

The relationship between leadership styles of nurse managers and staff job satisfaction

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1. Purpose

The research has a goal to suggest that the relationship between leadership of nurse managers and work satisfaction of staff nurses plays an important role in enhancing the efficiency and productivity in nursing organizations. Furthermore, it is to show the idea that we need the practical environment in which staff nurses and nurse managers have more professional specialty for the higher work satisfaction. In this way, the research is supposed to contribute to nursing administration.

2. Methods

Participants were 345 staff nurses working in university hospital, excluding nurses who worked in the out-patient Department. Information was collected with a structure survey, from October 17 to 24, 2005, 8 days.

The measurement tool for leadership was a modification of the MLQ developed by Bass (1985). Cronbach's Alpha was 0.915. The measurement tool for work satisfaction was the "The Index of Work Satisfaction" developed by Slavitt et. al. with additions appropriate to this study. Cronbach's Alpha was 0.838.

Collected data were analyzed statistically with descriptive statistics, t-test, ANOVA, and Pearson correlation coefficients. SPSS PC was used to facilitate analysis.

3. Results

Ninety two percent of the nurses were between 20 and 39 years of age. The mean age was 30.8. Of the nurses 52.2% were not married. 56.3% were Protestant Christians and 25.2% reported no religion. For educational background 47.8% were University graduates including community college graduates totalled 59.7, 4.3% had master's degrees. The departments in which they worked were,

surgery (29%), medicine (22%), and intensive care unit (19.6%), pediatrics, operating/recovery room, and emergency. Careers in nursing 7.9 years and in current department, 4 years, and with current leader, averaged 3.7 years.

There was a slight difference in the leadership of nurse managers as perceived by the staff nurses; for transformational leadership, an average 3.19 ± 0.708 and for transactional leadership, 3.13 ± 0.427 . The average score for work satisfaction was 2.91 (3.13 for interaction, 3.13 for doctor-nurse relationship, 3.11 for professional status, 2.96 for task requests, 2.91 for salary, 2.65 for autonomy, and 2.61 for administration).

There were significant differences for transformational leadership with respect to age and current department career, and a significant difference for transactional leadership only with respect to age. Otherwise, we have estimated that there is no significant difference between demographic-social characteristics and work satisfaction of staff nurses.

4. Conclusions

Regarding the relationship between the types of leadership and work satisfaction of nurse managers identified by staff nurses, transformational leadership has more correlation with the relationship than transactional leadership; that is, when transformational leadership of nurse managers is higher than transactional leadership, staff nurses have more work satisfaction.