

Leadership pattern of nurse managers and staff nurses' job satisfaction among government hospitals in Hail city



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ABSTRACT

Leaders are in the best place to encourage the changes since they are considered as change commissioners. The transformational administration is characterized as an initiative approach that causes changes in people and social frameworks. This study aims to determine the management style of nurse managers and their consequences on public hospitals in Hail city (Saudi Arabia). The research respondents have been head nurses and nurses working in 4 public hospitals. The multifactor management questionnaire was applied to evaluate nurse supervisor administration method as obvious by way of nurses and the nurse manager themselves. There had been no great contrasts among the apparent leadership sorts of the nurse managers administrators themselves and the impact of the nurses on the nurse managers management styles ($p = 0.719$). Even as identifying if there has been an important connection amongst the obvious tasks patterns of the nurse managers and the outcomes of that control; the study results yielded a noteworthy (mild) connection between a transformational management style and the consequences of management as an extended way as more attempt ($p = 0.000$), effectiveness ($p = 0.000$), and delight ($p = 0.000$).

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1. Introduction

Nursing is a stringent work. The job of a nurse is one that has been viewed as pale because it requires physical work, makes powerful emotions seeing human persisting, and broadened times of staying in the midst of work. It additionally includes issues in staffing and in managing relational and social assorted variety, and stress caused by the expanding requests for a nurse to adjust to the consistently developing advances in innovation being used in healthcare, proceeding with ascends in human services expenses, and turbulence inside the workplace (Jennings, 2008).

Nurse leaders of these days are confronted with challenges that concentrate no more on the procedure of how care is been conveyed, yet on the results of care. Accentuation is on the standard arrangement of care that must be demonstrated with appropriate documentation. There is likewise the emphasis on detailing of patient satisfaction, thus

making the nurse leaders realize the weights of explicit responsibility for overseeing and leading the staff in charge of giving the quality patient care (Thompson, 2008).

Various researchers have underscored the significance of successful leadership in health care. The nursing initiative is vital in light of the fact that nurse represents the biggest discipline in health care (Carney, 2006; Marquis and Huston, 2009; Roussel et al., 2009; Sullivan and Garland, 2010; Sutherland and Dodd, 2008). The prevailing key problem faced by health care services associations worldwide is to sustain a dependable culture that guarantees the conveyance of persistently enhancing astounding, safe and healthcare services. The leadership is the most persuasive factor in building managerial culture; and in guaranteeing that the essential initiative practices, systems and characteristics are produced. There is a fascinating and critical requirement for a clinical administration which is viewed as a strong structure that recognizes the significance of receiving a culture of shared responsibility for managing and enhancing the nature of administrations and results for the two patients and staff (McSherry and Pearce, 2011).

Healthcare administration must go past limits inside and over any health services association. Therefore, working together as a hierarchical element, a leader must show affecting, and engaging

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practices through viable interchanges keeping in mind the end goal to share and gain from and with each other practically speaking (McSherry and Pearce, 2016). In Saudi Arabia, where the Saudization development started in 2011, the nursing administration is as yet confronting a progressing lack of Saudi-born nurse and particularly the Saudi-born nurse's manager. The fast turnover of nurses and nurse manager in our nation has realized difficulties in the healthcare services framework, endangering a problem, for example, the one that happened amid the Gulf war in 1990 (Al-Hosis, 2010; Al Shammari, 2014).

Nurse leaders must permit their staff to explore complicated healthcare reform legal tips and keep patients satisfied with their care, while likewise preserving expenses as little as is probably allowed and foreseeing the future call for of this speedy evolving industry. Various investigations have demonstrated that positively proactive leaders who show others how it's done are seen as being more successful leaders, and staffs perform for them better (McGuire and Kennedy, 2006; Murphy, 2005; Nielsen et al., 2008; Spinelli, 2006; Thyer, 2003). Leadership models flourish and numerous have been adjusted to health care settings (Bass and Avolio, 1990; Burns, 1978; Cook, 2001; Madison, 1994). A proficient and strong authority is basic for the accomplishment of hierarchical objectives.

