The Effects of Transformational and Transactional Leadership Style on Job Satisfaction

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ABSTRACT Effective leadership plays an important role in the growth and better performance of the organization. Understanding factors that influence job satisfaction is keys to enhancing morale within the profession and creating a secure future to support the demands of the aging population. Nurse' managers are in an outstanding position to influence job satisfaction of nurses. By examining the relationship of perceived leadership styles of nurse managers and job satisfaction of staff nurses, the nursing profession can begin to establish positive, mutually beneficial relationships leading to efficiency, productivity, and job satisfaction for all nurses. This study was conducted in Alexandria University Students' Hospital to determine head nurses' leadership style as perceived by staff nurses and its relationship to nurses' job satisfaction. A total of 120 staff nurses (n=120) working in all inpatient unit were chosen and data was collected using two questionnaires; the Multifactor Leadership Questionnaire (M.L.Q) and Job Satisfaction Questionnaire. The results revealed significant difference between head nurses' leadership style and nurses job satisfaction. Nurses who perceived head nurses as transformational leaders (TF) were more satisfied with intrinsic factors than nurses who perceived head nurses as transactional leaders (TA), who were satisfied more with extrinsic factors. In relation to *intrinsic job* satisfaction factors, nurses who perceived head nurses as TF leaders revealed with *recognition for achievement, the work itself & responsibility and work hours*, but for *extrinsic job* satisfaction factors serealed with *supervision and job security*. On the other hand, nurses who perceived head nurses as TA leaders were satisfied with intrinsic factors as sense of achievement, except the work itself & responsibility and for extrinsic factor they were Satisfied with *Interpersonal relationship*. No significant difference was found between their demographic characteristics except nurses' age among nurses who perceived head nurses as transactional leaders. Managerial implications are presented based upon these results.

INTRODUCTION

Leadership plays a vital role in establishing high performing teams. Leaders are facing greater challenges than ever before due to the increased environmental complexity and the changing nature of the organization.

Leaders provide the followers with what is needed to keep them productive and proceed towards the shared vision. But if the leaders fail to provide what was promised before, it flourishes the sense of distrust and de-

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motivation. Thus a leader needs to be focused on his followers' needs both within and outside the organization to keep them moving ahead consistently.[1]

Contemporary literature on leadership mainly focuses on the two main dimensions of leadership i.e. transactional and transformational leadership. Transactional leadership is centered on leader follower exchanges. Followers perform according to direction of the leaders and leaders positively reward the efforts. The baseline is reward which can be negative like punitive action, if followers fail to comply with or it can be positive like praise and recognition, if subordinates comply with the intent and direction settled by a leader and achieve the given objectives. Four core facets of transactional leadership as described as contingent rewards, active management by exception, passive management by exception and laissez-faire. Other centered on transformational leadership which shows the other extreme.[2] Transformational leaders

alter the beliefs and attitudes of followers and inspire the subordinates in their own interests parallel with the betterment of the organization and facilitate new understandings by increasing or altering awareness of issues. Resultantly, they foster inspiration and excitement to put extra efforts to achieve common goals. Transformational leadership is also based on four dimensions such as charisma, communication, intellectual stimulation and individualized consideration.[3]

Transformational leadership theory explains the unique connection between a leader and his followers that accounts for extraordinary performance and accomplishments for the people and organization.[4] This style of leadership create a sense of duty within an organization, encourages new ways of handling problems.[5]The leader and followers grow and develop together with a shared vision.[6] Followers of the transformational leader are motivated to do more than make simple exchanges in which they and the leader each

get something of personal value. They are proposed to be inspired to reach beyond their immediate self-interest and aim for leader's goals.[7]

Job satisfaction expresses the amount of agreement between one's emerging expectations and the rewards that the job provides.[8] Increasing staff satisfaction is one key in meeting challenges of quality outcomes, patient satisfaction, and retention of staff nurses in hospitals Herzberg (1959) developed his theory on two dimensions of job satisfaction.[9]

(a) Motivators (Intrinsic factors) create satisfaction by fulfilling individuals` needs for meaning and personal growth. They promote job enrichment by creating job satisfaction (satisfiers). Motivators are: sense of achievement, recognition for achievement, the work itself, responsibility, advancement potential, possibility of growth and work hours.[9]

