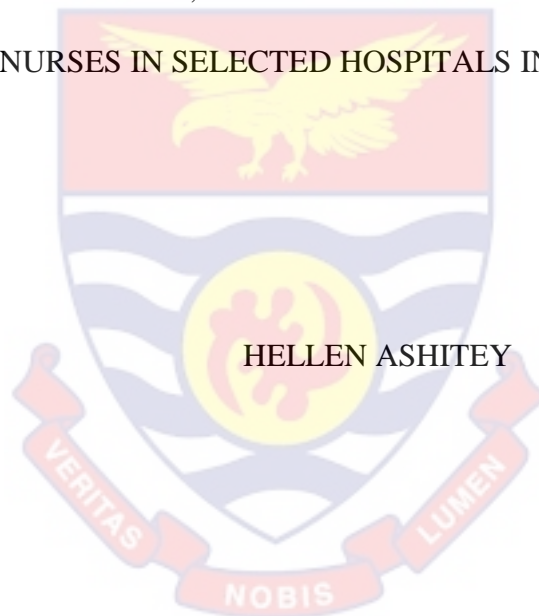


UNIVERSITY OF CAPE COAST

LEADERSHIP STYLE, JOB SATISFACTION AND PERFORMANCE OF
NURSES IN SELECTED HOSPITALS IN CAPE COAST

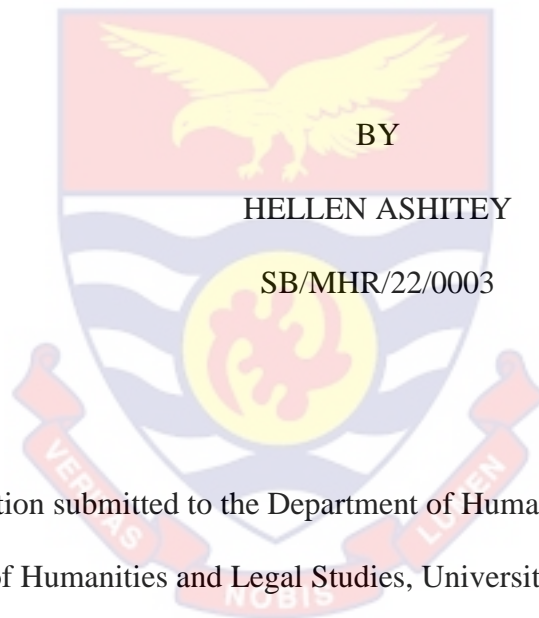


HELLEN ASHITEY

2024

UNIVERSITY OF CAPE COAST

LEADERSHIP STYLE, JOB SATISFACTION AND PERFORMANCE OF
NURSES IN SELECTED HOSPITALS IN CAPE COAST



Dissertation submitted to the Department of Human Resource Management,
College of Humanities and Legal Studies, University of Cape Coast, in partial
fulfilment of the requirements for the award of Master of Business
Administration in Human Resource Management

AUGUST 2024

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: Date:

Name: Hellen Ashitey

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines for supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Professor Felix Kwame Opoku

ABSTRACT

This study investigates the efficacy of transactional and transformational leadership styles in the health sector of Cape Coast, Ghana, and their impacts on nurse job satisfaction and job performance. This research employs a positivist and quantitative approach to generalize findings from a sample of 140 nurses selected via simple random sampling from three hospitals. Data were collected through a self-administered questionnaire and analyzed using SPSS version 24 for descriptive statistics and SmartPLS version 4 for structural equation modeling. The results reveal that both transactional and transformational positively influence nurse performance, with transactional having a more substantial effect. Conversely, transformational significantly enhances job satisfaction, whereas transformational negatively affects it. Moreover, job satisfaction mediates the relationship between transformational and nurse performance. These findings suggest that while transactional is crucial for boosting nurse performance through structured tasks and rewards, transformational is essential for fostering job satisfaction and long-term performance improvements by creating an innovative and supportive work environment. Consequently, hospital administrators are recommended to enhance nurse managers' transformational leadership skills through ongoing training and education to improve nurse motivation, job satisfaction, and patient care. The study contributes to the existing literature by elucidating the nuanced impacts of transactional and transformational on nurse outcomes, offering insights for policymakers aiming to enhance staff retention and performance in the healthcare sector.

KEYWORDS

Hospitals

Job Satisfaction

Leadership Style

Nurses

Transformational Leadership

Transactional Leadership

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to my supervisor, Professor Felix Kwame Opoku of the Department of Human Resource Management, for his professional guidance, advice, encouragement and goodwill with which he guided this work. I am really very grateful. I am also grateful to Dr. Isaac Kosi, Professor Emmanuel Selase Asamoah Esq., Richmond Kojo Arthur and Vivian Kongkyong for their generous contributions to making this work better.

DEDICATION

To my family, especially my father, Mr. David Ashitey Ahuloo and my
mother, Madam Rebecca Aboagye.

TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
KEYWORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS	xii
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	5
Purpose of the Study	7
Research Objectives	7
Research Hypotheses	8
Significance of the Study	8
Organization of the Study	10
CHAPTER TWO: LITERATURE REVIEW	
Introduction	11
Theoretical Review	11
Conceptual Review	17
Empirical Review	25
Conceptual Framework	34
Chapter Summary	35

CHAPTER THREE: RESEAARCH METHODS

Introduction	36
Research Paradigm	36
Research Approach	37
Research Design	38
Study Area	39
Population	39
Sampling Procedure and Sample Size	40
Measurement of variables	41
Data Collection Instrument	43
Data Collection Procedure	44
Data Processing and Analysis	45
Mediation Procedure in SEM	46
Ethical Consideration	47
Chapter Summary	48

CHAPTER FOUR: RESULTS AND DISCUSSIONS

Introduction	49
Demographic characteristics	50
Assessment of Measurement Models for the Study	51
Assessing indicator loadings	52
Assessing Internal Consistency Reliability	53
Assessing convergent validity	54
Assessing discriminant validity	54
Assessing the structural model	56
Assessing coefficient of determination and predictive relevance	57

Testing Hypotheses	58
Chapter Summary	69
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION	
Introduction	71
Summary	71
Major Findings	72
Conclusion	73
Recommendations	74
Suggestion for Further Studies	76
REFERENCES	77
APPENDIX A: QUESTIONNAIRE	92

LIST OF TABLES

Table		Page
1	Demographic Characteristics	51
2	Indicator loadings	53
3	Validity and Reliability	54
4	Fornell Larcker	55
5	Heterotrait - Monotrait Ratio (HTMT)	55
6	Collinearity amongst constructs	56
7	Coefficient of Determination and Predictive relevance	58
8	Structural model results for objective one	62
9	Structural model results for Objective two	65
10	Total Effect	66
11	Specific Indirect Effect	67

LIST OF FIGURES

Figure		Page
1	Conceptual Framework	35
2	Outer and Inner model	62

LIST OF ACRONYMS

AVE	Average Variance Extracted
DV	Discriminant validity
EP	employee performance
F ²	Effect Size
HTMT	Heterotrait - Monotrait Ratio
JS	job satisfaction
NMs	Nurse Managers
PLS	Partial Least Square
Q ²	Predictive relevance,
R ²	Coefficient of Determination,
SEM	Structural Equation Modeling
VIF	Variance Inflation Factor

CHAPTER ONE

INTRODUCTION

The provision of quality healthcare services is a universal imperative, transcending geographical boundaries and cultural distinctions. Central to the delivery of such services are nurses, the heart and soul of any healthcare system. Their dedication, compassion, and expertise form the bedrock of patient care, making the study of their professional well-being and performance a matter of critical importance. In this context, the confluence of leadership style, job satisfaction, and nurse performance takes on particular significance. This study seeks to delve into the relationships between leadership style, job satisfaction, and the performance of nurses within selected hospitals in Cape Coast.

Background to the Study

In today's constantly evolving and highly competitive landscape, organizations expand their global reach and encounter a multitude of challenges in pursuit of their objectives (Torlak & Kuzey, 2018). Healthcare systems are expected to simultaneously improve public health and contain escalating healthcare expenditures (Frisicale et al., 2019). In contemporary healthcare delivery, effective leadership assumes paramount significance, as it underpins the continuous enhancement of healthcare quality, maximizes productivity, and fosters efficiency (Ofei & Paarima, 2022). Leadership, in this context, encompasses the utilization of interpersonal skills to inspire and influence others to work enthusiastically towards the achievement of common goals (Asamani, Naab, Maria & Ofei 2016). Within healthcare, leadership is perceived as the capacity to mobilize, influence, motivate, empower, and

inspire individuals to wholeheartedly pursue organizational objectives (Aberese-Ako, Agyepong & Van Dijk, 2018; Perfecto & Aquino, 2015).

