

THE IMPACT OF TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP ON JOB-RELATED OUTCOMES IN THE NURSING PROFESSION

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Abstract. *The role of nursing is crucial for providing the required cure and care to patients in hospitals. The leadership style influences 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 the 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 a greater impact on job satisfaction and organizational commitment as compared to transactional style while the transactional leadership style has a greater influence on work performance.*

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Introduction

Robbins and Judge (2007) stated that strong supervision and strong leadership are considered an important element in organizational success. Today in any sector whether it is manufacturing or service provider in any area for effectiveness and productivity leadership is considered 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. Styles of leaders effect on the performance of their admirers (Hater and Bass, 1988). According to Antonakis et al (2003) pointed out that after two decades philosophy

regarding transformational and transaction leadership style influence the performance of the organization and admirers was developed. Following Wolf, Boland, and Aukerman (1994) pointed out that scholars use to find the styles of leadership in the nursing atmosphere since the 1990s. Casida and Pinto-Zipp (2008); Failla and Stichler (2008); de- Casterleet *al.*, (2008) pointed out that as the human service sector becomes complex and scholars started conducting a study on it.

Leadership styles like transformational as well as transactional leadership styles are essential for the desired organization's outcomes in the 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) describe that lot of transformational leadership features comprised of 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, an adequate number of pediatric physicians must be prepared to bear the mantle of leadership (Fletcher, Friedman, & Piedimonte, 2019). Dierckx, Willemse, and Verschuern (2008); Fialla and Stichlre (2008) stated in their researches that well-founded nursing leadership is required for a 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 a population that is increasing day by day and stable cost as well.

De Casterle, Willemse, and Verschuerun (2008) analyzed that to overcome health sector problems transformational leadership is considered as the more active method by the 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 the transformational and transactional leadership style philosophies. Kouze and Posnr (2003) and Page (2004) only one tactic has been used by scholars that is a 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 an impact on each other. Physical needs, mental desires, financial needs, and effective cost benefits are fulfilled by transactional leaders. The self-reliance and effective output made by followers, through defining clearly there objectives and work.

Keeping in view the key role of nurses in the provision of treatment services to patients and in the overall effectiveness of hospital services it is much important to keep nurses to play their expected role with a 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 leads towards the least commitment creating huge problems for 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

For this study data was collected from 206 nurses working in hospitals through close-ended questionnaires. Descriptive and inferential statistics were used to conclude the data collected. Results showed the relationship between transactional and transformational leadership styles has 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 a vision of people having the same aim, leadership having the capability to encourage (Robbins & 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). The 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.

A couple of leadership styles has been presented by scholars. Well-known styles are transformational and transactional leadership styles. Robbins and Judge (2007) elaborated that a transactional leader is a person who provides guidance and encouragement to admirers in context to obtaining aims and clearly defined duties. Robbins and Judge (2007) also elaborated a transformational leader is a person who encourages their admirers by encouraging them by telling their 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 benefit and cash their abilities more appropriately is known as a transformational leader (Robbins and Judge, 2007). Bass (1990) explained that for increasing output and with regards to modifying admirer's behavior all this happens because of the transformational leadership style. Such type of leadership should use in study sectors, it should be taught on every stage and with modifying in duties, based on research on the 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's (1978) viewpoint that for obtaining high values, outputs, and encouragement of both leaders and admirers should be engaged with each other.

Transactional leadership

Researchers stated it as a person who mentioned their subordinates' tasks and their objectives, set them, and encourage them to gain (Robbins and Judge, 2007). Bass (1990) views about transactional leadership are, such people add few efforts to organize and produce low as compared with transformational style. A style that links with benefits, compensation with admirers, with regards to 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 to each other of the same line, transactional style affecting transformational leadership.