(b) Hygiene (Extrinsic factors) that cannot motivate employees but can minimize

dissatisfaction if handled properly. In other words, they can only dissatisfy if they are absent (dissatisfies). Hygiene are: working condition, policies, supervision, salary, interpersonal relationships, job security and status.[9]

Intrinsic factors

1. *Sense of achievement:* Means the successful completion of a task. The sense of achievement is the feeling of accomplishment or seeing the results of one's work as delivering good nursing care.[10]

2. *Recognition for achievement:* Recognition means acts of notice and praise. Individuals at all levels of the organization want to be recognized for their achievements on the job. Recognition may include bonus and some organizations establish a formal recognition program such as employee of the month.[10]

3. *The work itself:* Means employees believe that the work they are doing is

important and their tasks are meaningful.[8]

4. **Responsibility:** Employees will be more motivated to do their jobs well if they have ownership of their work or giving employees enough freedom and power to carry out their tasks so that they feel they own the result.[11]

5. **Advancement potential:** It is the progression to higher stage of development or promotion to a higher rank. A promotion to a higher level in the same organization typically involves changes in supervision, job content, co-workers and pay.[8]

6. **Possibility of growth:** This is one of the intrinsic factors for job satisfaction. For some individuals personal growth in terms of knowledge and skills gained is only important whereas in addition for others, growth in hierarchy is important.[11]

7. **Work hours:** refers to job schedule in which employees work hours other than the standard hours of 8am to 2pm, afternoon and night shifts employees had

the lowest satisfaction levels.[12]

Extrinsic factors

1. **Working conditions:** Employees prefer pleasant working conditions because they lead to greater physical comfort, facilitate getting the work done efficiently such as temperature, humidity, ventilation, lighting and noise, cleanliness of the work place and adequate tools and equipment all affect job satisfaction.[7]

2. **Policies:** It is predetermined and established to provide direction in decision making. Policies should be printed in a written manual and be updated.[10]

3. **Supervision:** An employee' satisfaction with the supervisor may depend on the supervisor's style of leadership.[7]

4. **Salary (payment):** A pay is classified into base, variable and indirect pay. Base pay includes salary for meeting none negotiable job expectations, Variable pay includes bonuses and incentives pay while indirect pay includes benefits such as health insurance and vacation pay. If

salary is deficient, employee dissatisfaction can result.[13]

5. **Interpersonal relationships:** Allowing employees a reasonable amount of time for socialization such during breaks will help them develop a sense of team work. The work group serves as a source of satisfaction to individual employees.[14]

6. **Job security:** It is a fundamental need and is vital to everyone. Insecurity in a job is very likely to affect performance, morale and confidence.[15] Job security includes giving immunizations, treating infection, safety wok environment and life.

7. **Status:** It is a prestige grading and the position of an employee within a group. The equity between the perceived ranking of an individual and the status he is given by the organization is very important, when it is not, the potential for employees rejecting the authority of their supervisors increases, also employees job satisfaction and motivation decrease.[11]

This study focuses on staff nurses' lack of satisfaction due to head nurse leadership behaviors. Nurses always complain of excessive work load, lack of appreciation, inadequate explanations or participation in decisions affecting their work, which may have an impact on their job satisfaction. This study analyzed transformational (TF) and transactional (TA) leadership styles of head nurse as perceived by their staff nurses to determine if a relationship jobs satisfaction for their existed among staff nurses for The dependent variable was staff nurse job satisfaction and the independent variables were TF and TA leadership styles of head nurse as perceived by staff nurses working in Alexandria University Students' Hospital.

Research Question

– Is there a relationship between perceived head nurse' leadership style and satisfaction levels of staff nurses?

Hypotheses Statement

The hypothesis statement guiding this study was the presence of a relationship between leadership styles of head nurse and staff

nurses job satisfaction.

Significance of the Problem

– The problem of staff nurses' lack of satisfaction with nurses leader in hospitals settings must be resolved if enhancement of the nursing profession is to occur.

For staff nurses, job satisfaction and positive relationships with head nurse becomes imperative in order to meet the demanding, multi-dimensional job requirements found in hospitals. This study will relay information specific to nurses in the hospital setting. Also, for nursing administrators, the results of this study have numerous implications for management practice. Administrators can utilize the data from this study to educate nurse managers on effective leadership styles and how these styles affect job satisfaction of staff nurses. By implementing preferred leadership styles, nurse job satisfaction will increase, creating lower turnover rates in hospitals and an overall decrease in money spent for hiring and orienting new employees. Staff nurse

satisfaction will be seen by the patient in the form of increased patient care quality. This, in turn, will create increased patient satisfaction and will reflect a positive view of the hospital.

