

CHAPTER I INTRODUCTION

A. Background

Considering that the hospital institution is one of the most important public institutions that play an important and vital role in achieving development and social balance, with the curative, hospital, and preventive care it provides to members of society, its success and raising the efficiency of its members depends on the effectiveness of the human element in it. The work includes incentives, human relations, and care for workers in accordance with their desires that satisfy their needs, leaving positive effects and creating a sense of satisfaction for them towards work. In light of the development of technology, change in the economy, government financing and policies, health and safety concerns associated with stressful work environments, retirement for existing leaders, and an anticipated workforce shortage that changes the landscape of healthcare (Konstantinou and Prezerakos, 2018). Organizations face challenges to improve and make them smaller, practices more cost-effective and improve safety outcomes, bring retention of high-performing employees, and be more effective and responsive to the needs of patients (Anwar, Abid and Waqas, 2019). The main components of this shift have been the empowerment of employees, especially nurses, health care providers, and leadership (Valdez, Glenn Ford; Cayaban, Arcalyd Rose; Mathews, Simy; Doloolat, 2019). Efforts to improve the efficiency and quality of health care need to increase the participation and knowledge of authorized health care providers in performing the work of delegated employees with greater authority and responsibility than employees in traditionally designed organizations (Khan and Bukhari, 2016). However, in stressful work environments, it is difficult to realize the benefits of empowerment (Asif *et al.*, 2019), the biggest challenge in creating enabling workplaces may be the role of effective leadership. Nursing managers work to create the conditions for nurses to work by providing the quality of support, information, and resources available in the workplace (Boamah *et al.*, 2018). In particular, when nurses view their leaders as real, honest, open, and participate in decision-making,

nurses become positively responsive to their work, and report higher engagement in work and greater confidence in management (Bishwajit, Khumyu and Boonyanurak, 2016). Leaders must focus on developing people they do not control, in order to adapt to new technologies in a challenging and constantly changing environment, all in order to achieve a high level of effective business performance (Hidayah, 2019). Leadership style is of great importance on job satisfaction and work environment, and to the motivation and performance of professionals. The nurses are satisfied and motivated in their work environment they have the ability to reward their organization with the ability to provide better quality care and increase retention (Bishwajit, Khumyu and Boonyanurak, 2016), Strategic leadership is the expected boundaries that can be found in all parts of the organization at the top of the hierarchy that fully benefits from the quality of human and other resources, especially technology (Hidayah *et al.*, 2015). This study, used leadership theory to develop and test a model that links leadership to nursing perceptions of empowerment, performance, job satisfaction, and nurses Commitments. Empowerment means encouraging people to make decisions with less interference from senior management (Asif *et al.*, 2019). And empowering an employee gives employees the power to make decisions. That is, empowerment is considered as a form of freedom to ensure maximum customer satisfaction through employee decisions (Gulsen and Ozmen, 2020).The required performance level of employees is maintained with confidence by giving empowerment in the organization. That is, showing confidence through empowerment, thus, achieving performance is a necessary factor in the service industry. Lack of commitment on the part of employees and frequent changes in the employer's duties prevent the employee from being empowered. Empowerment enhances employee performance and improves the work environment in organizations (Boamah *et al.*, 2018).Leadership styles serve as a platform for empowering the employees and encouraging them to work with high spirit and influence their productivity profoundly, Leadership style can be a source of employee dissatisfaction and this will affect their productivity (Thomas and Department, 2001). When employees are not working, organizational leadership style may be defective. Therefore, there is a need for organizations to adopt leadership styles that are in line with employee empowerment which will increase

the company's performance in the long run (Asiri *et al.*, 2016). One of the ways in which leadership style can influence an employee's performance or empowerment is through training and delegation of authority. Where training is organized for employees in order to improve and acquire skills. The more employees are trained, the less likely they are to make mistakes in performing their jobs and tasks, and if employees become more efficient through their training, the authority will be delegated to them with confidence. Staff performance is a condition of effective performance and the organization. Whereas, employee performance refers to the contributions of employees to achieving the goals of the organization (Lee and Ding, 2020), The purpose of this research is to know the effect of leadership on job satisfaction, commitment, and empowerment, through the effect of commitment and empowerment on job satisfaction as a result of the absence of many studies on job satisfaction for nurses.

B. Research questions

1. How does leadership affect job satisfaction from the nurses' point of view?
2. How does leadership affect commitment?
3. How does leadership affect empowerment?
4. How does commitment affect job satisfaction?
5. How does empowerment affect job satisfaction?

C. Aims

1. Determine the effect of leadership on job satisfaction
2. Determine the effect of leadership styles on the commitment of nurses.
3. Determine the effect of leadership styles on empowerment.
4. Determine the effect of commitment on job satisfaction.
5. Determine the effect of empowerment on job satisfaction.

D. The Benefits of the Research

1. Theoretical Benefits

It is expected that study will contribute to the development of the science of hospital management. The research is linked to the impact of leadership and

empowerment on nurses' commitment and job satisfaction, and to be a reference for upcoming research.

2. Practical Benefits

Linking leadership style of managers with nurse's perceptions of empowerment, Commitment, and job satisfaction. To develop leadership styles within the hospital.