

# Perceived Leadership Styles And Job Satisfaction Among Pediatricians Of Tertiary Care Hospital Lahore

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## Abstract

The current study unfolded the relationship between leadership styles and job satisfaction among pediatricians of tertiary care hospitals in Lahore. It also explored the leadership styles as predictors of job satisfaction in the same population. A sample of 100 pediatricians with equal distribution of gender (50 men and 50 women), age ranges 31 to 40 years ( $M = 34.24$ ,  $SD = 3.79$ ) were taken from the different private and government tertiary care hospitals in Lahore. Multifactor Leadership Questionnaire ( $\alpha = .93$ ) and its three subscales, transformational leadership style ( $\alpha = .91$ ), transactional leadership style ( $\alpha = .79$ ), and laissez-faire leadership style ( $\alpha = .41$ ), were used. Job satisfaction was measured through Minnesota Satisfaction Questionnaire ( $\alpha = .93$ ). Results indicated a significant positive relationship between transformational leadership style ( $r = .60^{**}$ ), transactional leadership style ( $r = .52^{**}$ ) and job satisfaction, while laissez-faire leadership style ( $r = -.27^{**}$ ) was inversely related to job satisfaction. Transformational leadership style significantly predicts job satisfaction ( $\beta = .51^{**}$ ). Implications of the study were discussed according to the cultural context of Pakistan.

**Keywords:** Transformational, transactional, laissez-faire leadership, job satisfaction

## Introduction and Literature Review

The characteristics, actions, impacts, patterns of interaction, roles, and occupations of an administrative post are all embodied in leadership. It also relates to expressing goals, living by principles, and fostering an environment that allows for accomplishments. A person's capacity to persuade, inspire and empower others to contribute to the effectiveness and success of

the organizations they are a part of (Asghar & Oino, 2017). The literature reports on a variety of leadership philosophies, including democratic leadership. It concentrates on what should be done and how to do it. However, the decision-making authority ultimately rests with the leader. Utilizing this approach is a show of mutual benefit rather than weakness.

## Theories of Leadership Styles

The trait theory of leadership styles assumes specific innate and in-born characteristics which lead to effective Leadership (Jayawickreme et al., 2019). Researchers reviewed 163 traits of leadership to identify the traits which differentiate leaders and non-leaders. They enlisted the different characteristics of leadership styles, such as flexibility in response to changing circumstances, sensitivity to social cues, ambition and goal-oriented, assertiveness, cooperation, decisiveness, dependability, dominance (desire to influence others), vigor (high activity level), persistent, self-assurance, resiliency in the face of stress, and willingness to take on responsibility. Furthermore, leadership characteristics include integrity, dedication, magnanimity, humility, openness, and creativity. The humbleness of a CEO is the key feature of a company's success (Prentice et al., 2019).

The behavioral approach indicated a behavioral and situational trend of interaction. It defines leadership in terms of what leaders do rather than what he says (Decuyper & Schaufeli, 2020). Situational leadership Theory asserts that a leader's approach should correspond to the followers' developmental stage. The nature of the task, company policies, culture, the leader's superiors' preferences, peers' expectations, and followers' reciprocal behaviors are all examples of situational leadership (Daniëls et al., 2019). The Contingency Model of Leadership includes additional situational factors such as the nature of the issue, the need for accuracy, the reception of an idea, and time and financial restrictions (Bachrach & Mullins, 2019).

Mohamed and Saeed (2022) conducted a study on 226 doctors. They found that transformational leadership styles have a significant positive relationship with job satisfaction, while transactional and laissez-faire leadership styles were inversely related to job

satisfaction. Alqahtan et al. (2021) demonstrated that transformational leadership style among physicians explained 4.4 and 49.1% of the difference in job satisfaction, depending on the component of job satisfaction. The most significant impact on two measures of job satisfaction—job supervision satisfaction and job happiness overall—was found to be transformational leadership, which accounted for 49.1 and 15.5% of the variance, respectively.

