LEADERSHIP STYLE AND JOB MOTIVATION AMONG HEALTH PERSONNEL IN HOSPITAL SETTING: A SCOPING REVIEW

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ABSTRAK

Abstract:
A scoping review was conducted as part of an investigation. In order to find publications that were published between 2012 and 2022, the databases PubMed and Scopus were systematically searched. A Preferred Reporting Items for Systematic Reviews and Meta-analyses extension for scoping review (PRISMA-ScR) flow diagram was used in the thorough scoping review to show the whole findings of the search as well as the procedure of including studies in the review. A risk of bias assessment was not done in this study specifically. After collecting 259 articles at first, we screened the full texts and found 6 that met our criteria. Based on the results, six articles were included, and three major themes were identified. The effective leadership stye can be classified into three categories. The transformational, transactional, and complex leadership styles are all described in this scoping review as being beneficial in hospital settings. However, in order to choose the most productive style of leadership for enhancing the performances of healthcare workers and ensuring that guidelines are adhered to, one must use a methodical approach. A scoping review protocol was registered at Open Science Framework (https://osf.io/cju4h) December 18, 2022.

Abstrak:
Tujuan dari scoping review ini adalah untuk mengidentifikasi pengaruh gaya kepemimpinan terhadap motivasi kerja tenaga kesehatan di lingkungan rumah sakit. Scoping review dilakukan sebagai bagian dari penyelidikan. Untuk menemukan publikasi yang diterbitkan antara tahun 2012 dan 2022, database PubMed dan Scopus telah digunakan. A Preferred Reporting Items for Systematic Reviews and Meta-analyses extension for scoping review (PRISMA-ScR) digunakan dalam scoping review menyeluruh untuk menunjukkan seluruh temuan pencarian serta prosedur untuk menyertakan studi dalam tinjauan. Risiko penilaian bias tidak dilakukan dalam penelitian ini secara khusus. Setelah mengumpulkan 259 artikel pada awalnya, kami menyaring teks lengkap dan menemukan 6 yang memenuhi kriteria kami. Berdasarkan hasil, enam artikel dimasukkan, dan tiga tema utama diidentifikasi. Gaya kepemimpinan yang efektif dapat diklasifikasikan ke dalam tiga kategori. Gaya kepemimpinan transformasional, transaksional, dan kompleks semuanya dijelaskan dalam tinjauan pelingkupan ini sebagai hal yang bermanfaat di lingkungan rumah sakit. Protokol tinjauan pelingkupan telah didaftarkan di Open Science Framework (https://osf.io/cju4h)18 Desember 2022.

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INTRODUCTION

Human resource plays a crucial influence in the effectiveness and efficiency of an institution. Effective leaders and employees contribute significantly to the achievement of an institution's objectives and goals. Their own effort and dedication to the institution contribute to its success. It is well proven that effective leadership has a significant impact on the job motivation of every personnel [1]–[3].

Motivation among healthcare professionals is a key factor in determining their performance and, ultimately, the standard of treatment they provide [4]. An individual's level of willingness to exert and maintain an effort toward organizational goals can be described as motivation in the context of the workplace. Previous study has found a variety of variables that may impact the motivation of health workers, which can be broadly divided into three categories: social elements like social norms and community expectations, organizational aspects like leadership or managerial support and resources, and individual or process factors like preferences or intrinsic dispositions [5]–[8].

One of the components of the organizational context that has the potential to have an effect on the behavioral attributions of workers is the leadership style. After that, these behavioral attributions can either encourage or discourage various levels of autonomous motivation, which will, in the end, affect the inventive job performance. [9]. According to research, leaders who put the needs of their employees first, who encourage the growth of their employees, who are skilled at providing emotional support, and who possess a variety of other traits can assist their employees in meeting the three fundamental psychological needs of autonomy, competence, and relatedness. This assists individuals in internalizing their external motivation, which is the process of turning controlled motivation into autonomous motivation and increases the inventive job performance that they deliver as a result. [10], [11].