Within the realm of healthcare, nurse managers (NMs) play a pivotal role in empowering nurses and cultivating care quality by nurturing a positive work environment (Labrague, Nwafor & Tsaras 2020). Through their leadership practices, NMs can exert a profound impact, whether positive or negative, on nurse, patient, and organizational outcomes (Asamani et al., 2016). Effective leadership has the power to inspire nurses to excel in their roles, fostering a culture of collaboration, innovation, and patient-centered care (Cummings et al., 2010). Various factors, including leadership styles within healthcare institutions and the level of job satisfaction experienced by nursing staff, significantly influence nurses' ability to deliver high-quality care, demonstrate professional commitment, and ensure patient well-being (Buerhaus et al., 2020; Cummings et al., 2018).

Conversely, ineffective leadership may lead to job dissatisfaction, diminished morale, and suboptimal performance among nursing staff (Lavoie-Tremblay et al., 2016; Lyu et al., 2019). Job satisfaction, a concern observed globally (Temesgen, Wubie & Leshargie, 2018; Getnet et al., 2018; Namburi et al., 2017), has been linked to increased sick leave, absenteeism, and reduced productivity in organizations (Clausen et al., 2014; García-Izquierdo & Ríos-Rísquez, 2012). Satisfied employees are more likely to perform well, exhibit lower absenteeism rates, and demonstrate reduced turnover intentions (Mathole, Lembani, Jackson, Zarowsky, Bijlmakers & Sanders 2018). Job satisfaction also serves as a strong predictor of overall individual well-being (Noroxe, Fischer Pedersen, Bro & Vedsted, 2018; Nadinloyi, Sadeghi &

Hajloo, 2013) and is a key factor influencing an employee's intention to leave a job (Nadinloyi et al., 2013; Mathole et al., 2018).

Research further establishes a positive correlation between job satisfaction and job performance, rendering this relationship a matter of substantial importance for both employees and employers (Asamani et al., 2016; Farman et al., 2017). Job satisfaction among nurses is multifaceted and can be attributed to a variety of factors, including the nature of their work, their relationships with supervisors and colleagues, opportunities for professional development, and the overall work environment (George et al., 2008; Chang et al., 2015). Numerous studies suggest that employers reap the benefits of lower employee turnover and heightened productivity when their employees experience high job satisfaction (Nadinloyi et al., 2013; Mathole et al., 2018; Farman et al., 2017). In the context of healthcare organizations, job satisfaction not only influences job performance but also serves as an indicator of efficient service provision and patient satisfaction (Asamani et al., 2016; Janicijevic, Seke, Djokovic & Filipovic, 2013).

Consequently, healthcare institutions and authorities are actively seeking validated approaches to enhance both client and staff outcomes (Danae et al., 2017). In this pursuit, the adoption of specific nurse managers' leadership styles, or a combination thereof, becomes imperative in addressing a myriad of issues affecting nursing staff and service provision (Cherian & Karkada, 2017; Asamani et al., 2016). Nurse managers, once recruited, assume the responsibility of retaining their frontline nursing staff. Given limited resources, the choice of the right leadership style can play a pivotal role in staff retention, job satisfaction, and ultimately, high productivity. As a result,

leaders and leadership are integral to the accomplishment of these objectives, as they encourage employees to perform optimally and find fulfillment in their roles (Torlak & Kuzey 2018).

In contrast to other leadership theories that attempt to delineate dominant leadership styles, House and Mitchell (1974) center their focus on the leadership style employed by leaders to motivate subordinates in achieving personal and organizational goals. The current iteration of the theory posits that leadership can take various forms, such as transactional, transformational, and laissez-faire, stemming from Bass's (1985) "full-range leadership" model. However, this study narrows its focus to transactional leadership (TAL) and transformational leadership (TFL) because research suggests that laissez-faire leadership is not prevalent in-service sectors, such as education and health (Torlak & Kuzey, 2018).

In a related study, Albagawi (2019) found that nurses perceived their superiors to predominantly use the transformational and transactional leadership styles, with laissez-faire leadership styles being employed infrequently. Consequently, the laissez-faire leadership style, which grants employees significant freedom over their work and provides support and guidance only, when necessary, is not a practical fit within the healthcare sector in Ghana. Numerous studies have documented the positive outcomes associated with effective leadership, particularly the transformational leadership style (Al Yami et al., 2018; Cumming et al., 2010; Umrani & Afsar, 2019).

Additionally, research has shown that managers' approaches and leadership styles can influence both staff performance and healthcare system

performance metrics (Rad & Yarmohammadian, 2006). The performance of nurses, in particular, is a critical determinant of healthcare quality. High-performing nurses adhere to best practices, provide effective care, and contribute to positive patient outcomes (Buerhaus et al., 2020). Consequently, comprehending the factors that shape nurse performance, including leadership style and job satisfaction, is imperative for optimizing healthcare services (Kwak et al., 2019).

Statement of the Problem

The healthcare delivery system in Ghana faces several challenges, including insufficient staffing levels, heavy workloads, and rising care costs (Osei et al., 2022). Nurses, as the largest healthcare workforce, are on the frontline of these challenges (Mitchell, 2015). As a result, healthcare managers are actively seeking more effective ways to enhance both staff and patient outcomes (Asamani, Naab, Maria & Ofei, 2016). In the contemporary landscape of healthcare delivery, the pivotal role of nurse managers (NMs) in influencing the job satisfaction and performance of nursing staff is a critical concern (Azizah et al., 2020; Labrague et al., 2020). As organizations expand their global reach and encounter challenges in pursuit of healthcare objectives, effective leadership becomes paramount (Zhang et al., 2017).

Leadership has been a focal point of substantial organizational research over the last two decades, as evidenced by studies such as Arar and Abu Nasra (2019) and Bolden (2011). Nurse Managers (NMs) are expected to employ leadership styles that enhance the nurses' performances, particularly at the unit level (Boamah, Spence Laschinger, Wong & Clarke, 2018). The leadership styles demonstrated by NMs play a pivotal role in determining nurses'

performances in the profession or the current workplace (Cummings et al., 2018). empirical studies have consistently demonstrated the positive impact of leadership on employee performance (Arar and Abu Nasra, 2019; Abu Nasra and Heilbrunn, 2015; Bass, 1985; Parry, 2003; Vigoda-Gadot, 2007; Wang et al., 2005).

Also, the leadership styles adopted within healthcare institutions are known to significantly influence the job satisfaction of nursing staff, which is often considered a precursor to nurse performance (Cummings et al., 2010; Chang et al., 2015). Multiple studies have recognized that nurses who express satisfaction with the leadership styles of Nurse Managers (NMs) are not only more inclined to wholeheartedly contribute to an organization but also demonstrate a twofold increase in their performance compared to dissatisfied counterparts (Naseem, Afzal, Sehar, Gilani, 2018; Saleh, Connor, Al-Subhi, Alkattan, Al-Harbi & Patton, 2018). Improving employee performance, as suggested by Birasnav et al. (2012), can be achieved by enhancing job satisfaction, asserting that an increase in job satisfaction correlates with an increase in employee performance.

Several preceding studies have delved into the influence of leadership styles on performance and leadership style on job satisfaction. Previous studies have demonstrated a significant impact of transformational leadership on employees' work performance (Al-Amin, 2017; Ali, Ali, Ahsan, Rahman, & Kakakhel, 2014; Mangkunegara & Miftahuddin, 2016). Similarly, Asbari et al. (2019) concluded that the influence of transformational leadership styles on performance is significant, Wahyuniardi et al. (2015) found that transformational leadership significantly affects job satisfaction but has no

significant impact on employee performance. Aqmarina et al. (2014) determined that the impact of transformational leadership on employee performance is negative and not statistically significant. In contrast, Dwiantoro et al. (2018) found that the transactional leadership style significantly and positively affects performance, while it also influences the impact of transformational leadership on employee performance.

While various studies have explored the influence of leadership styles on performance and job satisfaction, the intricate relationship between the leadership style of nurse managers, job satisfaction, and performance among their subordinates remains insufficiently investigated, particularly in the context of healthcare in Ghana. The mediating role of job satisfaction in the relationship between leadership styles and nurses' performance in Ghanaian healthcare settings remains largely unexplored, presenting a critical knowledge gap. Understanding this relationship is paramount for enhancing patient care and healthcare outcomes. Given these gaps in knowledge and the pivotal role of nurses in healthcare, this study aims to investigate the relationships between leadership style, job satisfaction, and nurse performance within selected hospitals in Cape Coast.

Purpose of the Study

The main aim of the study is to examine the effect of transactional leadership (TAL) and transformational leadership (TFL) on employee job satisfaction (JS) and employee job performance (EP).