A people-oriented leader adheres to effectiveness and efficiency and encourages, develops, and trains his staff, increasing job satisfaction and sincere interest in doing a good job. Task-oriented leaders concentrate on the job and the duties assigned to each employee to achieve goal completion simultaneously. Careful observation and control are necessary (Bhatti et al., 2012). Transformative leaders boost the productivity and efficiency of their workforce. The key to achieving goals is effective communication. Transformational leaders must surround themselves with detail-oriented people to concentrate on the broader picture. This leader constantly seeks concepts to help the company achieve its vision (Sakiru et al., 2013).

Researchers (Jankelová & Joniaková, 2021) discovered that among 122 staff of health sectors, transactional leadership style and job satisfaction were present. At the University of Alabama, a connection between nursing staff empowerment and work satisfaction was discovered. Job satisfaction and empowerment were positively correlated with both transactional and transformational leadership. A more effective technique that can considerably impact staff attitudes and behaviors. In another study, the International Air Transport Association (IATA) was compared with Jordanian managers' leadership philosophies, and the country's potential for knowledge management was examined (Lee et al., 2020). Results showed that IATA managers favored the transformational leadership style over the

transactional leadership style; however, in Jordan, neither approach was preferred, and both were applied. When compared to IATA managers, Jordanian managers show a greater propensity for transactional rather than transformative actions.

The transactional leader delegated authority to perform particular tasks and rewarded performance. It allows the manager to take charge of the team, and the team consents to follow his direction in achieving a defined goal in return for something else. When a subordinate's productivity falls below the required level, the leader has the ability and power to assess, correct, and train the subordinate (Anastasiou & Garametsi, 2021). As a result, they may recognize effectiveness when the leader achieves the desired result. Employees can make decisions under the laissez-faire leadership style, which is used when staff members can assess the situation and decide what has to be done and how to do it. This approach should not be adopted to blame others when things go wrong. Instead, this style is applied when the leader has complete faith and confidence in the subordinates (Ohunakin et al., 2019).

Sola et al. (2016) studied 258 managers of 133 primary healthcare teams about their self-perception of leadership styles. It is concluded that managers evaluated themselves as both transactional and transformative leaders globally. Their leadership style was transactional and focused on maintaining the status quo. Both working methods are associated with pleasure and readiness to improve. Ghorbanian et al. (2012) studied leadership styles and job satisfaction among eighty-seven medical technicians working in intensive care units and twenty-one supervisors in health care settings. The cross-sectional research design results showed that the transformational management style had the highest mean score among managers

and technicians.

In contrast, the laissez-faire management style had the lowest mean score. The association between transactional and transformational leadership styles and job satisfaction was also statistically significant. However, there was no correlation between job satisfaction and the laissez-faire management style. McDaniel and Wolf (1992) identified similarities between transformational leadership theory and magnet hospital leadership. This innovative leadership technique, which helps workers self-actualize, may help solve the healthcare dilemma.

### **Job Satisfaction**

Job satisfaction refers to "how much people like or loathe their jobs." This definition suggests attitudes about employment by considering emotions, convictions, and actions. Additionally, it implies that an individual's general and overall affective response to their employment determines job satisfaction. Academics and professionals frequently assess global job satisfaction. Coworkers, compensation, working conditions, supervision, type of employment, and perks are some of the traditional factors contributing to job satisfaction (Specchia et al., 2021).

### **Models of Job Satisfaction**

**Affect Theory.** Affect Theory explains that the difference between one's wants and what they have dramatically impacted how happy one is at work. This Theory contends that the amount of autonomy one has at work, or the importance one places on a particular area of one's job, influences how satisfied or dissatisfied one feels whether expectations are realized or not. Both positive (when expectations are met) and negative (when expectations are not met) effects on job satisfaction are more prominent when a person values a specific feature of a job (when expectations are not met).

### **Two-Factor Theory (Motivator-Hygiene**

**Theory).** The Motivator Hygiene Theory, often known as the two-factor hypothesis, emphasizes workplace satisfaction and motivation. Motivational factors include success, acclaim, job opportunities, and advancement. A hygiene aspect in the workplace is compensation, business policies, management styles, and other working conditions (Zaid-AlKilani, 2020).