On along these lines, given the predominant nursing lack in Saudi Arabia, it's far imperative to re-examine the administration styles of our nurse manager supervisors and the impression of their subordinates to make sense of which activity examples might need to make the top-notch impacts. In this way, given the present nursing deficiency in Saudi Arabia, it's miles critical to reconsider the leadership patterns of our nurse managers and the impact in their subordinates to figure out which initiative patterns should create the excellent effects. Leadership is characterized as a manner wherein a person affects a collection of different humans to accomplish a shared objective. On the grounds that leaders and adherents are the two sections of this approach, it is quintessential to address the one's problems that face supporters as moreover being problems that pass up in opposition to leaders. Leaders and devotees ought to be comprehended in association with each other (Northouse, 2018).

Innovative management fashions and speculation are striking proceeding profoundly abilities of modern-day nursing administration, which are well matched with the requirements of expert nursing exercise and a customer responsive society (Sofarelli and Brown, 1998). Exact research and hypothetical writing offer numerous leadership patterns. In any case, the benefits of transformational leadership are gathering energy since this pattern challenge the totalitarian one-sided authority models of previous years.

Further, similarly as with every initiative example, the transformational organization requires various attributes and conditions to affect its

qualities accurately. In an examination of nursing activity in Saudi Arabia, it has been discovered that administration is additional convincing with a transformational procedure. Scientists have observed hospital initiative to be a persuasive factor in work fulfilment by their subordinates (Acorn et al., 1997; Larrabee et al., 2003). The research proposes that when hospital authority supports subordinate concession, there is an immediate link to expand subordinate occupation fulfilment and motivation.

Confirmation has built up that drew in medical attendants move their self-saw part from being a subordinate to that of an accessory. This supports accord building, enhances work proprietorship, and enhances trust and the follower's inspiration, sense of responsibility and organizational commitment (Nehls, 2000; Falk-Rafael, 2001; Wagner, 2006; Watson, 2002).

Bass and Avolio's (1990) speculation of a transformational administration crammed in due to the fact the hypothetical gadget for this study examine. Their hypothesis has been broadly used to decide the best leadership pattern. They inferred that transformational leaders have the best beneficial outcome for devotees, contrasted and value-based or inactive/avoidant leaders. To begin with, developed with the aid of burns for political leaders, Bass and Avolio (1990) adjusted the transformational speculation for commercial enterprise institutions and made management. Utilizing the MLQ Form 5X, Bass and Avolio (1990) characterized leadership as transformational, value-based, or uninvolved/avoidant. In any case, they expressed that the best leaders were not really transformational but rather likewise showed value-based characteristics where important. Burns (1978) presented this idea all the more totally in his book Leadership. Burnes was very propelled by Maslow's Theory of Human Needs (Golembiewski, 2000).

In Bass (1985), a follower of Burns, additionally built up the idea of a transformational leadership by clarifying the psychological mechanisms that underlie changing and value-based leadership; Bass likewise utilized the expression "transformational" rather than "transforming." Bass introduced to the underlying thoughts of Burns (1978) to help make clear how transformational management might be predicted, and similarly how it impacts follower thought and execution. In particular, he recommended that transformational leaders should attempt to change their devotees by raising their mindfulness with respect to their task results, and by urging them to rise above their own particular self-enthusiasm for the enthusiasm of the association, and in addition enacting their higher request needs. By amassing up beyond any doubt expert properties, Bass recognized 3 fundamental sorts of initiative example: value-based, transformational, and free enterprise (or inert).

The value-based write determines task, monitors execution, and tries to accomplish the coveted result by giving a reward framework. The transformational

management plans to influence personnel by motivating them and furnishing them with man or woman consideration, at the same time as likewise stimulating their scholarly desires. The third type, laissez-faire leadership, includes staying detached from the duties of leadership, rather leading from a distance.