Research Objectives

1. Examine the relationship between leadership styles and employee performance among nurses in some selected hospitals Cape Coast

2. Assess the relationship between leadership styles and job satisfaction among nurses in some selected hospitals Cape Coast
3. Examine the potential mediating role of job satisfaction in the relationship between leadership styles and employee performance among nurses in selected hospitals in Cape Coast.

Research Hypotheses

H1a: Transformational leadership significantly influences nurses' performance.

H1b: Transactional leadership significantly influences nurses' performance.

H2a: Transformational leadership significantly affects nurses' job satisfaction.

H2b: Transactional leadership significantly affects nurses' job satisfaction.

H3a: Transformational leadership significantly influences nurses' performance through the mediation of nurses' job satisfaction.

H3b: Transactional leadership significantly influences nurses' performance through the mediation of nurses' job satisfaction.

Significance of the Study

The study addresses a notable gap in the existing literature by examining the interplay between leadership style, job satisfaction, and nurse performance within the specific context of Cape Coast, Ghana. While there is substantial research on these topics globally, there is limited research specific to this region. This study will contribute valuable insights to the existing body of knowledge, enriching our understanding of these relationships in a unique healthcare setting (Blegen, 2015). Cape Coast's distinct cultural and healthcare context may yield findings that have broader implications for nursing practice and leadership in other regions with similar characteristics. Understanding the

cultural nuances of nursing in Cape Coast can help refine best practices and leadership strategies that are culturally sensitive and contextually relevant (Hofstede, 2011).

Hospitals and healthcare institutions in Cape Coast will benefit from the study's findings. Insights into how leadership styles influence job satisfaction and performance can guide organizational leadership to create more conducive work environments. Improved job satisfaction is likely to lead to better staff retention and, in turn, enhanced organizational stability (Cummings et al., 2010). By identifying performance metrics that correlate with positive patient outcomes, healthcare organizations can focus on enhancing these areas. This knowledge can inform targeted training and development programs to improve the overall performance of nursing staff, potentially leading to better patient care and higher organizational performance (Kendall-Gallagher, Blegen, & Blegen, 2011).

The study's results can inform healthcare policies in Cape Coast and Ghana as a whole. Policymakers can use these findings to develop policies that promote effective leadership, job satisfaction, and nurse performance. Such policies can lead to a more robust and resilient healthcare system in the region (Ministry of Health, Ghana, 2020). A better understanding of the factors that influence nurse retention and job satisfaction can guide policies aimed at strengthening the healthcare workforce in Cape Coast. This, in turn, will contribute to the overall improvement of healthcare quality and accessibility in the region (World Health Organization, 2017).

In summary, this study holds significant implications for the literature, healthcare organizations, and policy development in Cape Coast, Ghana. Its

findings have the potential to enrich the global understanding of the relationships between leadership style, job satisfaction, and nurse performance, ultimately contributing to the advancement of healthcare practices, organizational effectiveness, and healthcare policies in the region and beyond.

Organization of the Study

The study is structured into five chapters, each serving a distinct purpose. Chapter One serves as the introduction, with a primary focus on presenting the study's background, articulating the problem statement, delineating the study's objectives, and providing an overview of the organizational structure. Subsequent to the introductory chapter, Chapter Two delves into an exhaustive review of both theoretical and empirical literature relevant to the key issues explored in this thesis. Chapter Three furnishes comprehensive details regarding the research methodology, encompassing discussions on the research's target population, the sampling procedures employed, and the analytical tools used in the study.

Chapter Four is dedicated to presenting and analyzing the findings of the study, offering valuable insights and interpretations that emerge from the data. Lastly, in Chapter Five, the study synthesizes its significant findings, offers a comprehensive conclusion, discusses the practical implications of the research, and provides recommendations for potential avenues of further study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Leadership within organizations has been a subject of extensive research, reflecting the crucial role it plays in shaping the dynamics of the workplace and influencing various aspects of employee performance and satisfaction. Two prominent leadership styles that have garnered significant attention are transactional leadership and transformational leadership. Rooted in different theoretical foundations, these leadership styles offer distinct approaches to motivating and guiding individuals within a team or organization. The literature surrounding these leadership styles extends beyond their theoretical underpinnings, delving into their practical implications for various organizational outcomes. This chapter aims to synthesize and critically analyze existing research on transactional and transformational leadership styles, with a particular focus on their implications for job satisfaction and employee performance. Drawing insights from studies conducted in various sectors, industries, and cultural contexts.

Theoretical Review

The theoretical review sets the foundation for understanding the key concepts and constructs that form the basis of the study. In the context of leadership style, job satisfaction, and performance of nurses in selected hospitals in Cape Coast, it is crucial to explore relevant theories in leadership, job satisfaction, and performance management. This review will delve into various leadership theories such as transformational and transactional

leadership, examining how different leadership styles influence the behavior and performance of nurses.

Transformational leadership theory

Transformational leadership theory, originating from the concepts proposed by Burns (1978) and further developed by Bass (1985), posits that leaders play a crucial role in reshaping their followers' perceptions of leadership through intellectual stimulation. Bass (1985) emphasizes the importance of leaders fostering a sense of support and care for their subordinates by demonstrating individualized consideration, inspirational motivation, and charisma. Building upon these ideas, Bass (2000) argues that transformational leadership, by involving employees in decision-making processes and valuing their ideas, prevents feelings of alienation, instills a sense of importance, and motivates them to excel.

In the realm of transformational leadership, leaders are characterized by their passion, energy, and dedication to assisting employees in their success. They are guided by a long-term vision shared with the employees, inspiring commitment and alignment of individual goals with organizational objectives. This not only facilitates organizational changes but also streamlines strategic management processes within the organization. Burns (1978) asserts that what sets transformational leaders apart is their recognition of employees' accomplishments and their ability to motivate them to reach their highest potential. Ingram (2018) notes that these factors contribute to low employee turnover and increased productivity. Transformational leadership, as Miles (1998) and Travis (2018) suggest, revolves around inspiration, learning,

justice, team building, motivation, innovation, and collaboration to effect positive change.

A range of factors have been identified as antecedents to transformational leadership. Sun (2017) highlights the leader's qualities, organizational features, and the leader's colleagues' characteristics as key influencers. Schell (2008) and Avolio (1994) both emphasize the role of life and career experiences in the development of transformational leadership. Lawlor (2015) further explores the relationship between emotional intelligence and transformational leadership, suggesting that emotional intelligence may be a key antecedent.

Transformational leadership comprises four key components: idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC) (Northouse, 2013). Idealized influence entails how a leader is perceived by subordinates in terms of charisma, confidence, trust, power, and consistency (Omar and Hussin, 2013). The leader, acting as a role model, prioritizes ethical standards and followers' needs over personal interests. The behavioral and attributed dimensions of idealized influence, as described by Avolio and Bass (2004), encompass the leader's conduct and how they are perceived by their followers. Inspirational motivation involves the leader's clear vision, easily conveyed through small strategic goals, inspiring followers to share the same passion for the organization's vision.

Effective communication fosters a climate of trust, promoting followers' loyalty to the organization (Nisar et al., 2013). Intellectual stimulation focuses on how a leader encourages followers to explore

innovative and efficient ways of completing tasks, fostering a culture where employees feel free to propose new ideas without fear of criticism (Anjali & Anand, 2015). Individualized consideration highlights the leader's role as an encourager, supporter, advisor, teacher, mentor, and listener, guiding followers to realize their highest potential and fostering a sense of uniqueness (Balyer, 2012; Northouse, 2013).

Transformational leadership theory has been widely recognized as relevant and beneficial for nurses in various aspects of their practice. Kristoffersen (2016) and Krepia (2018) both emphasize the positive impact of transformational leadership on nurses' capacity to meet efficiency demands and job satisfaction. F. (2023) further underscores the importance of this leadership style in fostering ongoing education, professional growth, and decision-making abilities among nurses. Marriner-Tomey (1993) provides a comprehensive framework for understanding and implementing transformational leadership in nursing, highlighting its role in inspiring and empowering staff.

The dominant use of transformational leadership theory in nursing has been critiqued for its conceptual and methodological weaknesses, potentially limiting the interpretation of nursing leadership (Hutchinson, 2013). However, it has also been found to have a positive impact on nurses' job performance, particularly in clinical settings (Mushtaq, 2021). This is supported by a study that found transformational leadership dimensions, such as intellectual stimulation and individual consideration, to enhance staff satisfaction and retention in a nursing department (McDaniel, 1992). Despite these benefits, there are differences in the application of transformational leadership skills

between graduating baccalaureate nursing students and practicing nurses, suggesting a need for improved leadership training (Mathew, 2014).

The concept of transformational leadership in nursing has been widely discussed, with some scholars questioning its uncritical adoption and suggesting the need for new perspectives (Hutchinson, 2013). However, others argue that traditional management approaches are no longer suitable for the complex healthcare environment, and transformational leadership can inspire and empower nurses (Marriner-Tomey, 1993). The positive impact of transformational leadership on nurses' job satisfaction and performance has been highlighted (Krepia, 2018). This type of leadership is characterized by creating shared responsibilities and influencing new ways of thinking (Doody, 2012).