Depending on how leadership styles are used effectively, healthcare work motivation leads to better work quality and more organizational commitment [12], [13]. A key component of transformational leadership is inspiring, motivating, and promoting positive change. Clear communication, the expectation of goal achievement through contingent rewards, and active management by exception are the main tenets of transactional leadership. Delegative leadership, the antithesis of autocratic leadership, is characterized by passive avoidance of responsibility. Employees are more likely to leave their superiors than the company when they decide to leave their employment, indicating that leadership practices have a significant impact on employee retention [14]. Few studies have examined whether job motivation can relate to leadership styles, despite the literature being committed to understanding the relationship between leaders and followers in the context of leadership styles and the employees' work outcomes [15].

In business, leadership's impact on employee motivation has been studied, but empirical research in the health care industry is lacking. This study may provide insight into whether leadership styles and characteristics are related to employees' levels of work motivation because leadership is frequently associated with setting an example for others [15], [16]. Additionally, some literature examines the critical necessity of transformational leadership in healthcare workers, although it is only applicable to transactional and passive-avoidant leadership styles [17]. Requirement for determine adequate evidence on leadership styles by their manager in relation to healthcare levels of job motivation in terms of productivity, involvement, and satisfaction is needed. Therefore, literature review that comprehensively explain the effect of

leadership style toward job motivation is lacking. The purpose of this scoping review is to identify the effect of leadership style towards job motivation among health personnel in hospital setting. There are no current hypotheses according to study aims.

RESEARCH METHOD

Study design

An investigation involving a scoping review was carried out. The method was shaped by Arksey and O'Malley's methodological framework as well as the Joanna Briggs Institute's scoping review methodology manual [18]. The PRISMA extension for scoping reviews (PRISMA-ScR) checklist was utilized to ensure compliance with the PRISMA standards (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) [19], [20]. Furthermore, the protocol of this scoping review was registered at Open Science Framework (https://osf.io/cju4h) December 18, 2022.

Inclusion and exclusion criteria

The inclusion criteria of the studies were studies in which: 1) population is healthcare personnel, 2) studies in hospital or healthcare services setting 3) discussed about one or more leadership style, 4) measured job motivation as primary outcome, 5) from peer-reviewed journal with full-text available to download, and 6) language in English and/or Indonesian. Additionally, the protocol, editorial, and narrative review articles as well as any others without a clear research methodology were disregarded.

Screening

Following the search process, duplicates were eliminated before compiling and uploading all found citations to web-based application namely Rayyan. Rayyan, a free service available at http://rayyan.qcri.org, is entirely financed by the Qatar Foundation, a charitable organization in the State of Qatar [21]. Following a titles and abstracts were then

reviewed by five (AZ, DJY, ASM, PNR, IMMYS) independent reviewers to determine if they met the review's inclusion requirements. All potentially pertinent sources were retrieved, together with their citation information. Four independent reviewers, DJY, ASM, PNR, and IMMYS, conducted a thorough analysis of the chosen citations' full texts to determine whether or not they satisfied the inclusion criteria. During the scoping assessment, the reasons for rejecting full-text sources of evidence that do not meet the inclusion criteria were recorded and documented. This was done to ensure that no oversights were made. At each level of the selection process, the fifth (AZ) reviewer was brought in to settle any disagreements that arose amongst the reviewers.

Risk of bias of included studies

When researchers examine individual studies and the entire body of literature for components of bias, performing a quality assessment, or risk of bias is needed. However, based on Munn et al., 2018), quality assessment is not an essential component of scoping reviews. Risk of bias assessment was not conducted in this study.

Search strategy

PubMed and Scopus databases were searched for works published between 2012 to 2022 by five authors (AZ, DJY, ASM, PNR, IMMYS). Flexible search words based on several electronic databases was used. The Participants, Concept and Context (PCC) framework was used to constructing the search term, including, P: health personnel, C: effect of leadership style towards employee's job motivation, C: hospital or health facilities setting. Researchers used Boolean operators to widen or restrict the literature searches with the following term: ("Health Personnel" OR "Healthcare Providers" OR "Healthcare Workers") AND leadership AND motivation AND hospital. The flow of searching strategy is presented in the Figure 1 and Table 1.