The hospital will also benefit from the satisfaction of staff nurses as seen by an increase in productivity, efficiency, and retention.

METHOD

a. Design

This study was a non-experimental, correlational design. The dependent variable was job satisfaction of staff nurses who worked in hospitals and the independent variables were TF and TA leadership styles of head nurse as perceived by their staff nurses.

b. Subjects

The subjects of the present study included one hundred and twenty nurses (n=120) who were working in the above mentioned units at the time of data collection.

c. Setting

This study was carried out in all inpatient units at Alexandria University Students`

Hospital. These units provide services of all specialties for all types of patients. The bed capacities of these units are 148 beds.

d. Tools of The Study

Two questionnaires were used to collect data:

1. The Multifactor Leadership Questionnaire (M.L.Q) and

2. Job Satisfaction Questionnaire.

1. **The Multifactor Leadership Questionnaire (M.L.Q**) This questionnaire was developed by Bass (1995). It was used in this study to determine head nurses' leadership style as perceived by the nurses.[16] It consists of 50 statements grouped under the two leadership styles: **a-** TF leadership style (30 statements), **b-** TA leadership style (20 statements). Responses were measured on 5-point Likert Scale that ranged from 5 (always) to 1 (never)

1. *****Job Satisfaction Questionnaire** This questionnaire was developed by the researcher after a thorough review of literatue (10,17,18) to measure nurses job satisfaction. It consists of 75 statements*

grouped under two factors:

a. **The Intrinsic factors (Motivators factors). 32 statements** it including : Sense of achievement (2 statements) recognition for achievement (7) the work itself and responsibility **(**8) advancement potential (4) possibility of growth (7) and work hours (4).

b. **The Extrinsic factors (Hygiene factors); 43 statements**, including working conditions (7statements), policies (6), supervision (7) salary (7), interpersonal relationship (7) job security (5), and status (4). Responses of nurses were measured on 3-point rating scale that ranged from 3 (always) to 1 (never) and the reverse for negative statement.

This questionnaire also includes items related to nurses' demographic data as: age, years of experience, qualifications and marital stuatus.

2. **Data collection procedures**

1. Written approval was obtained from the responsible authorities in the identified

setting to collect the necessary data. However, nurses were invited to participate voluntarily. The information provided by the participants was completely anonymous and no names or identifying numbers were collected on any of the instruments.

2. The Multifactor Leadership Questionnaire (MLQ) was translated into Arabic and submitted in both Arabic and English languages to five experts in the field of the study at the faculty of nursing, Alexandria University to be reviewed for appropriate translation and validity.

3. The Multifactor Leadership Questionnaire was tested for its reliability using test re-test reliability method with three weeks interval on the same nurses (n=15). Reliability cofficient (r)=0,925.

4. The Job Satisfaction Questionnaire was submitted to five faculty member experts in the field of the study to be reviewed for validity.

5. A pilot study on 12 nurses (10% of the study subjects) was carried out (not included in the study). They were selected randomly to test the clarity and the applicability of the questionnaire to identify difficulties that may be faced during data collection and to estimate the time needed to fill the questionnaire. Based on the pilot study, few statements were restated.

6. Data were collected from nurses and clear instructions were given to the nurses before distribution. The questionnaires were distributed individually to the nurses in their units they were asked to fill them independently. The questionnaires were received and reviewed individually to check that all questions were answered.

3. Statistical Analysis

(a) In order to determine the job satisfaction, the 50% cutoff point was used.

(b) Analysis of data was done, using the following statistical tests:

1- The Chi-Square test ($\chi 2$): It was used

to test the association between two qualitative variables or to detect the difference between two or more proportions.

Where $X2 = \sum \dfrac{(O - E)2}{E}$

O= The sample number in each cell of the table.

E= The expected number in each cell obtained by multiplying the corresponding row and column total and dividing by the total sample size (n)

∑ = The summation sign.

2- Fisher`s Exact test: It was used to determine the exact probability due to chance of association between the two characteristics being analyzed in a fourfold table.

The tests of significance were done at the 5% level. The critical values of these tests "P" was considered significant when the values equaled 0.05 or less.

