

THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND JOB SATISFACTION OF NURSES IN HOSPITALS

Dimas Rifqi*¹, Farida Yuliaty²

Universitas Sangga Buana Bandung Jawa Barat, Indonesia

Email: Rifqianantyo@gmail.com¹, farida.yuliaty@usbypkp.ac.id²

Received : 01 August 2025
Revised : 15 August 2025
Accepted : 20 September 2025

Published : 29 September 2025
DOI : <https://doi.org/10.54443/morfai.v5i3.4149>
Publish Link : <https://radjapublika.com/index.php/MORFAI/article/view/4149>

Abstract

Nurses' job satisfaction is a vital component that influences the quality of hospital services and the sustainability of healthcare delivery. Leadership style, particularly that of head nurses and nurse managers, plays a significant role in shaping nurses' job satisfaction. This study aims to examine the relationship between leadership style and nurses' job satisfaction through a literature review. The method employed was a systematic review of ten national and international articles published between 2015 and 2025 that are relevant to the topic. The findings reveal that transformational, democratic, and participative leadership styles are positively associated with nurses' job satisfaction, as they enhance motivation, loyalty, and create a supportive work climate. In contrast, authoritarian and laissez-faire leadership styles tend to decrease job satisfaction due to limited recognition of nurses' contributions and lack of participatory opportunities. In conclusion, the implementation of effective leadership styles, especially transformational leadership, is essential to improve nurses' job satisfaction and ultimately enhance the overall quality of hospital services.

Keywords: *leadership style, job satisfaction, nurses, hospitals*

INTRODUCTION

The hospital is tasked with facilitating effective, efficient, harmonious, integrated health efforts accompanied by efforts to improve and prevent infections, as well as implementing referrals. (Minister of Health Regulation Number 4 of 2018). A hospital, whether managed by the government or private sector, has an obligation to serve patients with various types of diseases according to the function of the hospital concerned (Tanjung et al., 2023). Hospitals as health care facilities are expected to be able to provide not only basic health services but also specialist and subspecialist services, while ensuring safe and quality services by prioritizing patient health according to hospital service standards. Therefore, hospitals are required to continuously improve the quality of their services (Law No. 44 of 2009). The success of a hospital in carrying out its role can be seen from the quality of services provided. This quality of service is influenced by various factors, with human resources being the most dominant factor (Ministry of Health of the Republic of Indonesia, 2007). Therefore, the quality of human resources is an important aspect to consider because it is the main component that determines the development of a hospital. Services in hospitals are handled by health workers, both medical and non-medical workers, one of which is nurses. Nurses have the duty to provide care to others because nurses have the authority and knowledge of nursing care (Ku.S, 2022). Nurses in hospitals are a key component in the provision of healthcare services.

Their constant direct contact with patients and their families makes nurse job satisfaction a crucial factor in maintaining the quality and effectiveness of healthcare services (The Influence of Leadership Behavior and Organizational Culture on Job Satisfaction of Inpatient Nurses at Fatmawati General Hospital, Jakarta, 2021). Nurses who perform well will be able to provide optimal care to patients, thereby creating satisfaction for patients and their families, which can simultaneously improve the quality of hospital care. Job satisfaction is closely related to performance levels; the better the work results received, the higher the job satisfaction. This job satisfaction reflects an individual's positive attitude toward their work, which in turn supports their performance achievement (Syafitri & Keliat, 2020). One factor that plays a significant role in job satisfaction is the leadership style of the immediate superior, such as the ward head or nursing manager. Leadership style reflects how a leader influences, motivates, and directs staff to achieve organizational goals. In the stressful and dynamic context of hospitals, the right leadership style can create a supportive work environment, increase work motivation, and

strengthen nurses' loyalty to the institution (Arian, Soleimani, & Oghazian, 2018). Transformational, democratic, authoritarian, and other leadership styles have varying impacts on job satisfaction. For example, research by Gunawan, Setyowati, & Meliala (2021) found that the leadership style of ward heads as perceived by nurses correlated positively with nurse job satisfaction in the hospital. In South Kalimantan, a study "Leadership Style of Ward Heads and Nurse Job Satisfaction" conducted at Idaman Hospital, Banjarbaru City also demonstrated a significant relationship between the head nurse's leadership style and nurse job satisfaction in inpatient wards. Therefore, a systematic study is needed to collect the results of previously conducted research and assist hospital management in designing leadership strategies that are appropriate to the needs and demands of health services in hospitals.