Table 1.
Electronic Database Search Strategy

Database	Search term	Limiters	Resu
PubMed	("Health Personnel" OR "Healthcare Providers" OR "Healthcare Workers") AND "hospital*" AND ("motivate" OR "motivated" OR "motivates" OR "motivating" OR "motivation" OR "motivation" OR "motivations" OR "motive" OR "motivational" OR "motivator" OR "motivators" OR "motives") AND ("leadership" OR "leadership" OR "leaderships" OR "Leadership style")	Full text, last 10 years	174
Scopus	("Healthcare workers") OR ("Healthcare providers") OR ("Health personnel") AND ("leadership style") OR (leadership) AND (motivation) AND (hospital)	Full text, last 10 years, English language	85
Total			**259**

Data analysis and extraction

Four (DJY, ASM, PNR, IMMYS) impartial reviewers independently extracted data using a standardized form. Specific information on the participants, concepts, context, research techniques, and major findings that are pertinent to the review question or questions were included in the data that is extracted. During the process of extracting data from each included source of evidence, the draft data extraction tool was adjusted and altered as necessary. Discussion with the fifth (AZ) reviewer was used to settle any disputes that develop amongst the reviewers. The information was shown in tabular format. The tabulated results were accompanied by a narrative summary explaining how the results related to the review's purpose and questions

RESULTS

Search result

Initially, a total of 259 articles were obtained; however, following the completion of a screening for duplicates and the implementation of a management reference system with the assistance of Rayyan, 52 articles were eliminated, leaving a total of 207 articles. During the screening step, 196 articles were omitted from the records because they did not meet the inclusion criteria. This includes 168 articles that had irrelevant topics, 12 articles that had irrelevant populations 9 articles that were non-research articles, and 7 articles that had irrelevant study designs. The screening step was based on the titles and abstracts of the articles. The screening of the complete text resulted in the production of six articles that were featured. Figure 1, which is based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2009 Flow Diagram, provides an illustration of the findings as well as the progression of the search process.

Characteristics of the included articles

Six articles were included in the screening process. There were three articles with qualitative study design, two articles with cross-sectional study design and 1 realist evaluation study design. As many as 18-192 samples made up of the participants and showed various recommendations for effective leadership style, including transformational leadership style [23], [24], and mix of transformational and transactional leadership [25]–[28]. The six articles explained the outcome to increase the job motivation among healthcare workers in hospital setting. One study were carried out in Zambia [27], one studies in Morocco [26], one study in Spain (García-Sierra & Fernández-Castro, 2018), one study in Colombia [25], one study in Malawi [23] and one study in Ghana (Aberese-Ako et al., 2018). Data extraction of the included studies showed in table 2.
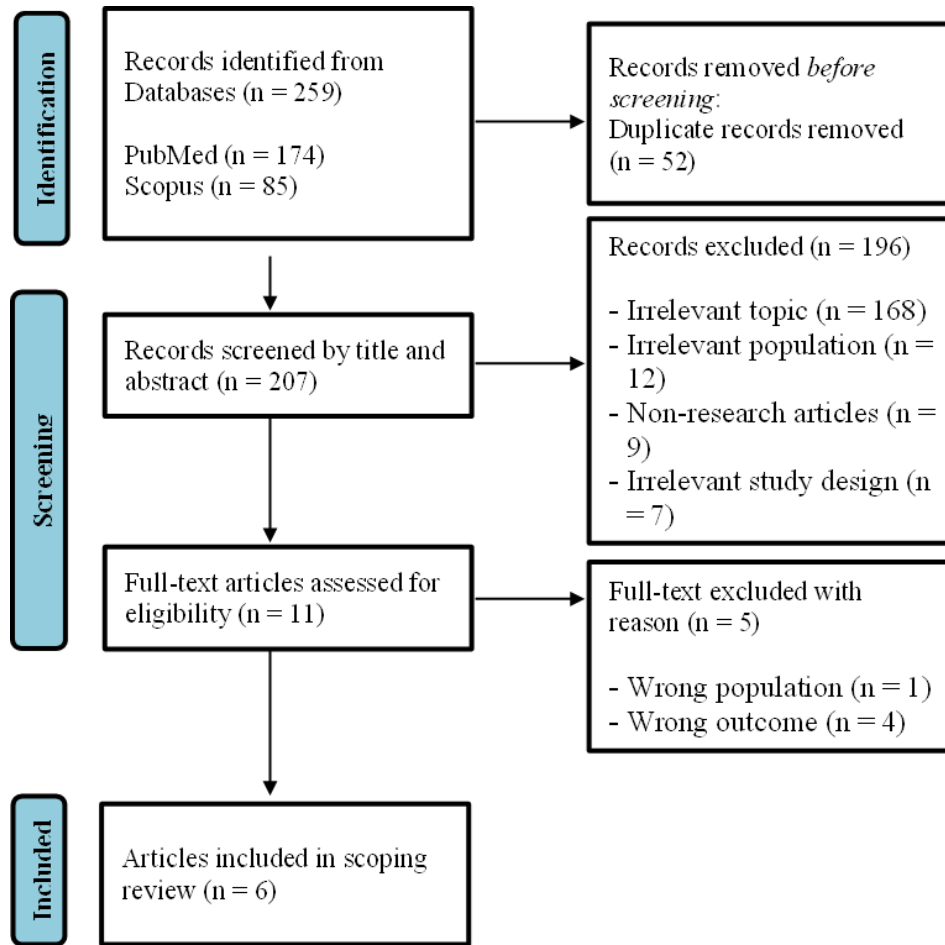
Figure 1. Study Selection Process Based On PRISMA Flow Diagram