2. Methods of the study

This study aims to: determine the management style of nurse managers and their consequences on public hospitals in Hail city (Saudi Arabia). The inducement behind this finding turned to decide the leadership varieties of the nurse managers and their effects in four government-based totally medical institutions in Hail. Unique studies inquiries to be addressed had been as follows. Specific research questions to be addressed were as follows:

1. Define the profiles of nurse managers and staff nurses in terms of:
 - a. Age
 - b. Gender
 - c. Nationality
 - d. Educational attainment
 - e. Hospital location
 - f. Years of experience
 - g. Salary
2. Define the leadership styles of nurse managers as perceived by:
 - a. Staff nurses
 - b. Nurse managers themselves
3. Is there a huge difference in the plain management pattern of the nurse manager while they're assembled by way of their profile?
4. Is there a significant difference in the view of the staff nurses on the nurse managers' leadership pattern when they are differentiate by their profile?
5. Is there a well sized distinction inside the view of management pattern of the nurse supervisor between the staff nurses and the nurse managers themselves?
6. What are the consequences of the nurse supervisor leadership patterns as apparent with the aid of the subordinates (a group of workers nurses) as a long way as: a. more attempts:
 - a. Extra effort
 - b. Effectiveness
 - c. Satisfaction
7. Is there a significant connection among the obvious leadership forms of the nurse manager and the effects in their leadership?

3. Data analysis and results

After information was collected, the surveys were checked for the culmination and consistency of response. The investigation was performed utilizing

IBM Statistical Packages for the Social Sciences (SPSS) Statistics 20 programming.

The effects have been investigated using descriptive statistics, as an instance, frequency distributions and probabilities to determine the demographic profile of the respondents and inferential statistics along with student's t-test, one-way Analysis of variance (ANOVA) and Pearson product-second correlation to create if there may be distinction or relationship among and between elements. The final results demonstrate that maximum of the nurse managers and body of workers nurses are matured among 20 – 30 years vintage who were females that are Saudi nationals. Plenty completed their bachelor's degree simply has been a majority of the nurse managers originated from maternity medical institution and group of workers nurses from King Khalid hospital. A large part of the respondents served the clinic less than 10 years and maximum don't visit training.

The diagnosed management patterns of nurse supervisor on a normal basis showed transformational management (3.03) on occasion of price-primarily based management (2.22) and laissez-faire from time to time with (1.05). Then again, staff nurses believed that they are overseen by their bosses using transformational leadership pattern (2.85) which is positioned first and supported by value-based leadership (2.30). Further, the outcomes also uncover that Laissez-faire leadership is engaged by their bosses just every so often as assessed by the respondents (1.38).

There is a significant difference noted in the apparent leadership pattern of the nurse managers when gathered by the hospital they were associated ($\rho = 0.005$); nationality ($\rho = 0.002$) and as far as their pay ($\rho = 0.004$). In any case, there is no significant difference in their leadership pattern when they are bunched by their educational achievement ($\rho = 0.232$); gender ($\rho = 0.292$); age ($\rho = 0.851$); years of experience ($\rho = 0.533$); and on the trainings they went to ($\rho = 0.484$).

There is a significant difference in the view of the staff nurses on their nurse manager' initiative patterns when they are assembled as indicated by salary got ($\rho = 0.005$). Then again, no noteworthy contrast was apparent when respondents were gathered by their age ($\rho = 0.497$), hospital-associated ($\rho = 0.127$), years of experience ($\rho = 0.553$) and educational accomplishment ($\rho = 0.169$).

There's no full-size distinction in the obvious administration patterns between the nurse manager and workforce nurses' observation of the nurse supervisor initiative patterns

As saw by the staff nurse the initiative style of nurse administrators as respect to results authority uncover that each of the three measurements of results leadership to be a specific additional effort, effectiveness, and satisfaction are seen by them to be on a regular basis obvious in their administration conduct (2.92).

There is a significant connection between the transformational initiative to the results of

administration as far as additional effort ($p = 0.000$), effectiveness ($p = 0.000$), and satisfaction ($p = 0.000$). In like way, when nurse managers persistently shows value-based leadership, the results of administration in spite of the fact that it uncovers low relationship, however, is expanding too in the zones of additional effort ($p = 0.029$) and effectiveness ($p = 0.008$) yet no significant relationship is apparent regarding satisfaction ($p = 0.518$). In any case, the nurse managers laissez-faire authority has no relationship in their results of the initiative as far as additional effort ($p = 0.913$), effectiveness ($p = 0.155$), and satisfaction ($P = 0.985$).