RESULTS:

Table 1 shows that 49.2% of the nurses' aged between 25-34 years, while only15.8%

of them ranged from 35 years and above. In relation to their experience 40.8% of the nurses were less than5 years, while the experience of only 5% of them were more than 20 years. According, to marital status data reveals that half of the nurses 50.0% were single and only 3.3% were divorced and widow.

Table 2 presents head nurses' leadership style. The majority 71.7% of nurses perceived their head nurse as transformational (TF) leader, while only 28.3% of them perceived them as transactional (TA) leader.

Table 3 shows that 48.8% of the nurses who perceived their head nurses as TF leaders were satisfied with their job, while 88.2% of the nurses who perceived them as TA leaders were dissatisfied. A highly significant statistical relation was detected between them. ($\chi2$ =14.167,*P=0.000).

Table 4 shows that 48.8% of the nurses who perceived their head nurses' as TF leader were satisfied with the intrinsic

factors compared to only 17.6% for the nurses who perceived their head nurses as TA style. On the other hand, 82.4% of nurses who perceived them as TA leader were dissatisfied with the intrinsic factors. A highly significant difference was statistically detected, (χ2 =9.877,P=0.002) .In relation to the extrinsic factors, 41.9% of the nurses who perceived their head nurses as TF leader were satisfied, while only 11.8% of the nurses who perceived them as TA leader were satisfied. In the mean time, 88.2% of the nurses who perceived their head nurses as TA leader were dissatisfied. A highly significant difference was statistically found, (χ2 =9.932, *P=0.00˚2).

Table 5 illustrates that a significant difference was found, (P= 0.001, P= 0.018 and P=0.027, respectively) between nurses who perceived their head nurses as TF and TA leader. Regarging the recognition for achievement, the work itself and responsibility, and the work hours, On the other hand, no significant difference was found

for the other factors.

Table 6 shows the presenle a significant difference (P= 0.000 and P=0.044, respectively) between nurses who perceived their head nurses as TF and TA leader.for the supervision and Job security On the other hand, no significant difference was found for working conditions, policies, interpersonal relationship, and status.

Table 7 shows that, 58.3% of nurses aged 35 years old and above were satisfied, but were not statistically different from dissatisfied ones (χ2 =0.529, P=0.768) .

According to nurses' experience, 66.7% of nurses with experience that ranged from 10-14 years were insigneficantly satisfied was (χ2 =3.398, P=0.334). As regards to nurses' qualifications, 55.0% of nurses with baccalaureate degree were insignificantly satisfied (χ2 =1.137, P=0.286). Concerning marital status, (56.4%) of married nurses were also insignificantly satisfied. (χ2 =2.772, P=0.252).

Table 8 shows that in relation to nurses'

age, astatistically significant difference was found, (F=6.847, P=0.017), Hawver there was no significant difference, in relation to nurses' experience, nurses qualifications and marital status (F=3.024, P=0.328 P=0.283) and (F= 1.175, P=0. 6 94, respectively).

DISCUSSION

Transactional and transformational leadership has been of great interest to many researchers in the current era. Adopting either transformational or transactional leadership behavior helps in the success of the organization and this might be the reason that different authors of the recent past considered transactional and transformational leadership as predicating variables and investigated their relatedness with other criterion variables.[19]

This study has been conducted in Alexandria University Students' Hospital to determine head nurses' leadership style as perceived by staff nurses and its relationship to nurses' job satisfaction. Results revealed significant differences between head nurses' leadership style and nurses' job satisfaction

(tables 3,4). Additionally) nurses who perceived head nurses as transformational leaders (TF) were more satisfied than nurses who perceived head nurses as leaders transactional (TA) who satisfied with the intrinsi factors (Table4).