Previous studies have consistently found a positive relationship between transformational leadership and various aspects of nursing, such as staff satisfaction, retention, and empowerment (McDaniel, 1992; Ohman, 2000; Ferreira, 2019). However, Hutchinson (2013) raises concerns about the uncritical adoption of this model, suggesting that it may limit the interpretation of nursing leadership. Despite these concerns, the application of transformational leadership theory among nurses has shown promising results in enhancing various aspects of nursing practice.

Transactional leadership theory

The Transactional Leadership model operates on the premise that individuals are motivated primarily by rewards and punishments. Suited for social systems with a clear chain of command, this leadership style expects subordinates to adhere strictly to instructions, reflecting an autocratic nature

(Bass, 1985). Its primary focus lies in maintaining operational continuity, using disciplinary power to control and organize employees, with an emphasis on day-to-day functioning rather than strategic foresight (Ingram, 2018). Transactional leadership is instrumental in resolving conflicts within the company (Johnston, 2018), as leaders under this model only engage with employees when expectations are unmet and established standards and procedures are not followed (Bass, 1990).

Moreover, Transactional Leadership is characterized by its simplicity and cost-effectiveness, relying on external rewards and punishments for motivation. It can be implemented by most managers without extensive training or specific personal traits like charisma, vision, or inspiration. Unlike Transformational Leadership, Transactional Leadership does not necessitate balancing employee needs with task complexities (Travis, 2018). This style is particularly suitable for well-established organizations where ongoing operational changes are minimal (Ingram, 2018). Transactional Leadership manifests in behaviors labeled as "contingent reward" (CR) and "management by exception" (MBE), encompassing both active and passive features (Bass, 1985).

In CR, leaders and followers establish agreements regarding rewards for successful performance and penalties for poor performance, aiding in goal-setting, performance monitoring, and recognizing achievements (Bass and Avolio, 1995). Active MBE involves proactive monitoring of employee performance, intervening before deterioration occurs, while passive MBE entails a lack of action unless problems arise, providing no guidance unless issues emerge (Kirkbride, 2006). According to Mekpor and Dartey-Baah

(2017), Transactional Leadership is a managerial style prioritizing supervision, organization, assignment, control, and performance monitoring. Leaders in this style reward outstanding employees, monitor job performance, and administer warnings and punishments for deviations from predefined standards.

Conceptual Review

The conceptual review provides a framework for understanding the interrelationships between leadership style, job satisfaction, and performance of nurses within the context of selected hospitals in Cape Coast. This review will delineate the conceptual definitions and operationalizations of key variables, such as leadership style (transformational and transactional), job satisfaction and performance. It will also explore the potential mechanisms and pathways through which leadership style influences job satisfaction and subsequently impacts nurse performance.

Leadership style

Leadership is defined as the ability to influence and guide followers, motivating and directing them toward the achievement of organizational effectiveness (Ellis & Hartley, 2009). The study of leadership styles, particularly in relation to work performance, has been extensively explored through the lenses of transformational and transactional leadership (Advani & Abbas, 2015; Baltaci, Kara, Tascan, & Avsali, 2012; Riaz & Haider, 2010). However, since the early 1990s, there has been a shift in preference towards the transformational leadership style, particularly in healthcare environments, where leaders are required to inspire others with a vision of what can be accomplished (Ramey, 2012; Aberese-Ako, Agyepong & Van Dijk, 2018).

Traditionally, before the introduction of the transformational leadership style, the transactional leadership style was widely perceived by most nurse managers as the most effective in healthcare organizations (Huber, 2006). A study by Ansah Ofei and Yennuten Paarima (2022) utilized the Full Range Leadership model to explore nurse managers' leadership styles and their impact on nurses' intention to stay in Ghana. This quantitative cross-sectional study involved 348 nurses across 38 selected hospitals, utilizing the Multifactor Leadership Questionnaire (MLQ-5x). The findings revealed that nurse managers demonstrated a variety of leadership styles, with transformational leadership being the most prevalent, followed by transactional styles. In this study we focused on the two main; transformational and transactional leadership.

Transformational leadership

Transformational leadership is a relational form of leadership characterized by leaders who inspire and motivate others through empowerment and development (Fischer, 2016). Bass and Avolio (1994) identified four key elements of Transformational Leadership (TL): idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. There is substantial evidence supporting the effectiveness of Transformational leadership in enhancing employee job outcomes and organizational effectiveness. In nursing, the literature consistently associates Transformational leadership with various outcomes, including those related to nurses, patients, and organizations. By empowering followers to take on additional responsibilities and motivating them to reach their full potential, transformational leaders enhance job engagement and organizational

commitment in others (Al Yami et al., 2018; Enwereuzor, Ugwu, & Eze, 2018).

Transformational leadership is a dynamic system focused on changing and transforming people (Hall, Johnson, Wysocki, & Kepner, 2008). Previous studies have shown a significant positive effect between transformational leadership and employees' work performance (Al-Amin, 2017; Ali, Ali, Ahsan, Rahman, & Kakakhel, 2014; Mangkunegara & Miftahuddin, 2016). Research by Almutairi (2016) suggests that organizational commitment mediates the relationship between transformational leadership styles and employees' work performance. Additionally, studies by Advani and Abbas (2015), Bass, Avolio, and Jung (2003), Sundi (2015), Paracha, Qamar, Mirza, Hassan, and Waqas (2012), Albion and Gagliardi (2007), and Pastor and Mayo (2006) confirm the positive impact of transformational leadership on motivating employees' work performance.

Nursing managers employing transformational leadership have a significant impact on nurses' empowerment, resulting in increased job satisfaction (Boamah et al., 2018), improved commitment to their jobs (Brewer et al., 2016), increased work engagement (García-Sierra & Fernández-Castro, 2018), enhanced safety performance (Lievens & Vlerick, 2014), and increased innovative work behaviors (Masood & Afsar, 2017). Moreover, studies link transformational leadership to improved patient safety outcomes, including higher care satisfaction, decreased patient fatality, reduced adverse patient events (e.g., medication errors, falls, hospital-acquired infections, lower restraint use), and fewer complications (Wong, Cumming, & Ducharme, 2013; Lappalainen et al., 2019).

A recent systematic review by Akbiyik et al. (2020) supports the notion that leadership behaviors, particularly those associated with relationships such as transformational leadership, contribute to increased patient outcomes and improved care quality. While existing studies provide substantial evidence for the positive impact of Transformational Leadership on work outcomes in Western countries, it is essential to consider cultural differences in other parts of the world, including Ghanaian communities. Leadership behaviors, like societal norms and practices, are influenced by specific cultural contexts (Campion & Wang, 2019).

Transactional leadership

Transactional leadership is characterized by a set of processes involving recognition, reward, or punishment based on how employees perform assigned tasks. Leaders following this approach motivate their followers by offering satisfaction in the form of needs like salary or other rewards in exchange for work effort. The emphasis is on transactional exchanges where subordinates produce results expected by leaders, driven by the anticipation of rewards. However, there is a potential drawback as subordinates may fulfill requests primarily for the rewards offered, not necessarily out of intrinsic dedication to their jobs. Leaders practicing transactional leadership typically involve the organization and compensate team members in exchange for their effort and compliance. The leader holds the authority to administer punishment if the work does not meet standards, establishing clear structures, articulating work requirements, and implementing formal systems of discipline and punishment.

Despite its effectiveness in achieving short-term goals, transactional leadership has notable limitations. It falls short in building trust between

leaders and followers, lacks an inherent ethical and moral dimension, and relies on extrinsic motivation to serve the personal interests of the employee (Trastek, Hamilton & Niles, 2014). The primary objective of transactional leadership is to reach an agreement on actions that satisfy the immediate aims of both the leader and followers. This style is often associated with rigidity, self-centeredness, and a focus on controlling subordinates (Ghorbanian, Bahadori & Nejati, 2012).

Job satisfaction

Job satisfaction, as defined by Kreitner & Kinicki (2013), refers to the contentment employees feel about their workplace and the tasks they perform. This concept is crucial for nursing administrators aiming to enhance nurses' retention and patient satisfaction, as contented nurses tend to be more productive and contribute creatively to their organizations. Locke (1976) characterizes job satisfaction as an agreeable and optimistic emotional state resulting from the evaluation of one's job or job experience. This evaluation encompasses various aspects of the job, including the nature of work, supervision style, relationships with co-workers, conditions of employment, working conditions, workload, promotion opportunities, training, job security, and career prospects (Oshagbemi, 2000; Judge and Church, 2000; Garcia, 2005; Guest, 2017; Luthans, 2005; Khan, 2006; Chamberlain et al., 2016).