Table 2.
Included Articles Characteristics

Citation	Authors, Year and Title	Design	Country	Sample	Type of leadership style	Outcome
[27]	Mulenga, et., al. (2018) Establishing common leadership practices and their influence on providers and service delivery in selected hospitals in Lusaka province, Zambia	Qualitative study	Zambia	42 participants	Mix of transformational and transactional leadership style	Leadership styles affect employees' motivation. Healthcare managers have significant role to promote best practice of leadership styles in hospital setting.
[26]	Belrhiti, et., al. (2020) Unravelling the role of leadership in motivation of health workers in a Moroccan public hospital: a realist evaluation	Realist evaluation approach	Morocco	18 participants	Mix of transformational, transactional leadership style	Complex leadership, defined as balancing transactional, transformational, and distributed leadership, facilitated inventive issue resolution and allowed for staff interactions. This effectiveness of leadership appears to be conditioned by value congruence, attention to

					staff needs, and the absence of perceived organizational politics. Staff in such circumstances are more likely to be autonomously driven and to internalize public service values.
[24]	García-Sierra, et., al. (2018) Relationships between leadership, structural empowerment, and engagement in nurses	Cross-sectional study	Spain	131 participants	Transformational leadership style	The manager's transformational leadership has a direct and beneficial influence on the motivation of healthcare workers.
[25]	Valbuena-Durán, et., al. (2021) Nursing Leadership, Associated Sociodemographic and Professional Factors: The Perception of Leaders and Evaluators	Cross-sectional study	Colombia	75 participants	Mix of transformational and transactional leadership style	Transformational leadership showed better score in behavioral influence and inspirational motivation.
[23]	Chipeta, et., al. (2016) Working relationships between obstetric care staff and their managers: a critical incident analysis	Qualitative study	Malawi	84 participants	Transformational leadership style	Transformational leadership has increased healthcare workers' job satisfaction and motivation, which is critical to providing high-quality care and ensuring health-care delivery efficiency.
[28]	Aberese-Ako, et., al. (2018) Leadership styles in two Ghanaian hospitals in a challenging environment	Qualitative study	Ghana	192 participants	Mix of transformational and transactional leadership style	Effective leadership inspires health professionals to use their influence for the hospital's goal of providing excellent care. Motivated staff showed good client care attitudes, improving health care delivery.

DISCUSSION

This study aimed to identify the effect of leadership style towards job motivation among health personnel in hospital setting. Based on the results, six articles were included, and three major themes were identified. The effective leadership stye can be classified into three categories, namely transformational leadership style, transactional leadership style and complex leadership style.

Transformational leadership style

It has been extensively researched the effectiveness of transformational leader-ship, which involves leaders creating, communicating, and maintaining an organizational vision to compel followers to put aside self-interest and work for corporate objectives [29]–[31]. According to [32], transformational leaders have a significant influence on how teams function since this style of leadership encourages team members to have faith in one another and unites the team to pursue a common goal. The team environment may have more functional consequences as evidenced by its association with self-perceived performance, while transformational leadership predominantly influences

measures representing employee well-being [27]. It is intriguing to wonder why, when compared to job happiness, team relations appear to have such a stronger correlation with self-perceived performance [33].