3.1. Ethical considerations

Prior to the examination, approval was taken from an Ethics Committee in the University of Hail, official authorization was acquired from the Department of Health Affairs in Hail locale, and written informed consent was granted from all participants. Further, participants who completed the questionnaire survey moreover stuffed out a knowledgeable consent form agreeing to take part in

the study. Study participants have been suggested on the research cause and technique and further their entitlement to pull back each time whenever time they want, without any unfavorable effect on their work status.

Problem 1: The characterize profiles of the nurse manager and staff nurse as far as:

- Age
- Gender
- Nationality
- Educational attainment
- Hospital location
- Years of experience
- Salary

Table 1 demonstrates the statistic profile of the thirty-eight (38) nurse supervisor respondents as indicated by age, sexual orientation, nationality, instructive fulfilment, doctor's facility area, long periods of experience and pay.

Table 1: Demographic profile of the nurse managers and staff nurses

Demographic Profile		Head Nurses (38)		Staff Nurses (196)	
		f	%	f	%
Age	20 – 30	21	55.3	126	64.3
	31 – 40	13	34.2	47	24
	41 – 50	2	5.3	17	8.7
	51 – 64	2	5.3	6	3.1
Gender	Male	9	23.7	25	12.8
	Female	29	76.3	171	87.2
Nationality	Saudi	26	68.4	118	60.2
	Non-Saudi	12	31.6	78	39.8
	Diploma	13	34.2	88	44.9
Educational attainment	Associate	0	0	0	0
	Bachelor	25	65.8	106	54.1
	Master	0	0	2	1.0
	Doctorate	0	0	0	0
Hospital Location	Hail General Hospital	9	23.7	39	19.9
	Maternity Hospital	13	34.2	48	24.5
	King Khalid Hospital	11	28.9	89	45.4
	Mental Hospital	5	13.2	20	10.2
Years of Experience	1 – 10	26	68.4	156	79.6
	11 – 20	10	26.3	31	15.8
	21 – 30	2	5.3	9	4.6
	No answer	4	10.5	0	0
Trainings attended	Yes	13	34.2	31	15.8
	No	21	55.3	165	84.2
Salary	1 000 – 2 000 SR	0	0	0	0
	2 001 – 3 000 SR	0	0	0	0
	3 001 – 4 000 SR	2	5.3	11	5.6
	4 001 – 6 000 SR	5	13.2	53	27.0
	6 001 – 8 000 SR	6	15.8	44	22.4
	8 001 – 10 000 SR	7	18.4	57	29.1
	10 001 – 15 000 SR	18	47.4	29	14.8
	15 001 SR above	0	0	2	1.0

The statistics uncover that the age scope of the subject turned into 20-64 with the most noteworthy rate (55.3%) falling among 20-30 years old. As ways as sexual orientation, 76.3% of the respondents were women while the remaining 23.7% were males. The table likewise features that most (68.4%) of the members were Saudi nationals who acquired a four-year certification in nursing (65.8%). As to clinic vicinity, many (34.2%) respondents have been

utilized in maternity hospital that held 1-10 (68.4%) lengthy durations of experience as a nurse manager. Further, a many shares of the respondents showed a no (55.3%) reaction to training any case, accepting a month to month pay of 10 001-15 000 SR (47.4%).

In like way, the table likewise shows the statistic profile of the staff nurture respondents (N=196) in connection to age, sexual orientation, nationality, instructive fulfilment, hospital centre area, years of

involvement, training went to and pay. Members of this investigation had been essentially the age of 20-30 years (64.3%) dominated via females (87.2%) who were Saudi nationals (60.2%). The largest amount of instruction announced by the members is master degree; be that as it may, a large portion of them are holders of bachelor's degree in nursing (54.1%). Also, many (45.4%) of the respondents have been hired in King Khalid hospital and the minimum of them turned into affiliated with Hail mental hospital (10.2%). A greater noteworthy larger part of the nurse workers respondents demonstrated a no (84.2%) response concerning schooling they went to and as regards to monthly payments, the majority of them got a month to month pay of 10 001-15 000 SR (65.8%) which is just like the pay gotten via head nurse respondents.