**Job Characteristics Model.** The Job Characteristics Model examines the relationship between job characteristics and work outcomes, such as job satisfaction. The model proposes that three critical psychological states—experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results—are influenced by five fundamental job characteristics—skill variety, task identity, task significance, autonomy, and feedback—which in turn affect work outcomes (job satisfaction, absenteeism, and work motivation) (Sever & Malbašić, 2019). Effective management results in high production, morale, and a sense of meaning and purpose for the business and its employees. Empirical results show that job satisfaction is significantly influenced by organizational characteristics like commitment and relationships with supervisors and coworkers, as well as job characteristics like pay, promotion opportunity, task clarity and significance, skill utilization, and skill utilization. Certain employment aspects can be carefully controlled to raise job satisfaction (Dappa et al., 2019). A literature review identified a strong positive correlation between transformational leadership strategies and job satisfaction in the industrial services, products, nursing, and bar sectors (Akdere & Egan, 2020).

Guevara et al. (2020) found that out of 320 nurses and physician assistance data, the results showed that physician transformational leadership explained between 4.4 and 49.1% of the variation in job satisfaction. Transformational leadership was found to have

the most significant influence on job satisfaction indicators—job supervision satisfaction and job happiness in general—explaining 49.1 and 15.5% of the variance, respectively. Job satisfaction was correlated with a small but statistically significant number of demographic factors, including advanced practice provider type, age, years of experience, and number of hours per week of physician collaboration/supervision.

Specchia et al. (2021) conducted a meta-analysis of twelve studies out of eleven thousand eight hundred and thirteen about leadership styles and job satisfaction in nurses. Of them, 88% revealed a significant link between nursing staff work satisfaction and leadership style. The most significant number of favorable associations were found for the transformational style, followed by simple, resonant, and servant styles. The opposite was true for passive avoidant and laissez-faire styles, which consistently negatively correlated with job satisfaction. The only style to display both a positive and a negative correlation was transactional.

Human resources are the most crucial component in social systems like healthcare organizations. Different academic fields and theoretical stances have investigated the idea of leadership for decades. Effective leadership is essential in every occupation, especially in demanding roles in health care systems, especially in paediatricians who deal with the paediatric population. In this demanding environment, leaders must foster technical and professional skills while also taking steps to raise staff morale and satisfaction. To improve healthcare quality indicators and the job happiness of healthcare personnel, it is vital to recognize and close leadership knowledge gaps. Multiple studies are conducted in healthcare settings with nurses and lab technicians, but more literature is needed on pediatricians' leadership styles and job satisfaction. Therefore, there is a dire need to look into the relationship between

leadership styles and job satisfaction in the Pakistani cultural context among pediatricians in different government and private tertiary care hospitals.

## Methods

### Objectives

- To investigate the relationship between leadership styles (transformational, transactional, and laissez-faire) and job satisfaction among pediatricians.
- To investigate the leadership styles as predictors of job satisfaction among pediatricians.

### Hypotheses

- There will be a significant positive relationship between transformational and transactional leadership styles and job satisfaction among pediatricians.
- A laissez-faire leadership style will inversely relate to job satisfaction among pediatricians.
- Leadership styles (i.e., Transformational, transactional, and laissez-faire) will be significant predictors of job satisfaction among pediatricians.

### Sample

Purposive sampling techniques were used to select the participants. The sample size was calculated through a G \* Power 3.0 based on three predictors with  $\alpha = .05$  power of .95 level of the confidence interval, the medium effect size of 0.15 to a large effect size of .35 resulted in N = 100 sample size. The sample comprised 100 pediatricians with equal distribution of gender (women = 50, men = 50) with age ranges from 31 to 40 ( $M = 34.24$ ,  $SD = 3.79$ ). Eighty-two participants were married, and 18 were single. Their working experience under their current boss varied from 1 year to 3 years. The

participants with less than one year of working experience under the current boss to whom they have to evaluate were excluded from the study.