LITERATURE REVIEW

Leadership style is a crucial factor in hospital management because it influences nurses' behavior, motivation, and job satisfaction. It also impacts the organization's effectiveness in providing nursing care services in hospitals. Robbins and Judge (2017) define leadership as an individual's ability to influence a group toward achieving goals. Leadership in nursing is not only related to administrative decision-making but also encompasses a leader's ability to motivate, direct, and create healthy interpersonal relationships with nursing staff (Arian, Soleimani, & Oghazian, 2018). Some leadership styles commonly used in nursing contexts include transformational, transactional, democratic, authoritarian, and laissez-faire. Transformational leadership is often considered the most effective style in increasing nurse job satisfaction because it involves aspects of inspiration, motivation, and individualized attention to team members. Transformational leadership creates a strong vision, builds trust, and encourages staff development and innovation. A study by Alilyyani et al. (2021) found that transformational leadership is consistently associated with increased job satisfaction, organizational loyalty, and patient care quality.

In contrast, a laissez-faire leadership style, which tends to be passive and not actively involved in staff management, and an authoritarian style that places too much emphasis on control and instruction without staff participation, are often associated with low levels of job satisfaction, burnout, and high intentions to leave (Mudallal et al., 2017). Transactional leadership, which focuses on reciprocal-based work relationships, has shown mixed results across studies: in some contexts it can improve short-term performance, but tends to be less effective in creating sustained job satisfaction (Boamah et al., 2018). Meanwhile, research by Lestari & Hariyati (2020) shows that the participatory and communicative leadership style of ward heads has a significant positive correlation with nurse job satisfaction. Nurses feel more valued, have space to express their opinions, and are more motivated when their leaders demonstrate openness and emotional support in carrying out daily tasks. This suggests that the relational dimension of leadership is a key factor in improving the well-being of nursing staff. Although most studies show a positive relationship between leadership style and job satisfaction, there are still varying results depending on the organizational context, work culture, and leadership approach implemented in a hospital.

Various studies have shown that a transformational leadership style that emphasizes inspiration, individual recognition, and intrinsic motivation is positively correlated with nurse job satisfaction, both in developed and developing countries (Alilyyani et al., 2021; Boamah et al., 2018). In Indonesia, several local studies have also supported these findings, demonstrating that a participatory and communicative leadership style can increase job satisfaction and improve staff relationships (Lestari & Hariyati, 2020). Several studies have also shown that leadership style is closely related to nurse job satisfaction in hospitals. (Oktaviany et al. 2023), through a literature review, found that a transformational leadership style can improve nurse job satisfaction by providing individual attention, fostering self-confidence, and encouraging creativity in solving problems in the workplace. Leaders with a transformational style are considered capable of being role models who provide inspiration and motivation, so that nurses feel valued, motivated, and more committed to their tasks. In line with these findings, research conducted by (Abisatyo et al. 2025) confirmed that transformational leadership has a significant influence on nurse work motivation and performance in hospitals. Leadership that emphasizes empowerment, emotional support, and long-term vision has been shown to not only drive improved performance but also create higher job satisfaction among nurses. The results of this study indicate that a hospital's success in creating a conducive and quality work environment is greatly influenced by the leadership style implemented by unit leaders and hospital management. However, the results of existing research still vary and do not yet present consistent conclusions, so a systematic study is needed to unify the results of research that has been carried out by researchers.

METHOD

This article uses a literature review method by extracting 10 research titles conducted in Indonesia that are relevant to the topic of security and the influence of leadership style on nurses' job satisfaction. The literature search process was conducted through Google Scholar and national journal portals with the keywords 'leadership style,' 'job satisfaction,' and 'hospital nurses.' Inclusion criteria were articles in Indonesian, published between 2015–2025, and focused on the hospital context.

RESULTS AND DISCUSSION

Based on the literature search results, 10 articles met the inclusion criteria. These research articles identified leadership styles and their impact on job satisfaction among hospital nursing staff in various locations. Data extraction was then performed by analyzing the data based on author name, year, title, and results, followed by grouping. The results are presented in Table 1.