Problem 2: Characterize the authority styles of a nurse manager as seen by:

- a. Nurse managers themselves
- b. Staff nurses

Table 2 shows the mean reaction of nurse manager' impression of their leadership pattern and view of staff nurse on the initiative pattern of their nurse managers. As far as transformational authorities, effects exhibit that head nurse on a normal basis affected their subordinates via the employment of each one of the five primary strategies of transformational management: Credited idealized affect; social idealized effect; beneficial thought; scholarly incitement and individualized notion (3.03).

Table 2: Leadership pattern of the nurse managers as rated by them and staff nurses

Leadership pattern	Nurse Managers		Staff Nurses	
	Mean Response	Remarks	Mean Response	Remarks
Transformational Leadership	3.03	Fairly Often	2.85	Fairly Often
Transactional Leadership Factors	2.22	Sometimes	2.30	Sometimes
Laissez-faire Leadership	1.05	Once in a while	1.38	Once in a while

Legend: 0.00 – 0.50=Not at all; 0.51 – 1.50=Once in a while; 1.51 – 2.50=Sometimes; 2.51 – 3.50=Fairly Often; 3.51 – 4.00= Frequently, if not always

The outcomes suggest that nurse managers reliably employ transformational initiative in dealing with their staff. In like way, the staff nurse' reactions of "fairly often" to all measurements mirror that they trust their bosses to exhibit the qualities of a transformational leader. As indicated by Perez (2014), the transformational initiative is broadly accepted to be the best administration pattern and using this pattern has a tendency to realize positive results.

Illustrative statistics of the authority pattern of the head nurse as far as value-based initiative components likewise appear in Table 2 which incorporates unforeseen reward, dynamic administration by-special case the inactive administration by-exemption (2.22). The outcomes demonstrate that nurse managers saw themselves to fairly often and on again show contingent reward and dynamic administration by discernment and every so often display inactive administration by the exemption. In addition, the staff nurse likewise apparent that the nurse manager also perceived and there show value-based initiative (2.30).

The discoveries on the self-assessment of nurse manager' impression of their administration conduct in terms of laissez-faire leadership pattern uncover a mean of 1.05 which shows a once and in a while manifestation appearance where staff nurse have a similar perception on the authority style of their attendant directors with respect to laissez-faire leadership (1.38).

In general, the information demonstrates that among the distinguished initiative styles of nurse managers, the respondents saw that they regularly showed a transformational administration (3.03) pattern. Additionally, they see to here and there

exhibit value-based authority and every so often employs laissez-faire leadership. Staff nurse believed that they are overseen by their bosses using Transformational administration (2.85) and Transactional initiative (2.30). Further, results likewise uncover that Laissez-faire initiative is utilized by their bosses just now and again as assessed by the respondents.

Problem 3: Is there a significant distinction in the apparent initiative style of the nurse manager when they are assembled by their profile?

Table 3 demonstrates the critical distinction in the apparent authority style of the head nurse as per their profile. The outcomes show that regardless of the little heed to the age of the head nurse had the same perceived initiative pattern ($P=0.851$). However, another local study from Saudi Arabia indicated that perceptions of both transformational and transactional leadership styles, increased with age for nurse managers and nursing staff (Al-Yami et al., 2018).

Concerning long stretches of involvement, the nurse manager, moreover had a comparative discernment on their initiative pattern ($P=0.553$). In any case, a huge distinction can be noted in the apparent initiative pattern of the respondents when assembled by the hospital they were associated ($P=0.005$), and regarding their pay (0.004).

Problem 4: Is there a critical distinction in the impression of the staff nurse on the nurse manager' authority pattern when they are a group as indicated by their profiles?

Table 3: Difference in the perceived leadership style of the nurse managers according to their profile

Table 5: Difference in the perceived leadership style of the nurse managers according to their profile							
	Profile	Mean Response	F-value	P-value	Remarks	Decision on Ho	
Age	20 – 30	2.95	0.264	0.851	Not Significant	Accept Ho	
	31 – 40	2.79					
	41 – 50	2.90					
	51 – 64	2.90					
Hospital	Hail General Hospital	2.44	5.052	0.005	Significant	Reject Ho	
	Maternity Hospital	3.12					
	King Khalid Hospital	3.06					
	Mental Hospital	2.74					
Years of Experience	1 – 10	2.94	0.602	0.553	Not Significant	Accept Ho	
	11 – 20	2.73					
	21 – 30	2.95					
Salary	3 001 – 4 000 SR	1.93	4.647	0.004	Significant	Reject Ho	
	4 001 – 6 000 SR	2.80					
	6 001 – 8 000 SR	2.57					
	8 001 – 10 000 SR	3.22					
	10 001 – 15 000 SR	3.00					