### Instruments

The personal information of the participants was collected through a demographic information sheet. It included age, gender, education, and working experience in the department under the current boss.

#### Multifactor Leadership Questionnaire (MLQ)

Leadership styles were measured through Multifactor Leadership Questionnaire (Bass, 1995). It has 36 items divided into three subscales named: Transformational leadership styles (item numbers 6, 7, 8, 9, 10, 13, 14, 15, 18, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, and 36). Transactional leadership style (item number: 1, 2, 4, 5, 11, 16, 35, and 19). Laissez-faire leadership style (item numbers: 3, 12, 17, and 20). It used the 5-point Likert-type response format patterns 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Cronbach's Alpha reliability coefficients of MLQ ( $\alpha = .93$ ), transformational ( $\alpha = .91$ ), transactional ( $\alpha = .79$ ), and laissez-faire ( $\alpha = .41$ ) were found satisfactory in the current sample.

#### Minnesota Satisfaction Questionnaire (MSQ)

Minnesota Satisfaction Questionnaire (Weirs et al., 1967) is a unidimensional 20 items scale with 5 points Likert-type response format 1 = Strongly Dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied, 5 = Strongly Satisfied. Cronbach's Alpha reliability coefficient of MSQ on the current sample was achieved at .91.

### Procedure

The Institutional Review Board of Lahore Leads University checked the study parameters according to the APA 7<sup>th</sup> edition. The Ethical

Review Committee assigns the letter number to the study (No. LLU/ERC/Inf-558). Permission from the authors of the Multifactor Leadership Questionnaire (MLQ) and Minnesota Satisfaction Questionnaire (MSQ) was sought from the authors. It was ensured that these scales were used to understand the link between leadership styles and job satisfaction in pediatricians in the cultural context of Pakistan. Volunteer participants approached those who were available in their departments and worked under the supervision of their current boss for at least one year. It was requested that the participants to response every item carefully without making patterns. This procedure took an average of 20 minutes to complete the questionnaires. Anonymity and confidentiality of the information were ensured. They were thanked for their corporation and help. The response rate after fulfilling the inclusion and exclusion criteria was 98 %. Data were analyzed through SPSS

(Statistical Package for the Social Sciences) 22 Version. Data were screened before entering the software to remove the patterns and avoid the ceiling and floor effects to minimize the outliers. Assumptions of normality were checked, and outliers were removed before running the primary analysis. The total data of 120 pediatricians were collected, and 20 forms were discarded due to outliers and incomplete information. Therefore, the final analysis was run on the data of 100 participants.

### Results

It is hypothesized that leadership styles are significantly linked with job satisfaction in pediatricians working in different tertiary care hospitals in Lahore. Leadership styles will predict job satisfaction in the same population. The findings of the study are reported in the following tables:

**Table 1** Personal Information of the Pediatricians Working in Tertiary Care Hospitals in Lahore (N = 100)

Variables	Categories	Frequencies
Age	34.24 (SD=3.79)	
Gender	Women	50
	Men	50
Marital Status	Married	82
	Single	18
Education	MBBS pediatricians	100
Working experience	1 Year	46
Under current boss	2 Years	52
	3 Years	48

The findings of the demographic information are reported in table one, which indicates that participants (N=100) are equally distributed in the context of gender. The mean age of the

participants is 34.24, and their marital status varied from married (82) to single (18). Their working experience ranged from 1 year to 3 years under their current boss.