Transactional as well as transformational leadership and nursing

Leadership style transformational shows an important part in obtaining those changes which are adopted by the healthcare sector (Delegach, Kark, Katz-Navon, & Van Dijk, 2017). Many scholars like Leach (2005), De-Casterle *et al.*, (2008); Thyer (2003); Dunham and Klafehn (1990) concluded that transformational style is meeting health care problems since last thirty years. In a patients' 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); Faillaet al. (2008) concluded that subordinate's effectiveness with institute and satisfaction with job is inspired by the transformational style. The 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 the job (Faillaet *et al.*, 2008).

Researchers try to associate the attendant initiative with hierarchical values (Casida and Pinto-Zipp, 2008). Hierarchical values use to stress affecting build on the 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 the study. A study was conducted and found a result that a full assortment model was considered basics. A positive relationship was found among them it was a result of analysis based upon correlation. Furthermore, an association among value-based administration style and hierarchical society was discovered.

Association among hierarchical commitment and head nurse leadership in the human service sector (Leach, 2005), efforts were made to add knowledge on the leader's responsibility in the fluctuating situation. Such a study included a hundred and forty-eight head nurses, a hundred and sixty-one staff nurses, and sixty-four executive nurses. The transformational style was found negatively associated with the hierarchical society of executive nurses. In addition to it, hierarchical society and conservative leadership of executive nurse associations were found to relate negatively. Here all this assure that executive nurse leadership having an association with the commitment of staff nurse in the 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 the profit of the company. According to McNeese-Smith (1995), the productivity of the organization is calculated with the help of quality as well as quantity.

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

Job satisfaction

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

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

Organizational commitment

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

In addition to it, further research was conducted and explores nurses' points of view about commitment to the organization (McNeese-Smith & Nazarey, 2001). By going into depth meetings were made by twenty-eight persons. The study explored that the elements which caused commitment with the 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 a negative association of workers with the 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 an organization means retain with organization, through fulfilling the objectives and with a lot of work. In addition to it, McGuire *et al.* (2006); McNeese (1995) defined, many other researchers used such an explanation of commitment with an 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 of an employee and the expected performance. It has been taken a dependent variable.

Transformational Leadership: a transformational leader is a person who encourages his admirers by encouraging them by telling their 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 a person who clearly mentions their subordinates' tasks and their objectives, sets them, and encourage them to gain (Robbins & 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 the job.
- H₃:** Leadership styles both transactional and transformational positively influence followers' commitment to work.

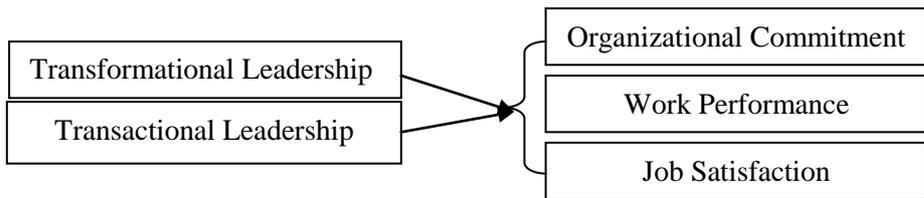


Figure 1 Conceptual Framework of the Study

Methodology

Nurses with full-time jobs in secondary and tertiary hospitals in Peshawar were taken as a population for the study. Three hundred close-ended questionnaires were distributed and 206 complete from all respects were included for analysis. The 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

Table 1 reports the values of the internal consistency of the scales. Commonly, the value of the alpha should be equal to or more than 0.70. However, some of the studies identify 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.

Table 1 *Statistics about Scale Internal Reliability*

Variables	Cronbach Alpha	N of items
Work performance	0.80	
Job Satisfaction	0.80	
Organizational Commitment	0.66	46
Transformational leadership	0.90	
Transactional leadership	0.89	
Overall	0.911	

Demographic variables

Age, gender, qualification, and experience regarding demographic variables were asked by respondents. 64 of the respondents were male which was around 31.1% of the total population and 142 were females, 68.9%. Concerning 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 the importance of education among them and 11.2% were having qualifications 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% of respondents having more than 7 years of experience with their organization.