Appeared in Table 4 is the noteworthy distinction in the apparent initiative pattern of the nurse manager as per their nationality, educational attainment, gender and training. The table exhibits a noteworthy contrast in the apparent initiative pattern of the respondents regarding their nationality ($P=0.002$) while there is no huge distinction in their apparent authority style when

they are grouped by their instructive fulfilment ($P=0.232$), sexual orientation ($P=0.292$) and on the training, they went to ($P=0.484$).

Problem 5: Is there a significant contrast in the perception of authority pattern of the nurse manager between the staff nurse and the nurse manager themselves?

Table 4: Distinction in the perceived leadership styles of the nurse managers according to their profile

Table 4: Distinction in the perceived leadership styles of the nurse managers according to their profile						
Profile		Mean Response	t-value	P-value	Remarks	Decision on Ho
Nationality	Saudi	3.06	3.362	0.002	Significant	Reject Ho
	Non-Saudi	2.53				
Educational Attainment	Diploma	3.03	1.217	0.232	Not Significant	Accept Ho
	Bachelor	2.82				
Gender	Male	2.73	-1.069	0.292	Not Significant	Accept Ho
	Female	2.94				
Training	Yes	3.05	0.708	0.484	Not Significant	Accept Ho
	No	2.93				

The noteworthy distinction in the view of the staff nurse on the head nurses' initiative style as per their profile. As delineated in Table 5, there is a

critical distinction in the perception of the staff nurse on their nurse manager' authority pattern when they are a group as indicated by pay they got ($P=0.005$).

Table 5: The contrast in the perception of the staff nurses on the nurse managers leadership styles according to their profile

Table 5: The contrast in the perception of the staff nurses on the nurse managers leadership styles according to their profile						
	Profile	Mean Response	F-value	P-value	Remarks	Decision on Ho
Age	20 – 30	2.89	0.797	0.497	Not Significant	Accept Ho
	31 – 40	2.79				
	41 – 50	2.91				
	51 – 64	2.68				
Hospital	Hail General Hospital	2.74	1.927	0.127	Not Significant	Accept Ho
	Maternity Hospital	2.94				
	King Khalid Hospital	2.90				
	Mental Hospital	2.71				
Years of Experience	1 – 10	2.94	0.602	0.553	Not Significant	Accept Ho
	11 – 20	2.73				
	21 – 30	2.95				
	3 001 – 4 000 SR	2.36				
Salary	4 001 – 6 000 SR	2.82	3.527	0.005	Significant	Reject Ho
	6 001 – 8 000 SR	2.93				
	8 001 – 10 000 SR	2.97				
	10 001 – 15 000 SR	2.77				
	above 15 000 SR	3.06				
Educational Attainment	Diploma	2.93	1.794	0.169	Not Significant	Accept Ho
	Bachelor	2.80				
	Master	3.02				

Then again, no noteworthy distinction was clear when respondents were gathered by their age ($P=0.497$), hospital employed ($P=0.127$), long periods of experience ($P=0.553$) and educational accomplishment ($P=0.169$).

Table 6 shows the critical distinction in the view of the staff nurse on the nurse manager' authority

style as far as nationality, sex and preparing. As appeared in the table, there may be a crucial distinction in term of sex ($p=0.039$) and training went to ($p=0.014$) at the same time as there has been no criticalness uncovered while respondents were assembled with the aid of nationality ($p=0.243$).