**Table 2** Alpha Coefficients of Multifactor Leadership Questionnaire and Minnesota Satisfaction Questionnaire (N = 100)

Variables	k	$\alpha$	M	SD	Actual	Potential	Skewness	Kurtosis
MLQ	36	.93	98.24	19.82	34-136	0-144	-.46	.28
Transformational	24	.91	67.03	13.69	21-94	0-96	-.42	.47

Transactional	8	.79	21.59	5.30	6-31	0-32	-.71	.15
Laissez faire	4	.41	9.62	2.61	4-15	0-16	-.08	-.45
MSQ	20	.91	66.89	14.19	36-100	20-100	.15	-.39

Note: k = no of items; MLQ= Multidimensional Leership Questionnaire; MSQ= Minnesota Satisfaction Questionnaire

Table 2 shows the psychometric characteristics of the measures, including mean, standard deviation, actual and potential values of the scales, and normality assumptions which indicate the typical distributions of the data on the current sample. The Cronbach's Alpha Reliability Coefficients of total MLQ ( $\alpha = .93$ ); it is three subscales which are transformational ( $\alpha = .91$ ), transactional leadership styles ( $\alpha = .79$ ), and

Laissez-fair ( $\alpha = .41$ ) on the current sample. The reliability index on total MLQ and its subscale, such as Transformational and Transactional leadership styles, are relatively high, but it is satisfactory on Laissez-faire. The reliability index of the Minnesota Satisfaction Questionnaire ( $\alpha = .91$ ) is comparatively high in the context of social sciences.

**Table 3** Correlation among MLQ, its subscales, and MSQ (N =100)

Sr. #	Variables	1	2	3	4	5
1	MLQ		.66**	.88**	.98**	.59**
2	Laissezfair			.49**	.58**	-.27**
3	Transactional				.80**	.52**
4	Transformational					.60**
5	MSQ					-----

Note: Minnesota Satisfaction Questionnaire = MSQ, Multifactor Leadership Questionnaire = MLQ; \*\*  $p < .001$

The results of table three show a highly significant positive relationship between transformational leadership style ( $r = .60^{***}$ ,  $p < .001$ ), transactional leadership style ( $r = .52^{***}$ ,  $p < .001$ ), and job satisfaction. In contrast, laissez-

faire leadership styles ( $r = -.27^{***}$ ,  $p < .001$ ) have an inverse relationship with job satisfaction. The magnitude of the relationship between study variables in the current sample is satisfactory.

**Table 4** Leadership Styles as Predictors of Job Satisfaction among Pediatricians of Tertiary Care Hospitals (N = 100)

Variables	B	SE	$\beta$	t	p
Laissesfair leadership	-.59	.58	-.11	-1.03	.31
Transactional leadership	.35	.36	.13	.97	.33
Transformational leadership	.53	.15	.51	3.50	.01

$R = .56$ ,  $R^2 = .31$

Table 4 shows that Transformational leadership is

a significant positive predictor of job satisfaction

( $\beta = .51^{**}$ ). The  $R^2$  value ( $R^2 = .31$ ) indicates that the Transformational Leadership Style brings about a 31.4% variance in job satisfaction. While Transactional Leadership has non significantly predicted Job Satisfaction ( $\beta = .13$ ). In the same way, Laissez-fair leadership has non-significantly predicted job satisfaction ( $\beta = -.11$ ).

## Discussion

The current study examined the relationship between leadership styles and job satisfaction among pediatricians. The same sample also explored leadership styles as predictors of job satisfaction. The correlation findings supported the hypothesis that there was a significant positive relationship between transformational and transactional leadership styles and job satisfaction. In contrast, the laissez-faire leadership style has an inverse relationship with job satisfaction. Moreover, only transformational leadership style significantly predicted job satisfaction among pediatricians, while transactional and laissez-faire leadership styles have not predicted the outcome variable. The results of the current study confirmed the Theory that transformational leadership has a significant and favorable impact on organizational commitment and work satisfaction in different cultures (Walumbwa et al., 2005; Karki & Maharjan, 2022; Ahmed et al., 2021).