A high degree of motivation among knowledge workers may raise their level of motivation in their work, which in turn may cause them to adjust the boundaries of their employment. Employees who are engaged in their work may be more likely to proactively adjust their job demands and resources in order to achieve the highest possible level of performance [34]–[38].

Transactional leadership style

When it comes to innovation and creativity, transactional leadership styles are generally overlooked, which can be detrimental to employee motivation, organizational success, and leader satisfaction [26]. Leadership styles that are based on transactional interactions take an active part in strategic leadership to improve organizational effectiveness. In today's businesses, transactional leadership is more widespread than other types of supporting leadership actions [39].

Transactional leaders have a unique ability to impact their teams and companies. Previous studies indicated a positive association between transactional leadership and employees' motivation and inventiveness. Corroborated by earlier research, which shown that favorable employee leadership attitudes indicate a higher level of dedication to the task. In summary, transactional leadership might encourage staff members to share, preserve, and advance their organizational learning knowledge [40]–[43]. The promotion of meticulous problem-solving and providing individualized attention to employees by transactional leaders is also likely to improve information sharing behavior. In a institutions, sharing knowledge is a natural behavior that should be encouraged for organizational growth. Sharing knowledge will be simpler if there is good employee cooperation, especially when it comes to

creating new solutions or techniques for construction work. According to a prior study, leaders that implement transactional leadership in their everyday activities would be able to inspire employees to work on projects and in the office by making them feel at ease and motivated. Since they respect and support the organizational leader, employees will be free to express their opinions [40], [44], [45].

Complex leadership style

Complex leadership, which is a balancing act between transactional and transformational leadership, stimulated creative problem solving and enhanced worker connections [24]-[25]. Complex leadership is a balancing act between transactional and transformational leadership. It would appear that the value congruence, attention paid to the requirements of workers, and absence of perceived organizational politics are the factors that determine this leadership effectiveness. Under these conditions, employees have a greater chance of being self-motivated and of internalizing the core principles that underpin public service delivery. According to the findings of our research, this ultimately led to an increase in organizational commitment and staff performance in extracurricular activities. [26]. There has been a lot of in-depth research done on the relationship between transactional leadership and transformational leadership styles in the published literature. The findings of some empirical research carried out in a variety of settings have shown that there is a connection between the two approaches, most notably the enhancement of the transactional leadership style by the transformational leadership style [23], [28]. These findings have shown a relationship between the two strategies. This is due to the fact that a successful blending of transactional and transformational leadership incorporates parts of an ideal leadership strategy required to tackle present-day problems while concentrating

on tackling potential problems in the future. This is the reason why the blending of transactional and transformational leadership has been successful. [46].

Limitation of the study

The study is subject to several limitations that warrant consideration. Firstly, the research focuses exclusively on health personnel within a hospital setting, potentially limiting the applicability of its findings to broader professional environments. The intricacies of healthcare work may not fully mirror dynamics present in diverse organizational contexts. Moreover, the study draws conclusions from a selection of six articles, introducing the possibility of sampling bias by omitting relevant perspectives or studies that could offer different insights. Methodological constraints also come into play, as the varied research designs, measurement tools, and data collection methods across the included studies may impact the robustness and comparability of the findings. The subjective nature of leadership style classification (transformational, transactional, and complex) poses another limitation, as different interpretations and categorizations may exist among researchers. Lastly, the potential influence of publication bias, wherein studies with positive or statistically significant results are more likely to be published, could impact the overall interpretation of the relationship between leadership styles and job motivation.

Implications of the study

The findings of the study indicate that a number of different leadership styles can be considered to be effective styles. The findings of this study can serve as a basis for the establishment of shared healthcare policies all over the world and as a foundation for the definition of guidelines on the leadership style choice.

CONCLUSION

The transformational, transactional, and complex leadership styles are all described in this scoping review as being beneficial in hospital settings. However, in order to choose the most productive style of leadership for enhancing the performances of healthcare workers and ensuring that guidelines are adhered to, one must use a methodical approach. According to the findings of this study, observational studies are the only kind that produce meaningful findings regarding the efficacy of leadership. Because of this, the effectiveness of leadership needs to be reinforced and improved by other study designs, particularly research methods that have the highest evidence levels, such as trials.

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