Table 6: Distinction in the perception of the staff nurses on the nurse managers' leadership style according to their profile

Profile		Mean Response	t-value	P-value	Remarks	Decision on Ho
Nationality	Saudi	2.89	1.171	0.243	Not Significant	Accept Ho
	Non-Saudi	2.81				
Gender	Male	2.67	-2.081	0.039	Significant	Reject Ho
	Female	2.89				
Training	Yes	2.66	-2.482	0.014	Significant	Reject Ho
	No	2.90				

Appeared in Table 7 is the significant contrast in the apparent initiative pattern of the head nurse and staff nurses' discernment of the head nurses' authority pattern. As portrayed in Table 7, there is

no critical contrast in the apparent administration pattern of the nurse manager and the perception of the staff nurse on the nurse managers' authority pattern ($P=0.719$).

Table 7: The contrast in the perceived leadership pattern of the nurse managers and the perception of the staff nurses' perception on the nurse managers' leadership style

	Mean Response	t-value	P-value	Remarks	Decision on Ho
Perceived Leadership Style of the Nurse Managers	2.89	0.361	0.719	Not Significant	Accept Ho
Staff Nurses' Perception on the Nurse Managers' Leadership Style	2.86				

Problem 6: What are the results of the nurse manager' administration pattern as seen by the subordinates (staff nurse) as far as:

- Extra effort
- Effectiveness
- Satisfaction

In Table 8 and as seen by the staff nurse the administration pattern of nurse manager as respect to results initiative uncover that each of the three measurements of results authority to be specific additional exertion, adequacy, and fulfilment are seen by them to be fairly and obvious in their administration authority conduct (2.92).

Table 8: View of the staff nurses on the outcomes leadership style of the nurse managers

	Outcomes	Mean Response	Remarks
Extra Effort	I get others to do more than they expected to do	2.66	Fairly Often
	I heighten others' desire to succeed	2.95	Fairly Often
	I increase others' willingness to try harder	3.02	Fairly Often
	Grand Mean	2.88	Fairly Often
Effectiveness	I am effective in meeting others' job-related needs	2.93	Fairly Often
	I am effective in representing others to the higher authority	2.70	Fairly Often
	I am effective in meeting organizational requirements	2.98	Fairly Often
	I lead a group that is effective	3.08	Fairly Often
Satisfaction	Grand Mean	2.92	Fairly Often
	I use methods of leadership that are satisfying	2.96	Fairly Often
	I work with others in a satisfactory way	2.95	Fairly Often
	Grand Mean	2.96	Fairly Often

Problem 7: Is there a noteworthy connection between the apparent authority styles of the nurse manager and its results of the administration?

Table 9 demonstrates the significant connection between the apparent administration patterns of the nurse manager and its results of authority. As reflected in the table, there is a noteworthy connection between the transformational administration to the results of the initiative as far as additional exertion ($P=0.000$), adequacy ($P=0.000$), and fulfilment ($P=0.000$). This suggests as the nurse managers' display transformational initiative to their workers, the results of authority reasonably increment. In like way, when nurse managers ceaselessly show value-based authority, the results of initiative despite the fact that it uncovers low relationship, however, is expanding too in the regions of additional effort ($P=0.029$) and effectiveness ($P=0.008$) yet no huge relationship is apparent as far as the fulfilment ($P=0.518$).

In any case, when the apparent nurse manager' initiative style was identified with the results of

administration; it came about to P-values more noteworthy than the level of noteworthiness. it thoroughly may be derived that the nurse manager laissez-faire initiative has no relationship in their outcomes of authority as far as an additional attempt ($p=0.913$), effectiveness ($p=0.155$), and satisfaction ($p=0.985$).

4. Discussion

This illustrative take a look at has given the understanding of nursing managers' management characteristics in health public settings in Hail city. Result verified a similar view of the authority styles of nurse supervisor between head nurse respondents and body of workers nurse respondents. This repudiates the investigation of Sellgren et al. (2006) on nursing management initiative styles, which stated that subordinates range virtually with their managers' supposition approximately their managerial authority patterns.