Research consistently identifies autonomy, professional status, and interaction as key components of job satisfaction for nurses (Finn, 2001). These factors are influenced by the nurses' roles and characteristics, as well as their fulfillment of desired needs, emotional responses, and perceived job value (Wagner, 1977; Liu, 2016). Good relations with co-workers, security of

employment, and a positive working atmosphere are also significant contributors to job satisfaction (Gawęda, 2018). However, bureaucracy and formalism are identified as major hindrances to job satisfaction (Gawęda, 2018).

Judge et al. (1997) emphasize the importance of individual characteristics, such as self-value, belief in one's talents, belief in control over one's life, and neuroticism, in building expectations for Employee Job Satisfaction (EJS). Moradi et al. (2013) add that job satisfaction is a complex interplay of job features, personal characteristics, environment, and feelings, with components such as co-workers, supervision, and organizational structure evolving over time. The employee's favorable or unfavorable view of the job is determined by whether job conditions meet expectations or not (Werther & Davis, 1999).

Furnham, Eracleou, and Chamorro-Premuzic (2009) define job satisfaction as the degree of contentment employees feel about their work, emphasizing the role of motivating factors. Robbins (2006) notes that job satisfaction is linked to work performance when appropriate rewards and achievements are in place. Theoretically, job satisfaction is related to work performance, with organizations having more satisfied employees tending to be more effective and productive, resulting in lower turnover rates (Chen, 2006).

Recent studies indicate a direct correlation between staff satisfaction, organizational commitment, and patient satisfaction in healthcare organizations (Alotaibi et al., 2015; Alsaraireh, Quinn Griffin, Ziehm, & Fitzpatrick, 2014; Delobelle et al., 2011; Kuo, Lin, & Li, 2014). Spector

(1985) contributes a comprehensive perspective, defining job satisfaction as the degree of positive or negative feelings toward one's job. Spector proposes nine facets for measuring job satisfaction, including pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers' relationships, nature of work, and communication (Spector, 1985).

Furthermore, several studies suggest that leadership behaviors of nurse managers significantly influence the level of job satisfaction among nurses (Lavoie-Tremblay, Fernet, Lavigne, & Austin, 2016; Munir, Nielsen, Garde, Albertsen, & Carneiro, 2012; Wang, Chontawan, & Nantsupawat, 2012). The relationship between nurses' job satisfaction and perceptions of managers' leadership style can lead to significant organizational outcomes (Choi, Jang, Park, & Lee, 2014; Coomber & Barriball, 2007; Raup, 2008; Scanlan & Still, 2013).

Employee performance

Performance, as defined by Simanjuntak (2011), is the stage of achievement in accomplishing specific work tasks. It represents the culmination of individual efforts within an organization. Organizational performance is influenced by three key factors: organizational support, management effectiveness, and the work performance of individual employees across various divisions within the organization (Simanjuntak, 2011). According to Rivai, Sagala, Murni, and Abdullah (2008), performance involves both the actual work and the achievements derived from that work, encompassing the what and how of task completion. Santis, Neto, and Verwaal (2018) further define performance as an individual's ability to carry out activities contributing to the technical core of organizational development.

Employee performance specifically refers to how efficiently an employee fulfills work-related duties, encompassing both financial indicators and employee behaviors (Armstrong, 2006). In managerial assessments, the value produced by an employee is compared with shareholders' expectations, considering not only financial competitiveness but also equitable handling of employee values, beliefs, and interests to ensure organizational efficiency and effectiveness (Henri, 2004; Paauwe, 2004). The evaluation of employee performance involves considering financial outcomes (profits, sales, market share), organizational outcomes (productivity, quality, efficiency), and human resource outcomes (attitudinal and behavioral effects such as satisfaction, commitment, and turnover) (Dyer & Reeves, 1995).

Viswesvaran (2001) outlines objective and subjective methods for job performance appraisal. The goals of employee performance appraisal include evaluating, comparing, and providing feedback on Employee Job Performance (EJP) and managing human resources through decisions regarding raises, promotions, and training needs (Spence & Keeping, 2011). Human resource development interventions, such as training and coaching, are essential for updating and enhancing employees' skills to achieve high EJP (Rowold, 2008). Effective work performance relies on leaders' ability to manage human resources to cultivate a reliable workforce (Mosadeghrad, 2003). In summary, the concept of performance encompasses the achievements of both the organization as a whole and individual employee, highlighting the interconnectedness of various factors influencing overall effectiveness and efficiency.

A range of factors have been identified as key components of nurse performance. Karem (2019) found that job satisfaction and organizational commitment significantly impact performance, while McCloskey (1988) highlighted the importance of experience, education, career commitment, continuing education, job satisfaction, feedback, staffing levels, and patient illness. Terzioğlu (2016) further emphasized the role of professional attitude, organizational justice, organizational culture, and exposure to mobbing. Lastly, Sangkala (2016) identified supervisor support, job clarity, employee training, and performance appraisal as factors that can enhance job satisfaction, which in turn can impact performance.

Empirical Review

The empirical review aims to synthesize existing empirical studies that have investigated the relationships between leadership style, job satisfaction, and performance of nurses, particularly within hospital settings. This review will analyze empirical evidence from relevant studies, including quantitative research utilizing surveys, experiments, and observational methods, as well as qualitative research employing interviews and focus groups. It will examine how different leadership styles have been associated with varying levels of job satisfaction and performance among nurses, highlighting the strengths, limitations, and gaps in the existing literature.

Leadership styles and job satisfaction

Medley and Larochelle (1995) conducted a study examining the correlation between head nurse leadership styles and their impact on staff nurse job satisfaction. The findings indicated a significant positive correlation between head nurses demonstrating a transformational leadership style and

increased job satisfaction among their staff nurses. A similar conclusion was drawn in a study by Morrison et al. (1997) that explored the relationship between leadership style and job satisfaction among nursing staff in a regional medical center. Both transformational and transactional leadership styles exhibited positive associations with employee job satisfaction, with the additional factor of empowerment contributing to overall job satisfaction.

Ekaterini (2010) investigated the effects of directive, empowering, transactional leadership (TAL), and Transformational Leadership (TFL) styles on various aspects of employees, including communication, commitment, job satisfaction, and effectiveness at a bank in Greece. The study highlighted the significance of managers' education and the impacts of empowering, TAL, and TFL in shaping the employees' experiences. Rehman et al. (2012) investigated the impact of transactional and transformational leadership on employee job satisfaction in the banking sector of Pakistan. The study found that transformational leadership injected positive energy and healthy motivation into employees, ultimately enhancing overall Employee Job Satisfaction (EJS).

Negussie and Demissie (2013) conducted a study focusing on the relationship between the leadership style of nurse managers and nurses' job satisfaction at Jimma University Specialized Hospital. The results indicated a preference for transformational leadership over transactional leadership among nurses, with moderate intrinsic job satisfaction but low levels of extrinsic job satisfaction. Belias et al. (2015) explored the relationship between leadership styles in Greek banks and employee job satisfaction, finding that

transformational leadership was the highest and positively correlated with key aspects of Employee Job Satisfaction.

Ho et al. (2016) assessed the impact of leadership style on employee job satisfaction in Vietnamese local companies, identifying transformational leadership as a better predictor of intrinsic, extrinsic, and general job satisfaction. Musinguzi et al. (2017) focused on identifying leadership styles in health facilities in Uganda and their relationship with health workers' motivation, job satisfaction, and teamwork. The study revealed that health workers who perceived their leaders to display transformational leadership had a strong likelihood of being satisfied with their jobs and working in teams. However, mixed findings are observed in the service delivery sectors, as seen in Khalil et al. (2016), where transactional leadership was the most popularly practiced style among school administrators in Pakistan.

In the study by Alghamdi, Topp & AlYami (2017), nurses' job satisfaction and perceptions of transformational leadership style were compared among different nurse/manager gender dyads in Saudi Arabia. The results indicated a main effect of the gender of the manager on both job satisfaction and perceived transformational leadership style, with no significant effect of the gender of the nurse or the interaction term. Nurses, irrespective of their gender, reported higher job satisfaction and perceived transformational leadership style when their manager was male.

Barnett (2018) investigated the relationship between Transformational Leadership (TFL) and Transactional Leadership (TAL) styles and overall Employee Job Satisfaction (EJS) of adjunct faculty teaching online classes at a for-profit university in the USA. TFL was a significant predictor of EJS, with

increased overall satisfaction when present. TAL was also a significant predictor of overall job satisfaction but demonstrated a negative relationship. Specchia et al. (2021) conducted a systematic review to identify and analyze the correlation between leadership styles and nurses' job satisfaction. The findings highlighted the need for leaders to promote technical and professional competencies, as well as improve staff satisfaction and morale. The study revealed a significant correlation between leadership style and nurses' job satisfaction, with transformational leadership having the highest number of positive correlations.