Table 2 Demographic details of the Respondents

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 degree holders 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 the organization.

Total female respondents are 142 out of which 48 females are falling in 20-25 age group, 37 females are falling in 26-31 age group, and 57 females have age above 32, 52 females are diploma holders, 38 females have a 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 the institute.

Table 3 *Descriptive Statistics of the Variables of the Study*

Variable	Mean	Std. Deviation
Transformational style	3.553	0.635
Transactional style	3.421	0.616
Work performance	3.684	0.8458
Job satisfaction	3.503	0.733
Organizational commitment	3.445	0.750

The transformational and transactional leadership style is very near to agree (mean=3.553 and 3.421), it indicates that most respondents agreed with leadership style. Somehow work performance and job satisfaction is more than near to agree (with mean=3.684 and 3.503 respectively) and in contrast with commitment with organization, that is near to agree (mean=3.445).

Table 4 *Correlation Analysis*

Variable	1	2	3	4
Transformational style	1.00			
Transactional style	0.75**	1.00		
Work performance	0.32**	0.38**	1.00	
Job satisfaction	0.33**	0.27**	0.40**	1.00
Organizational commitment	0.36**	0.26**	0.27**	0.64**

Pearsons correlation was analyzed in the above table. The result shows that there is a 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 were 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 between work performance, satisfaction with the job, and commitment with the organization as well. A positive correlation was found among the transactional leadership style and work performance ($r=.381$). It was also found not so strong but a 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 positive 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 a strong positive relationship among them ($r=.643$).

Table 5 Regression Analysis

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	.122	.356	.000
Transactional	Commitment	.063	.260	.000

R-square denotes that there are .100 variations in work performance due to transformational. And 0.141 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 a 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. A unit change in transactional leadership style brings .265 unit changes in the satisfaction which is less than transformational style and significant shows a 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 a positive relationship among them.

Conclusion and Discussion

This research was accompanied by finding the relationship between transactional leadership style, transformational leadership style, and satisfaction with the job, work performance, and commitment. Furthermore, the second aim of such research is to find whether the transactional leadership style is superior or coaching behavior of the transformational leadership style is

batter from the 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 the acquiescent result of such study and it might happen some questions might generate on the generalizability of such study. Based upon the education of accused most of them were holding a master's degree that was around 31% of the 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 of more than 7 years (41.7%).

The transformational style of leadership was observed, when mean was calculated relating all variables. All this indicates admirer's desire to treat coaching behavior with them with a transformational leadership style. Bass and Avolio, (1997); Bass et al, (2003); Bass, (1990); Avolio and Bass, (2002); and Mackenzie, (2007) concluded that transformational leaders are considered as batter coach concerning transactional leaders. Avolio and Bass, (2002); Bass (1990) concluded with the help of their research, coaching behavior is an exercise in both leadership styles.

The style of transformational leadership has a strong and positive link with work performance, commitment with organization, and satisfaction with the job. Association among commitment with the organization and transformational style was strong within all relations. It indicates that the respondent's level of organizational commitment increases when their leaders practice transformational leadership styles with them. Commitment to an 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 the job). It has resulted in strong linkage among performance and transactional style. According to Bass et al (2003) managers' commanding approach was considered for a strong relationship. All the above results sustenance that all hypotheses regarding leadership styles having a positive association with admirer's outcomes.

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

Conclusion

Such a study was conducted for filling the gap relating to leadership behavior and admirer's job-related outcomes concerning 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 the job, and coaching behavior of their leaders. Results of this study show that both transactional leaders and transformational leaders have an impact on job satisfaction, work performance, and commitment with the organization of admirers, but here transformational leaders impact more on followers' job-related outcomes as compare to those persons who have a transactional leadership style. On the other hand, scholars might conduct such a study with the help of two different questionnaires and filled those questionnaires by admirers and followers separately.

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