No	Author (Year) & Source	Short Title	Focus / Key Findings
1	Rohyani (2025), IJGHR	Leadership Style, Job Satisfaction & Work Environment with Nurse Performance	Leadership style, job satisfaction, and work environment are significantly related to nurse performance.
2	Wijayanti & Aini (2022), Journal of World Science	Transformational Leadership, Job Satisfaction & Performance	Transformational leadership improves nurses' job satisfaction and performance.
3	Liu et al. (2023), PMC	Transformational Leadership & Person-Centered Care	Transformational leadership has a positive impact on job satisfaction and individual-based patient care.
4	Abu-Qutaish et al. (2025), BMC Nursing	Leadership, Motivation & Engagement	Transformational leadership increases nurses' motivation and work engagement.
5	Smama'h et al. (2023), PMC	Nurse Managers' Leadership & Turnover Intentions	Managers' leadership styles influence nurse motivation and turnover intentions.
6	Qtait (2023), ScienceDirect	Review of Head Nurse Leadership Styles	The leadership style of the ward head is related to job satisfaction, performance, and nurse retention.
7	Kaluku et al. (2022), IJ Caring Sciences	Leadership & Nursing Work Life Quality	Transformational leadership is positively related to the quality of nurses' work life.
8	Murdianto (2024), JNP	Transformational Leadership & Care Quality	Transformational leadership improves the quality of nursing services and job satisfaction.
9	Ardiana et al. (2021), IJHSRD	Leadership, Work Conditions & Nurse Satisfaction	Leadership style and working conditions influence nurses' job satisfaction.
10	STRADA Journal (2021)	Leadership Style & Nurse Job Satisfaction (Mangusada Hospital)	The leadership of the head of the ward is positively correlated with the job satisfaction of nurses in the inpatient ward.

Table 1. Data Extraction Results

Several previous studies have shown that leadership style plays a crucial role in improving nurse job satisfaction. Rohyani's (2025) research confirms that an effective leadership style, combined with a conducive work environment, significantly contributes to improved nurse performance. This finding is supported by Wijayanti and Aini (2022), who found that transformational leadership can improve both job satisfaction and nurse performance. Liu et al. (2023) and Abu-Qutaish et al. (2025) also demonstrated similar results, noting that transformational leadership positively impacts job satisfaction, motivation, and patient-centered care. Other studies have also highlighted the close relationship between leadership style and nursing staff retention. Smama'h et al. (2023) found that a manager's leadership style influences nurses' work motivation and intention to leave their jobs, while Qtait (2023) in their literature review emphasized that participatory and democratic leadership by ward heads contributes to job satisfaction and staff loyalty. Similarly, Kaluku et al. (2022) demonstrated that transformational leadership is positively associated with nurses' quality of work life, which ultimately impacts their well-being in the workplace. Furthermore, several studies in Indonesia also support this empirical evidence. Murdianto (2024) found that transformational leadership not only improves job satisfaction but also the quality of nursing services. Ardiana et al. (2021) emphasized that good leadership, supported by adequate working conditions, plays a role in improving nurse job satisfaction. Similarly, a study at Mangusada Hospital published by STRADA Journal (2021)

confirmed a positive relationship between the ward head's leadership style and nurse job satisfaction in inpatient wards. Overall, the findings from these various studies consistently show that leadership styles, particularly transformational and participatory, significantly influence nurse job satisfaction. High job satisfaction not only increases motivation and performance, but also increases loyalty and the quality of care provided to patients.

CONCLUSION

Based on empirical studies, it can be concluded that leadership style significantly influences nurse job satisfaction in hospitals. Transformational, democratic, and participatory leadership styles have been shown to increase job satisfaction, while authoritarian styles tend to decrease it. However, most studies are still limited to specific hospital contexts and primarily use cross-sectional designs. Therefore, further research with a broader scope and a more comprehensive analytical approach is needed to strengthen the empirical evidence and provide practical recommendations for improving nurse job satisfaction.