Leadership styles and employee performance

In a study by Rukmani et al. (2010), the impacts of Transactional Leadership (TAL) and Transformational Leadership (TFL) styles on organizational effectiveness in a public sector organization in India were explored. TFL was found to outperform TAL, with traits such as initiative ranked highest among the characteristics of a successful leader. Bodla and Nawaz (2010) studied the leadership behavior of faculty members in private and public sector higher education institutes in Pakistan, revealing that Transformational Leadership (TFL) was frequently practiced.

In this same vein, Wang et al. (2010) examined the association between leadership style and organizational performance in corporate owners, operators, and executors of Export Processing Zones in Taiwan. Their findings revealed that Transformational Leadership (TFL) had a positive impact on organizational performance. Additionally, there was a positive relationship between human resource strategy and leadership style, emphasizing the

substantial contributions of leadership style and human resource management strategy to organizational performance.

Pradeep and Prabhu (2011) conducted an extensive study to distinguish the performance of Transactional Leadership (TAL) and Transformational Leadership (TFL) with respect to employee performance in public and private sectors in India. TFL yielded more productive results in terms of employee performance. Muterera (2012) assessed the impacts of Transactional Leadership (TAL) and Transformational Leadership (TFL) on organizational performance in governmental settings in the USA. The study revealed that TFL had a more significant impact on governmental organizational performance than TAL.

Muterera (2012) assessed the impacts of Transactional Leadership (TAL) and Transformational Leadership (TFL) on organizational performance in governmental settings in the USA. The study revealed that TFL had a more significant impact on governmental organizational performance than TAL. Koech and Namusonge (2012) explored the associations between the main traits of leadership styles and organizational performance at 30 state-owned corporations in Mombasa, Kenya. The study found high and strong correlations between Transformational Leadership (TFL) and organizational performance, whereas Transactional Leadership (TAL) behaviors showed relatively low and weak correlations. Advani and Abbas (2015) investigated the impacts of Transformational Leadership (TFL) and Transactional Leadership (TAL) on Employee Job Performance (EJP) in the banking sector in Pakistan. Strong relationships were identified between both TFL and TAL and EJP.

Eliyana and Ma'arif (2019) conducted a research study focusing on the antecedent variable of transformational leadership and its impact on the work performance of middle-level leaders within Pelabuhan Indonesia III Inc. The findings of the study indicate that transformational leadership has a direct and significant effect on both job satisfaction and organizational commitment. However, the study also revealed that transformational leadership does not have a significant impact on work performance when it is influenced by organizational commitment.

Job satisfaction and employee performance

Osiokalu, Pngunleye, and Effiong (2015) and Al-Ajouni (2015) investigated the relationship between work satisfaction and work performance, and the results indicated a positive and significant correlation between work satisfaction and work performance. Kertabudi and Aripin (2015) studied the effect of organizational commitment and job satisfaction on work performance, and the results suggested the importance of improving job satisfaction in the organization.

Azizaha et al. (2020) aimed to measure the effect of transformational and transactional leadership styles on work satisfaction and work performance of Islamic university lecturers during the COVID-19 pandemic in Jakarta. Using a quantitative questionnaire distributed to 120 lecturers, the study employed the Structural Equation Model (SEM) method with SmartPLS 3.0 software for data analysis. The results indicated that transformational leadership had a positive and significant effect on Islamic university lecturers' satisfaction, while transactional leadership had no significant effect. The study

proposed a model to enhance work satisfaction for Islamic university lecturers through the improvement of transformational leadership.

Labrague, Nwafor, and Tsaras (2022) conducted a cross-sectional study involving 770 registered nurses from 15 hospitals in Central Philippines. The study aimed to examine the influence of toxic and transformational leadership practices on nurses' job satisfaction, psychological distress, absenteeism, and intent to leave the organization or the nursing profession. The results indicated that toxic leadership predicted lower job satisfaction, higher levels of psychological distress, increased absenteeism, and a greater intention to leave the profession. In contrast, transformational leadership predicted higher job satisfaction and lower intent to leave the profession. The findings emphasized the importance of promoting transformational leadership and addressing toxic leadership practices in nurse managers to enhance nurse retention.

Leadership Styles, job satisfaction and employee performance

Elenkov (2002) investigated the impact of Transactional Leadership (TAL) and Transformational Leadership (TFL) on both job satisfaction and employee performance across 350 small single-business private companies in five major regions in Russia. The study found that TAL had a negative influence on job performance, while TFL had a positive effect on job performance. Additionally, the positive impact of TFL on job performance was moderated by factors such as innovation and group cohesiveness. Vigoda-Gadot (2006) investigated the associations between leadership styles, organizational politics, and employee performance in law enforcement agencies. The study highlighted that an employee's perception of

organizational politics played a significant role in shaping the relationship between leadership and performance.

Moreover, employees' motivation and eagerness were found to be direct consequences of organizational transparency, with clearer organizational activities resulting in better performance. Rowold and Rohmann (2009) measured the effectiveness of transformational leadership and transactional leadership in German nonprofit orchestras while exploring the role of emotions within these leadership styles. Positive emotions were found to be associated with both transformational leadership and transactional leadership, while negative emotions partially mediated the influence of TFL on performance.

Ali et al. (2014) studied about the effect of leadership style to work satisfaction, commitment and willingness to resign which the study results showed that transformational leadership affected work performance positively and significantly. Characteristics of transformational leadership (especially individualized consideration) have a significant relationship with high level of contributions in employees' work performance. Empirically, the study results that show the relationship between transformational leadership and work performance by Almutairi (2016), analyzed the mediation effect of organizational commitment in the relationship between transformational leadership style and work performance which the results in the study showed that positive transformational leadership style had related to work performance.

Mangkunegara and Miftahuddin (2016) studied about the effect of transformational leadership to job satisfaction and work performance which

the results showed that transformational leadership affected the employees' work performance partly and as a whole positively and significantly. Shah et al. (2017) explored the associations between faculty heads' transformational leadership and transactional leadership styles and Employee Job Performance (EJP) in a public university in Pakistan. TFL positively affected both job satisfaction and employee performance, while TAL had diverse effects on job satisfaction and employee performance.

Torlak and Kuzey (2018) aimed to gain insight into the effectiveness of transactional leadership (TAL) and transformational leadership (TFL) in the educational sector of Pakistan, specifically examining their impact on employee job satisfaction (EJS) and employee job performance (EJP). The study, based on a survey of 189 employees in private educational institutes in Pakistan, utilized various analytical methods, including frequency analysis, descriptive statistics, paired samples t-test, The findings indicated that only management by exception (MBE) and idealized influence (II), inspirational motivation (IM), intellectual stimulation (IS), and individualized consideration (IC) had a significant positive association with both EJS and EJP. MBE had a positive effect on both EJS and EJP, while contingent rewards showed no significant relation with EJS and a weak positive association with EJP. Additionally, II, IM, IS, and IC had a positive significant impact on both EJS and EJP. The study filled a gap in the educational sector of Pakistan, contributing to the limited research on leadership styles and their links to satisfaction and performance.

Conceptual Framework

The theoretical framework draws on Transformational Leadership Theory, which provides a lens to understand how leaders can inspire and transform their followers. The study is grounded in the understanding that leadership styles play a pivotal role in shaping the work environment and outcomes in the healthcare sector, particularly among nurses. Two primary leadership styles are explored in this study: Transformational Leadership (TFL); Transactional Leadership (TAL). The first set of hypotheses (H1a and H1b) posit that both Transformational and Transactional leadership styles significantly influence nurses' performance.

Transformational leaders, by inspiring and motivating, are expected to positively impact performance. On the other hand, Transactional leaders, through rewards and punishments, are also anticipated to have a significant influence on performance. The second set of hypotheses (H2a and H2b) examines the impact of leadership styles on job satisfaction among nurses. Transformational leaders are expected to contribute significantly to nurses' job satisfaction. Transactional leader is also expected to play a role in job satisfaction. The third set of hypotheses (H3a and H3b) introduces the concept of mediation, suggesting that job satisfaction serves as a mediator in the relationship between leadership styles and employee performance. This implies that the influence of Transformational or Transactional leadership on nurses' performance is not direct but operates through the mediating effect of job satisfaction. In other words, leadership styles are expected to influence job satisfaction, and in turn, job satisfaction is anticipated to affect nurses' performance.