Medley and LaRochelle (1995) supported this finding and concluded that nurses whose leader exercises transformational leadership reported higher levels of job satisfaction and that transformational leadership behaviors contribute significantly to exploratory innovation.[20] on the other hand, Chen et al.,(2005) found that followers were satisfied with the contingent reward dimension of transactional leaders and individualize consideration of transformational leaders.[21]

Transactional and transformational leadership behaviors provided varying results in different scenarios. In some situations, transformational leadership behavior was found significantly affecting predicting variable and in some cases transactional leadership behavior. Transactional leadership style

provides high satisfaction and organizational identification as compared to transformational leadership style.[3] Results also showed little number of staff nurse satisfied with transactional style. Despite the reason transactional leaders have substantial influence on the followers.[22] In contrast, in another study transformational leadership had large influence on followers' performance and innovation than transactional leaders as well as it was more significantly associated with team cohesiveness, work unit effectiveness and organizational learning as compared to transactional leadership.[23]

The present study revealed that nurses who perceived head nurses as transformational leaders (TF) were satisfied with job satisfaction factors as recognition for achievement, the work itself and responsibility. Nurses feel very satisfied with patient care and patient progress specially those working in critical patients. According to Syptak (1999), most nurses sincerely want to do a good job and most of them experience sense of

achievement when their patients improved.[24]

Furthermore, results showed that they were satisfied with interpersonal relationship and supervision. This result could be attributed to nursing profession which enhance good relationships between nurses when they work as a team interact, and cooperate with each other to achieve their work. In this respect, Nemanich et al., (2004) focused on having effective communication skills, where transformational leaders tend to have higher agreement on the strategic goals of the organization. They voluntarily help their employees and prevent the occurrence of work-related problems which ultimately enhances job satisfaction among employees.[24]

The majority of nurses (79.40%) who perceived head nurses as transactional leaders in this study were dissatisfied with supervision However, those of nurses (72.10%) who perceived head nurses as transformational leaders were satisfied (Table 6). This result could be attributed to the fact

that head nurses' supervision in most of supervisors focuses on catching mistakes and not on giving guidance, teaching or training. According to Berry and Houston (1993), a subordinate's satisfaction with the supervisor may depend on the supervisor style of leadership and the amount of influence she/he wields.[25] Moreover, schermerhorn et al.,(2000) concluded that since the transactional leadership is based on contingent reward and punishment behavior, therefore supervisors positively reward the individuals with praise or recognition when they perform at or above expectations. Similarly, negative rewarding approach is also used in the form of correction, coercion, criticism, and/or other forms of punishment, when performance is below the expected standard.[2]

Regarding the possibility of growth, nurses in both study groups were dissatisfied (Table 5). This might be due to that training programs are rarely offered either inside or outside the hospital. Also continuing of formal

education is considered financially costly for nurses. In addition, they do not find any cooperation from hospital authorities to coordinate between work time and education programs time in spite that this is one of the crucial factors contributing to professional growth. This finding is consistent with those of Shizly (1997) who found that, professional growth opportunities and continuing education are important contributing factors to job satisfaction.[26]

Regarding the relation between nurses demographic characteristics and job satisfaction, study show no significant difference was found exceptamong nurses who perceived head nurses as transactional leaders. Older nurses were more satisfied with their job than younger ones.. This could be attributed to the experience of older nurses, who are adjusted to hospital system and are more capable to manage conflict effectively. This finding is consistent with EL-Nady (2002) who found that, the old groups of nurses were more satisfied with work than the

young group.[27]

Thus, It can be concluded that there is a positive relationship between leadership styles and staff nurse job satisfaction.

Limitation of The study

The only limitation of the study was the fact that self-reported questionnaires run the risk of response bias as the information presented by participants was based upon their subjective perceptions.

RECOMMENDATIONS

The results of this study indicated staff nurses working in hospital settings preferred transformational leaders so the researchers suggested that:

– Nurse managers must create hospital environments that support and motivate staff nurses. By studying effective leadership styles of nurse managers and implementing styles conducive to productivity, efficiency, and job satisfaction, enhancement of the nursing profession can occur, as well as, enhanced patient care quality within the hospital system.

– Nurse managers must find innovative ways to motivate staff, enhance the workplace environment through transformational leadership styles to encourage staff retention and decreases turnover. As staff nurse turnover decreases, hospitals can decrease overall spending for hiring and orienting new nurses, thus directing financial expenditures to staff, patient, and hospital resources. And patient care quality increases as nurse satisfaction increases reflecting a positive view of the hospital by the community.

– Nurse manager should ensure a positive and supportive relationship between head nurse and their staff by considering the following:

a. The vision and mission of the organization should be clear to each employee, which is further transformed into organizational and unit objectives. However, there is a strong need to establish goals with joint consultation of

all team members.

- The transformational leadership style being desirable in different situations should also be facilitated with transactional leadership where applicable. Positive rewards like praise, recognition and benefits need to be provided in a personalized way to sustain performance. In this way, criticism and correction are also needed to put things right when they consistently go wrong.

