179 supervisees completed the Multifactor Leadership Questionnaire and a demographic survey. Data were analyzed using parametric statistical techniques. Although staff

perceived leaders as employing largely transformative leadership strategies, differences existed in leader-staff congruence in interpretation of leadership style and as related to the role of the leader. The study concluded that, Differences in interpretation of leadership style between supervisors and supervisees were associated with diminished satisfaction with leadership. In addition, those serving in a direct operational role (assistant nurse manager) were viewed as less transformative than leaders who maintained broader administrative responsibilities. [4]

Psychological empowerment exists when employees perceive that they exercise some control over their work lives. Psychological empowerment is not a fixed personality attribute. It consists of cognitions that are shaped by the work environment. Psychological empowerment is a process because it begins with the interaction of a work environment with one's personality characteristics; then the interaction of environment with personality shapes the four empowerment cognitions, which in turn motivate individual behavior .[5]

Job satisfaction or employee satisfaction has been defined in many different ways. Muzamil & Shawkat (2015) conceptualized job satisfaction in terms of cognitive and affective domains. These researchers have developed a short scale that can be used in a wide range of human service organizations to measure cognitive and affective factors of job satisfaction.Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not so simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) Or cognitions about the job (cognitive job satisfaction). [6]

Garrett BH conducted a study on the relationship among leadership preferences, head nurse leader style, and job satisfaction of staff nurses. A better understanding of the effects of the relationships between staff nurses and their leaders is needed if retention of vital resources is to occur in this age of increasing need and decreasing resources in the health care industry. This study investigated the interactions among leadership preferences of staff nurses, the perceived leader behavior of their nurse managers, and their job satisfaction. Although a "match" or "mismatch" relationship was not found, one surprising finding was the high positive relationship between structuring behavior of head nurses and job satisfaction of staff nurses. Implications and recommendations for training nurse managers are offered. [7]

The present study aims to assess the impact of leadership style on psychological empowerment and job satisfaction among staff nurses at SRM General Hospital, Kattankulathur"

METHODOLOGY

The present study was conducted at SRM General Hospital, Kattankulathur. Non experimental, descriptive research design was adopted for the study [8,9]. Non Probability Convenient sampling technique was used for the selection of staff nurses in to the study. The total sample of study comprised of 50 staff nurses who were working in SRM general hospital, Kattankulathur. The Inclusion criteria for the sample selection includes a) Registered staff nurses with more than 1 year of experience, b) staff nurses who were willing to participate in the study and c) staff nurses who knew Tamil and English. Staff nurses who were not available during data collection were excluded from the study.

TOOL FOR DATA COLLECTION

The tool consists of four sections. Section A comprised of self-administered structured questionnaire to assess demographic variables of staff nurses such as age, sex, education, marital status, type of family, income and years of experience. Section B pertains to assess the leadership style by Peter G Northouse's leadership style questionnaire. It consists of 18 questions with range of strongly disagree, disagree, neutral, agree, strongly agree. The Sum the responses on all items

are calculated and the scores were interpreted for identifying the styles of leadership such as authoritarian leadership, laissez-faire leadership and democratic leadership. Section C comprised of Spreitzer's psychological empowerment scale. It has 12 items and the scores were interpreted as fair psychological empowerment (1- 20), good psychological empowerment (21-40) and very good psychological empowerment (41-60). Section D comprised of Warr Cook and Wall's job satisfaction questionnaire to assess job satisfaction among staff nurses. It has 12 items and the scores were interpreted as poor job satisfaction (1- 10), good job satisfaction (11-30), very good job satisfaction (31-50) and excellent job satisfaction (51-70).

ETHICAL CONSIDERATION

The research proposal was approved by Institutional review board and Institutional ethical committee of SRM University, Kattankulathur, Kancheepuram District. Formal permission was obtained from the Medical superintendent, SRM general hospital, Kattankulathur where the study was conducted. Informed consent was obtained from the study participants.

STATISTICAL PACKAGE

The data was analyzed by the using descriptive and inferential statistics. Frequency and percentage distribution were used to assess the demographic variables of staff nurses. Pearson Correlation was used to correlate the leadership style with job satisfaction and psychological empowerment of staff nurses' .Chi-square test was used to associate the leadership style, job satisfaction, empowerment with demographic variables of staff nurses.

RESULT

Data analysis was done for 50 staff nurses at SRM general hospital, Kattankulathur. Most of the staff nurses 46 (92%) were in the age group of 25-35, majority 37 (74%) of them were female, 25 (50%) of them were undergraduate, most of them 41 (82%) were unmarried. Regarding the income, majority 26 (52%) of them were getting Rs.8989-Rs.13494 as monthly salary. Most of them 36 (72%) had 2-4 years of experience (Table1).

With regard to leadership style of staff nurses, majority of them 26 (52%) had very high range and only 1(2%) of them had very low range of authoritarian style. Most of them 24 (48%) had very high range and only 1(2%) of them had very low range of Laissez faire leadership style. Most of the staff nurses 23(46%) of them had very high range and only 2(4%) of them had very low range of democratic leadership style (Table2).

With regard to psychological empowerment of staff nurses, most 42 (84%) of them had very good psychological empowerment and 8 (16%) staff nurses had good psychological empowerment (Table 3).