Table 9: Relationship of the perceived leadership styles between the nurse managers and its outcomes of leadership

Leadership Styles (x-variable)	Outcomes Leadership (y-variable)	r-value	Interpretation	P-value	Remarks	Decision on Ho
Transformational Leadership	Extra Effort	0.623**	Moderate relationship	0.000	Significant	Reject Ho
	Effectiveness	0.738**	Moderate relationship	0.000	Significant	Reject Ho
	Satisfaction	0.699**	Moderate relationship	0.000	Significant	Reject Ho
Transactional Leadership	Extra Effort	0.354*	Low relationship	0.029	Significant	Reject Ho
	Effectiveness	0.423**	Low relationship	0.008	Significant	Reject Ho
	Satisfaction	0.188	Negligible Relationship	0.518	Not Significant	Accept Ho
Laissez-faire Leadership	Extra Effort	0.018	Negligible Relationship	0.913	Not Significant	Accept Ho
	Effectiveness	0.235	Negligible Relationship	0.155	Not Significant	Accept Ho
	Satisfaction	-0.003	Negligible Relationship	0.985	Not Significant	Accept Ho

** . Correlation is significant at the 0.01 level (2-tailed); * . Correlation is significant at the 0.05 level (2-tailed)

The 2 gatherings of respondents saw that there has been a seeking between outcomes of authority and transformational administration styles as reflected in the outcomes had been frequently shown. Those discoveries infer that the nurse supervisor and in addition the group of workers nurses had regular discernments that result from leadership and transformational leadership styles prevailed in this circumstance.

From one viewpoint, [Abualrub and Alghamdi \(2012\)](#) stressed the significance of transformational leadership, which shows the requirement to assist regard for preparing and improvement of effective administration practices. Then again, [Fischer \(2016\)](#) asserted that transformational leadership in nursing has been related to profoundly performing groups and enhanced patient care. Moreover, both the nurse manager and staff nurses trusted that laissez-faire leadership conduct was showed periodically. The low scores for this administration style demonstrate that it negatively affected desired results. A nurse manager has an imperative part in driving the work unit all in all. In the examination by [Rosengren et al. \(2007\)](#), nurses revealed that nursing initiative was considered as being available and accessible in everyday work, in light of the fact that a work unit is viewed as an impression of the nurse leader's authority pattern.

Also, [Stapleton et al. \(2007\)](#) stressed that leaders ought to urge their employee to create objectives and plan to accomplish them, in this way affecting their expert improvement. Nurse leaders are emphatically anticipated that would act naturally propelled, to share shared objectives, and they should have the inner drive to complete the current task since they have vital parts in the organization of the nursing association and influence individuals' lives and mentalities towards their calling ([Aboshaiqah et al., 2014](#)).

Regardless of the absence of huge variations within the view of management styles among nurse supervisor and a group of workers nurses, the nurse manager scored cost-based initiative fashion impressively decrease than did the personnel nurses. This finding is steady with those of [Edmunds \(2014\)](#) and [McGuire and Kennedy \(2006\)](#) who focused on

that nurse manager saw themselves as having less value-based practices than the staff medical attendants' observations. Inside the investigation directed by using [Bass and Riggio \(2006\)](#), there has been a fine courting between the satisfaction levels amongst people and the sorts of administration (price-based totally and transformational). The staff believed that there was a more noteworthy utilization of value-based and transformational styles of an initiative by the nurse managers.

[Failla and Stichler \(2008\)](#) agreed with this kind of findings. In the present examination, the team of workers nurses believed that their nurse manager utilized transformational initiative extra frequently than specific patterns.

5. Conclusion

The discoveries of this investigation show that data about a nurse manager's impression of their own leadership style and the view of the staff nurses on nurse manager' leadership conduct will give bearings to the proceeding with training and expert advancement of future leaders. The unanimity of the respondents' discernment on the leadership style of the nurse manager gave an unmistakable photo of the nurse manager's aptitudes and learning in the utilization of various initiative styles in light of the fact that both the nurse managers and their staff nurses did assessments. These assessments feature the requirement for head nurses to reflect more on their practices and by one means or another to discover new routes for the advanced upgrade of their transformational-and result based initiative styles, which are accepted to be best in realizing positive results for health care providers and patients.

In the present healthcare environment, there is a need to create authority practices that are demonstrated viable in executing positive and versatile practices among nurse leaders. It is imperative that the attendant chief is given the likelihood and preparing to hone their administration aptitudes likewise. From the consequences of this investigation, it is clear that managers require access to proceeded with

leadership training and input from staff nurses on their leadership practices.

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Compliance with ethical standards

Conflict of interest

The authors declare that they have no conflict of interest.

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