REFERENCES

- Abisatyo, EBM, Dewi, PK, Sagala, JT, Rajagukguk, VIR, & Ridwan, H. (2025). The influence of transformational leadership style on nurses' performance and work motivation in hospitals: Literature review. *Journal of Professional Nursing Research*, 7(2), 577–586.
- Abu-Qutaish, R., Batiha, A.M., Al Qadire, M., & ALBashtawy, M. (2025). Transformational leadership style and its impact on nurses' job satisfaction and patient-centered care. *Belitung Nursing Journal*, 11(1), 1–9.
- Aco Mursid, Irwan, M., & Yunding, J. (2022). The relationship between the leadership style of ward heads and the job satisfaction of nurses during the COVID-19 pandemic in hospitals: A cross-sectional study. *Journal of Health Education and Literacy*, 5(1).
- Alilyyani, B., Wong, CA, & Cummings, GG (2021). A systematic review of leadership styles and outcomes in nursing. *Journal of Nursing Management*, 29(3), 478–492.
- Amalia. (2022). The relationship between the leadership style of the ward head and work motivation with the level of nurse job satisfaction at Sambas Regional General Hospital. *Indonesian Journal of Health*.
- Arian, M., Soleimani, M., & Oghazian, M.B. (2018). The relationship between organizational culture and organizational commitment in nurses. *Journal of Nursing Management*, 26(5), 563–572.
- Ardiana, A., Suryani, E., & Widyawati, MN (2021). The influence of leadership style and work environment on nurses' job satisfaction in hospitals. *Cendekia Utama Journal of Nursing and Public Health*, 10(2), 123–131.
- Boamah, S.A., Spence Laschinger, H.K., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing Outlook*, 66(2), 180–189.
- Fatmawati, Abdul Aziz. (2021). The influence of leadership behavior and organizational culture on job satisfaction of inpatient nurses at Fatmawati General Hospital, Jakarta. *Journal of Public Health Sciences*, 8(2).
- Gunawan, YW, Setyowati, S., & Meliala, A. (2021). The relationship between the leadership style of the head of the ward as perceived by nurses and the job satisfaction of nurses in hospitals. *The Indonesian Journal of Health Service Management*, 19(3).
- Kaluku, R., Rottie, J., & Karundeng, M. (2022). The relationship between transformational leadership of ward heads and the quality of nurses' work life. *Journal of Nursing*, 10(2), 45–53.
- Lestari, R., & Hariyati, RTS (2020). The relationship between the leadership style of ward heads and job satisfaction of nurses in hospitals. *Indonesian Nursing Journal*, 23(1), 24–31.
- Liu, Y., Aungsuroch, Y., Gunawan, J., & Zhu, X. (2023). The impact of transformational leadership on nurse job satisfaction and patient outcomes: A systematic review. *International Journal of Nursing Practice*, 29(3), e13120.
- Mudallal, RH, Othman, WM, & Al Hassan, NF (2017). Nurses' burnout: The influence of leader empowering behaviors, work conditions, and demographic traits. *Inquiry*, 54, 1–10.
- Murdianto, R. (2024). The influence of transformational leadership style on job satisfaction and nursing services. *Muhammadiyah Nursing Journal*, 9(1), 25–34.
- Oktaviany, V., Khalisa, H., Mulyani, L., Mazaya, BE, Suwarno, S., Ridwan, H., & Hoedaya, AP (2023). The influence of transformational leadership style on nurses' job satisfaction: A literature study. *Tambusai Health Journal*, 4(4), 14544–14553.

- Qtait, M. (2023). The relationship between head nurses' leadership styles and job satisfaction among nurses: A literature review. *Journal of Nursing Education and Practice*, 13(7), 10–18.
- Rahmah, N., Nurmiati, & Haryanti. (2019). Effective communication and its influence on nurses' job satisfaction. *Journal of Health Communication*, 10(1), 24–32.
- Rahman, MR, Pertiwiwati, E., & Rizany, I. (nd). Leadership style of the head of the ward with nurses' job satisfaction. *Rafflesia Nursing Journal*.
- Rohyani, I. (2025). The influence of leadership style and work environment on job satisfaction and nurse performance. *Scientific Journal of Health*, 14(1), 56–65.
- Smama'h, M., Darawad, M. W., & Abdalrahim, M. S. (2023). Nurse managers' leadership styles and their impact on nurses' motivation and intention to leave: A cross-sectional study. *International Journal of Nursing Studies Advances*, 5, 100114.
- STRADA Journal. (2021). The relationship between the leadership style of the ward head and nurse job satisfaction in the inpatient ward of Mangusada Hospital. *STRADA Scientific Journal of Health*, 10(2), 1010–1018.
- Syafitri, D., & Keliat, BA (2020). Nurses' therapeutic communication and job satisfaction in inpatient wards. *Indonesian Nursing Journal*, 23(3), 173–180.
- Totonu, AE, & Dwiantoro, L. (2017). Systematic review: Leadership styles that can increase nurses' job satisfaction. *Proceedings of the National Seminar*.
- Wijayanti, W., & Aini, Q. (2022). The influence of transformational leadership on nurses' performance and job satisfaction in hospitals. *Indonesian Journal of Nursing Science*, 15(1), 45–54