



Abstract

Leadership among military nurses is often considered given because a nurse is an officer and having the status as a leader. As nurse managers in a unit, they adopt different leadership styles depending on their orientation as may be influenced by culture, education system, training that they went through, or the organizational environment. Any leadership style adopted by a particular nurse manager has a way it impacts on nursing staff motivation, performance and organizational commitment; which in turn may influence nursing staff's intentions to stay with the organization.

This study is a descriptive-correlational research that investigated on the influence of nurse manager's leadership styles on the job satisfaction among nursing staffs. This study utilized purposive sampling to select the 359 participants through Slovin formula. The participants were divided in two (2) groups: 70 nurse managers and 289 nursing staffs from seven (7) pre-selected military treatment facilities. The researcher used Vroom (2004) survey questionnaire containing the leadership styles of nurse manager based on Path-Goal's Leadership Theory.

The study determined the significant difference on the self-assessment of leadership styles between nurse managers and nursing staff and ascertained the level of satisfaction among staff nurses in terms of nurse managers' leadership style, co-workers and teamwork, human resource management policies and compensation.

The findings of the study revealed that: there is no significant difference between nurse manager respondents and nursing staff respondents in their perceived personal assessment of the leadership style exhibited ($t=1.279$, $p\text{-value}=0.203$). Nurse Managers ($M=4.110$) believed that they always exhibit directive style of leadership wherein nursing staffs strongly agreed ($M=4.180$). The nursing staffs were very satisfied with the nurse managers' leadership style ($M=4.20$) followed by their relationship with co-workers/teamwork ($M=4.18$), Management and HR policies ($M=3.80$) and, lastly with compensation ($M=3.74$).



The study also found that the linear combination of leadership styles exhibited significantly determines the job satisfaction of the nursing staff ($R=0.630$, $\text{Sig } F=0.000$). Directive style of leadership ($t=3.068$, $p\text{-value}=0.000$) and supportive style of leadership ($t=2.356$, $p\text{-value}=0.019$) showed direct significant relationship with job satisfaction. The nurse manager's leadership styles significantly affect job satisfaction. Directive style of leadership is found to be more correlated to nurse managers' leadership ($r=0.769^{**}$) and relationship with co-worker/teamwork ($r=0.480^{**}$). Achievement-oriented style of leadership with compensation ($r=0.290^{**}$) while supportive style of leadership with Management and HR policies ($r=0.511^{**}$). The nursing staff overall job satisfaction is directly influenced by the nurse manager's supportive and directive style of leadership.

The following recommendations are therefore set by the researcher such as for the AFP Leadership to review compensation and benefits including retirement packages and discussed with employees; and to allocate separate funds for professional advancement of military nurses and staff nurses. For the Nursing Administrators to review and revised AFP Nurse Corps Career Pattern so that the designation of nurse managers must comply with the required rank and experience as prescribed by the Philippine Nursing law and the AFP regulations. To identify training needs and continuously conduct Nursing Leadership and Management Development Course for Nurse Managers for NC who will be occupying nurse manager position and NC Mentoring Program to develop culture of excellence. For the nurse managers and nursing staffs to continuously attend to professional advancement and pursue higher education towards self-improvement; and lastly, to adopt the proposed Nurse Leadership Style Framework, a model that illustrate the direct influence of Supportive and Directive Leadership Style of nurse managers to the job satisfaction among the nursing staffs.

Keywords: Nurse Managers, Nursing Staffs, Leadership Styles, Directive, Supportive, Participative and Achievement, Job Satisfaction.