- Future research should focus on experimental aspects involving implemented TF leadership programs and the program's effect on job satisfaction in relation to retention and turnover rates. These findings would determine how leadership styles effect job satisfaction in practice settings. The focus of nurse administrators is on patient outcomes. In replication of this study, it would be important to relate job satisfaction to patient care quality and patient satisfaction

Table 1: Demographic characteristics of the nurses working in Alexandria University Student's Hospital.

Nurses' demographic characteristics	Nurses at Alexandria University Students' Hospital (n = 120)	
	No.	**%**
a. Age(Years)		
- <25	42	35.0
- 25-34	59	49.2
- 35 &more	19	15.8
b. Years of Experience		
- <5	49	40.8
- 5-9	38	31.7
- 10-14	18	15.0
- 15-19	9	7.5
- 20&more	6	5.0
c. Qualifications		
- baccalaureate degree	60	50
- diploma degree	60	50
d. Marital Status		
- Single	60	50.0
- Married	56	46.7
- Divorced or widow	4	3.3

Table 2: Head nurses` leadership style as perceived by the staff nurses

Head nurses' leadership style	Nurses	
	No.	**%**
Transformational Transactional	86 34	71.7 28.3
Total	**120**	**100**

Table 3: Head nurses' leadership style as perceived by nurses and its relationship to their job satisfaction.

Head nurses' Leadership style	Nurses' job satisfaction (n=120)				Total	
	satisfied		dissatisfied			
	No.	%	No.	%	No.	%
Transformational Transactional	42 4	48.8 11.8	44 30	51.2 88.2	86 34	100 100
Total	46	38.3	74	61.7	120	100
Test of significance	$\chi2$ **= 14.167**				**P = 0.000***	

* Highly significant at P <0.001

Table 4: Head nurses' leadership style as perceived by nurses and its relationship to their job satisfaction factors.

Head nurses' leadership style	Nurses' Job Satisfaction factors (n= 120)								Total	
	Intrinsic factors				Extrinsic factors					
	Satisfied		dissatisfied		satisfied		dissatisfied		Total	
	No	%	No	%	No	%	No	%	No	%
Transformational Transactional	42 6	48.8 17.6	44 28	51.2 82.4	36 4	41.9 11.8	50 30	58.1 88.2	86 34	100.0 100.0
Total	48	40.0	72	60.0	40	33.3	80	66.7	120	100.0
Test of significance	$\chi2$ =9.877 P = 0.002*				χ^2 =9.932 P = 0.002*					

* Significant at P<0.05

Table 5: Head nurses' leadership style as perceived by nurses and its relationship to intrinsic job satisfaction factors.

Head nurses' leadership style	Intrinsic factors				Total	
	satisfied nurses		dissatisfied nurses			
	No.	%	No.	%	No.	%
Sense of achievement						
Transformational	84	97.7	2	2.30	86	100.0
Transactional	34	100.0	0	0.0	34	100.0
Total	118	98.30	2	1.70	12 0	100.0
Test of significance	P= 1.000					
Recognition for achievement						
Transformational	65	75.60	21	24.40	86	100.0
Transactional	14	41.20	20	58.80	34	100.0
Total	79	65.80	41	34.20	120	100.0
Test of significance	P= 0.001**					
The work itself and responsibility						
Transformational	70	81.40	16	18.60	86	100.0
Transactional	20	58.80	14	41.20	34	100.0
Total	90	75.00	30	25.00	120	100.0
Test of significance	P= 0.018*					
Advancement potential						
Transformational	27	31.40	59	68.60	86	100.0
Transactional	7	20.60	27	79.40	34	100.0
Total	34	28.30	86	71.70	120	100.0
Test of significance	P= 0.269					
Possibility of growth						
Transformational	15	17.40	71	82.60	86	100.0
Transactional	4	11.80	30	88.20	34	100.0
Total	19	15.80	101	84.20	120	100.0
Test of significance	P= 0.583					
Work hours						
Transformational	50	58.10	36	41.90	86	100.0
Transformational	12	35.30	22	64.70	34	100.0
Total	62	51.70	58	48.30	120	100.0
Test of significance	P = 0.027*					

*Significant at P<0.05
**Highly significant difference at P<0.01

Table 6: Head nurses' leadership style as perceived by nurses and its relationship to extrinsic job satisfaction factors.