The influence of transformative leadership on organizational and leadership performance was previously researched (Alrowwad et al., 2020). Results showed a strong positive correlation between organizational effectiveness and leadership characteristics. The findings were consistent with the idea that in the hospitality sector, transformational leadership practices increase organizational commitment and job satisfaction. Findings also showed that perceptions of a more significant (perceived) emphasis on "flexibility and adaptation" and a lesser (perceived) emphasis on "rules and

regulations" had a favorable impact on the degree of organizational commitment, loyalty, and attachment to the organization. Organizational commitment is the degree of a person's identification and involvement with an organization. In recent years, much attention has been paid to identifying the various causes and implications of organizational commitment to provide plausible explanations of the development process (Widyanti, 2020). One hotly debated Theory has that solid organizational commitment, which includes feelings of allegiance, attachment, and citizenship behavior, tends to increase organizational effectiveness and efficiency by encouraging resource transformations, inventiveness, and adaptability.

It was predicted that a transactional leadership style and job satisfaction would be favorably connected. The results of the current study confirmed this Theory and demonstrated a highly significant positive association between pediatricians' job satisfaction and transactional leadership style. In their investigation of the relationship between leadership style, empowerment, and its effect on nurses' job satisfaction, Morrison et al. (1997) came to the same conclusions. They discovered that empowerment and both transactional and transformational leadership styles were favorably connected to job satisfaction. Their research revealed a strong correlation between job happiness and heads who displayed transactional leadership.

The association between a laissez-faire leadership style and job satisfaction was likewise predicted to be favorable. This Theory was supported by the study's findings, which revealed a link between job satisfaction and a laissez-faire leadership style (Celdrana, 2020). Three different leadership philosophies were also thought to influence job satisfaction significantly. The findings indicated that a transformational

leadership style was the only significant predictor of job satisfaction. At the same time, transactional or laissez-faire leadership styles did not significantly predict job satisfaction. These results agree with the earlier investigations (DeLay & Clark, 2020). According to a multiple regression analysis, attributed charisma substantially predicted organizational commitment and is a component of transformative leadership styles. In the transactional leadership style, the associated predictive scales were "contingent reward" and "management-by-exception" (passive). Managers thought of themselves as being more transformational than their staff did (Iqbal et al., 2021).

Leadership is a dynamic idea that changes as time passes. It significantly impacts outcomes for professionals, patients, and the workplace. Leaders in today's healthcare environment must inspire their coworkers (Medley & Larochelle, 1995). It improves healthcare professionals' job happiness, performance, workplace, and patient outcomes. This study adds to the knowledge of how different leadership styles affect paediatricians' job satisfaction. It allows healthcare supervisors and managers to self-identify areas to improve and create goals to lead their teams effectively. It improves organizational goals and enhances organizational citizenship behaviors.

## Conclusion

The current study discovered a significant correlation between pediatricians' leadership styles and job satisfaction in Lahore's private and government tertiary care hospitals. Leadership styles such as transformational, transactional, and laissez-faire were significantly correlated with job satisfaction. Only transformational leadership style predicted job satisfaction among pediatricians.

## Limitations & Suggestions

A qualitative study can be included to know the indigenous perspective of leadership styles and job satisfaction. Mixed method research design will increase the in-depth understanding of the phenomena. Working experience of more than three years can be included to draw the difference between leadership style and job satisfaction. Future studies may use a large sample size by random selection for generalizability. Analysis with demographic factors like monthly income, debt, control over one's schedule through working hours, number of weeknights spent on calls, and ward weeks, as well as marital status, spouse profession, number of children, exam failure, and frustration over unsuitable placements after training but before part two exams, will add in the knowledge.

## Implications

Pakistanis bemoan the need for better leadership across a variety of enterprises. This study's results benefit the healthcare industry by improving job satisfaction among pediatricians to effectively deal with the challenges of leadership styles in traditional healthcare systems. The study offers several significant practical implications. They are utilizing a cohesive approach that emphasizes. The health sector should adopt capacity-building programs, stress management coping methods, career counseling, and encouraging social activities to improve leadership styles and job satisfaction among pediatricians. Influential leaders inspire their followers with vision, charm, and motivation. They can increase productivity and solid organizational commitment while lowering conflicts, low turnover, absenteeism, and low employee motivation. Given the significance of job satisfaction, it is advised that health sector policymakers lay the foundation for implementing the transformational leadership style to increase the staff's level of job satisfaction in pediatricians.

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