Regarding the job satisfaction of nurses, 6 (12%) of nurses had good job satisfaction, 20 (40%) were very good job satisfaction, 24 (48%) were very good job satisfaction (Table 4).

The correlation of leadership style with job satisfaction and psychological empowerment of staff nurses shows that, there is moderate correlation found between Leadership styles with job satisfaction, no correlation found between leadership style with psychological empowerment and mild correlation found between job satisfactions with psychological empowerment (Table 5).

Table 1: Assessment of demographic variables of staff nurses; N= 50

S.No	Demographic variables		(n)	%
1	Age	25-35	46	92
		36-45	3	6
		46-55	1	2
2	Sex	Male	13	26
		Female	37	74
3	Education	Diploma	22	44
		Under graduate	25	50
		Post graduate	3	6
4	Marital status	Married	9	18
		Unmarried	41	82
5	Type of family	Nuclear family	36	72
		Joint family	13	26
		Extended family	1	2
6	Income	< Rs.36017	5	10
		Rs.18000-Rs.36016	7	14
		Rs.13495-Rs.17999	12	24
		Rs.8989-Rs.13494	26	52
7	Years of experience	2-4 yrs	36	72
		5-7 yrs	8	16
		8-10 yrs	5	10
		Above 10 yrs	1	2

Table 2: Assessment of leadership style of staff nurse; N=50

Category	Authoritarian Leadership Style		Laissez faire leadership style		Democratic leadership style	
	no	%	no	%	no	%
Very low	1	2	1	2	2	4
Low range	4	8	3	6	5	10
Moderate range	16	32	17	34	14	28
High range	26	52	24	48	23	46
Very high range	3	6	5	10	6	12

Table 3: Assessment of psychological empowerment of staff nurses; N=50

S.No	Psychological empowerment		
	Category	n	%
1	Good	8	16
2	Very good	42	84

Table 4: Assessment of job satisfaction of staff nurses; N=50

S.No	Job satisfaction		
	Category	n	%
1	Good	6	12
2	Very good	20	40
3	Excellent	24	48

Table 5: Correlation of leadership style with job satisfaction and psychological empowerment of staff nurses; N=50

S.No	Variables	Pearson Correlation
1	Leadership style with job satisfaction	0.561**
2	Leadership style with psychological empowerment	0.071
3	Job satisfaction with psychological empowerment	0.303*

DISCUSSION

Leader is a part of management and one of the most significant elements of direction. A leader may or may not be manager but a manager must be a leader. A manager as a leader must lead the subordinates and also inspire them to achieve organizational goals. This leadership is the driving force which gets the things done by them. The nurse leadership style also is similar to that of nursing process which includes planning, organizing, directing, and controlling. The nurse leader assesses the type and amount of work needed and the capabilities of the employees to perform it. The leadership style can be applied to nursing unit where nurses assess their clients' needs, plan and organize clients care, direct staffs and clients and control the quality of client care by evaluating and revising care plans.[10,11]

The present study results show that, the staff nurses have adopted all three styles of leadership. Majority 26 (52%) had very high range of authoritarian style, 24 (48%) had very high range of Laissez faire leadership style and 23(46%) of them had very high range democratic leadership style.

The study was supported by the study done by Morrison, et al on relation Between Leadership Style and Empowerment on Job Satisfaction of Nurses. All nursing department staff was invited to complete a self-report questionnaire with no identifying information. Leadership style was measured using Bass's Multifactor Leadership Questionnaire, empowerment was measured with items from Spreitzer's Psychological Empowerment instrument, and job satisfaction was measured by Warr, Cook, and Wall's job satisfaction questionnaire. Both transformational and transactional leadership were positively related to job satisfaction, as was empowerment. Differences in the contributions of empowerment and leadership style in predicting job satisfaction for licensed and unlicensed workers was evident.[12]

The current study shows that, there were significant association found between job satisfaction with type of family, leadership style (authoritarian) with marital status and type of family and no association found with the other demographic variables. There is significant association found between job satisfaction with the type of family and no association found with the other demographic variables. There were no significant associations found between the psychological empowerment with the demographic variables.

The study was supported by Abualrub R F (2012) on the impact of leadership styles on nurses' satisfaction and intention to stay among Saudi nurses. A descriptive correlational design was used in this study. The Multifactor Leadership Questionnaire (MLQ-5X), Job Satisfaction Survey (JSS), the McCain's Intent to Stay Scale and a demographic form were used to collect the data from a convenience sample of 308 Saudi nurses. Saudi nurses were moderately satisfied in their jobs. In addition, nurses were more satisfied with leaders who demonstrated transformational leadership styles, and those who were more satisfied with their jobs intended to say at work. The background variables, the transformational leadership style and the transactional style explained 32% of the variation in job satisfaction. The results of the study emphasized the importance of transformational leadership, which indicates the need for further

attention to training and development of effective leadership behaviors.[13]

CONCLUSION

The current study findings show that, the staff nurses have adopted all three styles of leadership and their leadership style were correlated with psychological empowerment and job satisfaction. The study concludes that, various interventions can be planned on leadership style as well as psychological empowerment for different category of nursing personnel and it may be a more effective strategy for influencing the attitude and behavior of staff nurses. The nurses can utilize their power in taking decisions at their level and attain a higher job satisfaction.

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