Head nurses' leadership style	Extrinsic factors				Total	
	Satisfied nurses		dissatisfied nurses			
	No.	%	No.	%	No.	%
Working conditions						
Transformational	35	40.70	51	59.30	86	100.0
Transactional	8	23.50	26	76.50	34	100.0
Total	43	35.80	77	64.20	120	100.0
Test of significance	**P= 0.093**					
Policies						
Transformational	20	23.30	66	76.70	86	100.0
Transactional	8	23.50	26	76.50	34	100.0
Total	28	23.30	92	76.70	120	100.0
Test of significance	P= 1.000					
Supervision						
Transformational	62	72.10	24	27.90	86	100.0
Transactional	7	20.60	27	79.40	34	100.0
Total	69	57.50	51	42.50	120	100.0
Test of significance	**P= 0.000****					
Salary						
Transformational	12	14.00	74	82.60	86	100.0
Transactional	3	8.80	31	88.20	34	100.0
Total	15	12.50	105	87.50	120	100.0
Test of significance	**P= 0.552**					
Interpersonal relationship						
Transformational	78	90.70	8	9.30	86	100.0
Transactional	31	91.20	3	8.80	34	100.0
Total	109	90.80	11	9.20	120	100.0
Test of significance	P= 1.000					
Job security						
Transformational	29	33.70	57	66.30	86	100.0
Transactional	5	14.70	29	85.30	34	100.0
Total	34	28.30	86	71.70	120	100.0
Test of significance	**P= 0.044***					
Status						
Transformational	48	55.80	38	44.20	86	100.0
Transactional	17	50.00	17	50.00	34	100.0
Total	65	54.20	55	45.80	120	100.0
Test of significance	**P= 0.685**					

*Significant difference at P<0.05

**Highly significant difference at P<0.001

Table7:**The relation between nurses' demographic characteristics and job satisfaction among nurses who perceived head nurses as transformational (TF) leaders.**

Nurses' demographic characteristics	Nurses' job satisfaction (n=86)				Total		Test of Significance
	satisfied nurses		dissatisfied nurses				
	No.	%	No.	%	No.	%	
a. Age (years)							χ2 = 0.529
- <25	15	48.4	16	51.6	31	100	
- 25-34	20	46.5	23	53.5	43	100	
- 35&more	7	58.3	5	41.7	12	100	P = 0.768
b. Years of experience							
- <5	17	48.6	18	51.4	35	100	χ2 = 3.398
- 5-9	12	38.7	19	61.3	31	100	
- 10-14	8	66.7	4	33.3	12	100	
- 15&more	5	62.5	3	37.5	8	100	P = 0.334
c. Qualifications							χ2 = 1.137
- baccalaureate degree	22	55.0	18	45.0	40	100	P = 0.286
- diploma degree	20	43.5	26	56.5	46	100	
d. Marital status							
- un married	20	44.4	25	55.6	45	100	F = 2.772
- married	22	56.4	17	43.6	39	100	P = 0.252
- divorced and widow	0	0.0	2	100	2	100	

Table 8:**The relation between nurses' demographic characteristics and job satisfaction among nurses who perceived head nurses as transactional (TA) leaders.**

Nurses' demographic characteristics	Nurses' Job satisfaction (n=34)				Total		Test of Significance
	satisfied nurses		dissatisfied nurses				
	No.	%	No.	%	No.	%	
a. Age (years)							F = 6.847
- <25	1	9.1	10	90.9	11	100	
- 25-34	0	0.0	16	100	16	100	
- 35&more	3	42.9	4	57.1	7	100	P = 0.017*
b. Years of experience							
- <5	1	7.1	13	92.9	14	100	F = 3.024
- 5-9	0	0.0	7	100	7	100	
- 10-14	1	16.7	5	83.3	6	100	
- 15&more	2	28.6	5	71.4	7	100	P = 0.328
c. Qualifications							
- baccalaureate degree	1	5.0	19	95.0	20	100	
- diploma degree	3	21.4	11	78.6	14	100	P = 0.283
d. Marital status							
- un married	1	6.7	14	93.3	15	100	F = 1.175
- married	3	17.6	14	82.4	17	100	P = 0.694
- divorced and widow	0	0.0	2	100	2	100	

*Significant at P<0.05

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