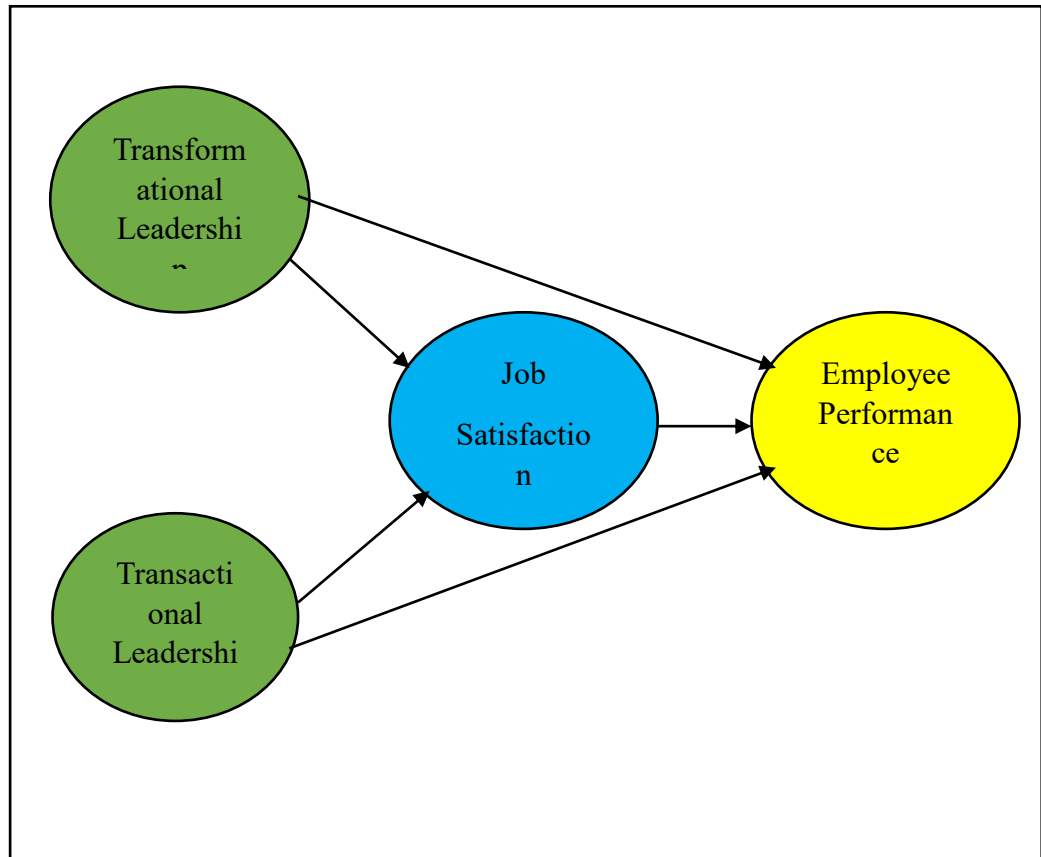


Figure 1: Conceptual Framework
Source: Authors Constructs (2023)

Chapter Summary

The literature review encompasses various studies that explore the relationship between leadership styles and outcomes such as job satisfaction and performance in different organizational settings. Overall, these studies collectively contribute to the understanding of the intricate dynamics between leadership styles and outcomes such as job satisfaction and performance in diverse organizational contexts, offering insights for effective leadership practices.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents the methodology used to carry out this study. Research methodology articulates how the researcher went about his/her study and the logic behind each method. The rationale is to help the researcher to solve the research problem systematically.

Research Paradigm

This study aligns itself with the positivist approach. As described by Saunders et al. (2016), positivism is a philosophical system that embraces issues susceptible to scientific verification, providing a foundation for generalization. Positivists concentrate on procedures that generate facts uninfluenced by human interpretation. The approach is grounded in the utilization of existing theory to formulate hypotheses. These hypotheses are subject to testing and confirmation, either in whole or in part, or refutation, paving the way for the further development of theory. This newly developed theory can subsequently undergo testing in additional research (Creswell, 2009; Saunders et al., 2016).

According to Saunders et al. (2016) and Sekaran and Bougie (2016), positivism accommodates an objective reality, aiming for universal truth in the realm of management sciences, particularly concerning human practices. Given that this study will test hypotheses and establish relationships based on transformational leadership theory, the positivist approach is deemed suitable. This philosophical orientation provides a solid foundation for the rigorous examination of the study's variables—leadership style, job satisfaction, and

performance of nurses in selected hospitals in Cape Coast. The focus on objective reality and the pursuit of universal truths aligns seamlessly with the overarching goals of this research endeavor.

Research Approach

Creswell and Creswell (2016) delineate three principal approaches to research: (a) qualitative, (b) quantitative, and (c) mixed methods. Additionally, Saunders et al. (2016) underscore three critical distinctions between quantitative and qualitative research methods. According to Saunders et al. (2016), the first disparity lies in the fact that the quantitative approach enables researchers to isolate and define variables, interconnecting them to formulate research hypotheses. In contrast, the qualitative approach does not afford such a structured framework. The subsequent dissimilarity highlighted by the authors is that quantitative research supports objectivity throughout the data collection and analysis phases, whereas subjectivity often permeates the qualitative research process. Finally, the authors emphasize that the quantitative method facilitates the use of larger sample sizes and the generalization of sample results to the entire population.

Conversely, qualitative research does not seek generalization to the entire population based on sample results. In light of the study's purpose, specific objectives, hypotheses, and the nature of the primary data to be collected and analyzed, this research opts for the quantitative approach. Creswell (2014) posits that the quantitative approach elucidates phenomena by gathering numerical data and analyzing it using mathematically based methods, particularly statistics. Furthermore, the quantitative method aligns with the study's intention to generalize the results from the sample to the

population from which the sample was drawn. The chosen quantitative approach provides a systematic and structured methodology for investigating the interrelationships among leadership style, job satisfaction, and the performance of nurses in selected hospitals in Cape Coast. The utilization of numerical data and statistical analyses will contribute to a comprehensive understanding of the variables under scrutiny, supporting the achievement of the study's objectives and the testing of formulated hypotheses.

Research Design

The nature of this study is explanatory, as it enables the comparison of relationships between variables. The explanatory design, as defined by Creswell (2014), is a non-experimental research design wherein investigators employ causal effects to describe and measure the degree of association or relationship between two or more variables or sets of scores. These designs have evolved to encompass more intricate relationships among variables, utilizing techniques such as structural equation modeling, hierarchical linear modeling, and logistic regression (Creswell & Creswell, 2016). In alignment with this discussion, the explanatory design was purposefully selected for this study. The cross-sectional survey time horizon strategy was employed as it offers a snapshot of data at a single point in time, providing a comprehensive view of the relationships among variables (Neuman, 2014; Saunders et al., 2016).

The cross-sectional survey involves collecting data on numerous units simultaneously, whether qualitative or quantitative, to explore associations between variables once the data have been analyzed. By adopting an explanatory design with a cross-sectional survey time horizon, this study aims

to uncover causal relationships and measure the degree of association between leadership style, job satisfaction, and the performance of nurses in selected hospitals in Cape Coast. This approach allows for a thorough exploration of these interconnections within the context of a single time frame, contributing valuable insights to the existing body of knowledge in the field.

Study Area

Cape Coast, situated in the southern part of Ghana, serves as the capital of the Central Region. Notably recognized for its historical significance in the transatlantic slave trade, Cape Coast has played a pivotal role in shaping the nation's history. This coastal city is bordered by the Gulf of Guinea to the south. With a population of 169,894, as recorded in the 2010 population census, Cape Coast stands as a vibrant settlement with a rich cultural and historical heritage. Over the centuries, the city and its fishing harbor have passed through the hands of various colonial powers, including the British, Portuguese, Swedish, Danish, and Dutch. This historical trajectory endured until Ghana gained its independence. The climatic conditions in Cape Coast contribute to its allure. The weather typically hovers around 27°C, accompanied by a gentle 13 km/h southwest wind and a humidity level of 87 percent. These climatic elements shape the city's environment, fostering a unique atmosphere that reflects both its historical significance and modern-day vitality.

Population

The population under consideration for this study comprises nurses affiliated with three prominent hospitals in Cape Coast: Cape Coast Teaching Hospital, Ankaful Government Hospital, and University of Cape Coast

Hospital. The study specifically targets nurses employed within these institutions. The selection of these hospitals was grounded in strategic considerations, primarily their size, substantial nurse workforce, expansive employee base, and their broad scope of operation in attending to a diverse range of patients and their healthcare needs. These hospitals, chosen for their significant nurse population, offer practical advantages such as ease of accessibility, cost-effectiveness, and the ability to obtain a representative sample that aligns with the study's objectives. The decision to focus on these hospitals was further informed by the constraints related to the geographical location and challenges associated with reaching the participants.

The study population encompasses registered nurses, midwives, and enrolled nurses who meet specific criteria. To be included, nurses must have a minimum of one year of employment at the hospital and should have worked for at least three months under the leadership of nurse managers. This criterion aims to ensure that participants have sufficient experience within the hospital environment and a substantial exposure to the leadership styles of nurse managers. In total, the accessible population for this study comprises 340 nurses across the three selected hospitals. This comprehensive approach ensures a robust and diverse representation of nurses, contributing to the richness and depth of the study's findings.

Sampling Procedure and Sample Size

A multistage sampling technique was employed to recruit respondents for the study. Proportional quotas were allocated to each hospital based on the nursing population, ensuring a fair representation from Cape Coast Teaching Hospital, Ankaful Government Hospital, and University of Cape Coast

Hospital. The selection of respondents within each hospital was conveniently carried out until the calculated quotas were fulfilled, further ensuring equitable representation across the three healthcare institutions. This technique was chosen for its ability to minimize bias in the selection of study units, promoting an unbiased and representative sample. To introduce an element of randomness into the process, the Microsoft Excel random number generation tool was utilized to generate a specific set of numbers for the random selection of respondents within each hospital.

The determination of the optimum sample size is a crucial aspect of research design, often accomplished through direct calculation using appropriate statistical formulas or by referencing tables that suggest recommended sample sizes for a given population (Sekaran & Bougie, 2016). In this study, considering a 95% confidence interval and a 0.05 alpha level, the sample size was computed using Yamane's simplified formula (Yamane, 1967). The initial calculation yielded a sample size of 184, and to account for potential non-response bias, an additional 5% was added. Therefore, based on the sample calculation, the estimated necessary sample size for this study is 195 nurses, providing a robust foundation for meaningful analysis and interpretation of the research findings.

Measurement of variables

In this study, the variables were meticulously measured by drawing upon existing empirical literature in the domains of leadership style, job satisfaction, and employee performance. The design of the measurement instrument was grounded in well-established and validated scales. All measures in this study were assessed using a five-point Likert scale, ranging

from 1 (strongly disagree) to 5 (strongly agree). The adoption of these well-established measurement instruments ensures the reliability and validity of the data collected, allowing for a robust examination of the relationships between leadership style, job satisfaction, and work performance among nurses in the selected hospitals in Cape Coast.

Transformational and transactional leadership were measured utilizing the Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass (2004). The transformational leadership dimension included four key aspects: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Sixteen items were carefully selected in alignment with the study by Li et al. (2019). Transactional leadership, on the other hand, was represented by six selected items, capturing the dimensions of contingent reward and management by exception. The scale gauges nurses' perceptions of their managers or leaders' behavior. The psychometric properties of the MLQ have been affirmed by various studies, with Li et al. (2021) reporting a cumulative Cronbach alpha of 0.88 and Contreras et al. (2017) reporting a cumulative Cronbach's alpha of 0.84.

Job satisfaction was assessed using the six-item Job Satisfaction Index (Schriesheim & Tsui, 1980; Linz, 2002). This scale encompasses items reflecting five work domains: work, supervisory support, co-workers, salary/wage, and job promotion. Nurses assigned ratings to each item on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The Job Satisfaction Index demonstrated acceptable internal consistency, as evidenced by a Cronbach alpha of .86, and displayed adequate convergent validity, demonstrated by expected negative associations with turnover

intention (Labrague et al., 2018). Employee performance was evaluated using six items based on the individual work performance scale developed by Koopmans et al. (2012). Nurses provided ratings on their individual work performance, contributing valuable insights into their professional efficacy and contributions to the workplace.

Data Collection Instrument

For this study, a self-administered questionnaire served as the primary instrument for data collection. The utilization of a questionnaire is in line with Sekaran and Bougie's (2016) assertion that it ensures greater uniformity, consistency, and objectivity in data collection. Additionally, it provides respondents with privacy and convenience, promoting a more candid and anonymous response environment (Neelankavil, 2015). The questionnaire consisted of close-ended questions designed to elicit responses necessary for addressing the research questions and achieving the study objectives. Close-ended questions were chosen as they prompt respondents to select from a given set of responses, allowing for a structured and standardized approach to data collection. Each response is considered independently, enhancing the clarity and precision of the gathered information.

The self-administered nature of the questionnaire was deemed appropriate, considering the dynamic nature of the respondents, who could best express their views in a non-supervised setting. The questionnaire comprised four sections labeled A, B, C, and D, housing a total of 30 items. Section A focused on collecting demographic information, measuring variables categorically. Sections B, C, and D were dedicated to capturing information on leadership styles, job satisfaction, and employee performance,

respectively. The Likert scale, employed in these sections, facilitated the measurement of respondents' attitudes by combining scores on different items into a single index (Likert, 1932). Likert scales are well-suited for assessing people's attitudes, opinions, and beliefs (Yates, 2004). The design of the questionnaire aimed to ensure comprehensive data collection while maintaining clarity and simplicity for respondents. The structured format and use of Likert scales enhance the reliability and validity of the collected data, contributing to the overall robustness of the study.

Data Collection Procedure

In adherence to Sekaran and Bougie's (2016) guidance on various methods of collecting data through a questionnaire, this study employed the method of hand delivery and collection of questionnaires. Before initiating data collection, letters outlining the researchers' intent to collect data from the selected hospitals were dispatched to all nursing directors. Upon obtaining approval, the researchers collaborated with unit managers in different hospital units to develop a systematic plan for data collection from nurses. Eligible participants were personally approached by the researcher, and a brief orientation were provided before seeking their consent through a written consent form. Subsequently, each nurse received a sealed envelope containing the survey questionnaires. Nurses were encouraged to complete the questionnaires during their break time, with the process expected to take approximately 20 to 30 minutes.

To account for the dynamic nature of leadership in nursing practice, respondents were recruited from all shifts—morning shift (8 AM to 2 PM), afternoon shift (2 PM–8 PM), and night shift (8 PM to 8 AM). The researcher

visited the hospitals daily, prior to the commencement of new shifts, to collect completed questionnaires from respondents. The data collection spanned from December 2023 to January 2024, utilizing an 8-week period to gather information from all selected hospitals. This timeframe was chosen to ensure thorough data collection while accommodating the schedules and availability of the nursing staff. The careful planning and systematic approach to data collection were aimed to minimize disruptions to hospital operations and maximize the cooperation and participation of the nursing staff.

Data Processing and Analysis

For the upcoming analysis in this study, two prominent statistical tools were employed: Statistical Package for the Social Sciences (SPSS) version 24 and SmartPLS version 4. SPSS was utilized for descriptive analysis, while SmartPLS was employed for structural equation modeling, aligning with the hypotheses of this study. Descriptive statistics, specifically frequencies and percentages, was employed using SPSS to reveal the demographic characteristics of the respondents. This initial analysis was provided a comprehensive understanding of the study participants, offering valuable insights into the composition of the sample.

Structural Equation Modeling (SEM), a second-generation statistical technique, will be applied using SmartPLS. This sophisticated method enables researchers to integrate unobservable variables measured indirectly by indicator variables. Furthermore, it facilitates the accommodation of measurement errors in observed variables (Chin, 1998, as cited in Hair et al., 2014). Partial Least Squares-Structural Equation Modeling (PLS-SEM) were chosen, leveraging available data to estimate the interconnections of the paths

in the model and minimize the residual variance of the endogenous constructs. This advanced statistical approach ensured a robust and rigorous examination of the relationships between variables, aligning with the study's hypotheses and contributing to the depth of the analysis.

Mediation Procedure in SEM

As elucidated by Hair et al. (2017), a mediating effect occurs when a third variable or construct intervenes between two correlated constructs, absorbing a portion of their relationship. In the Partial Least Squares path model, mediator variables unveil the "true" relationship between an exogenous and an endogenous construct. This study investigates the mediating role of job satisfaction in the relationship between leadership styles and employee performance, the latter being the endogenous construct. To address potential misapplications of Baron and Kenny's procedure in the PLS-SEM field (Nitzl et al., 2016; Carrión et al., 2017), Hair et al. (2017) present a systematic mediator analysis process in PLS-SEM. The mediation effect examined in this study aligns with the procedure developed by Nitzl et al. (2016) specifically tailored for testing mediation effects in PLS-SEM.

The mediation analyses commence by evaluating the indirect effect through the mediator to determine its significance. Nitzl et al. (ibid) argue that conducting separate tests for direct and indirect paths is unnecessary in PLS-SEM, and a significant indirect effect is the sole prerequisite for establishing a mediation effect. The significance of the direct effect categorizes the effect type and mediation. According to Hair et al. (2017), the existing mediation literature distinguishes between two types of mediation: full and partial. Complete mediation is asserted by Carrión et al. (2017) to occur when the

direct effect is insignificant, while the indirect effect is significant. This suggests that the influence of the exogenous variable on the endogenous variable is entirely conveyed through the mediating variable.

In complementary partial mediation, as per Baron and Kenny (1986), the direct and indirect effects point in the same direction, whether positive or negative. Conversely, competitive partial mediation, as outlined by Zhao et al. (2010), occurs when the direct and indirect effects point in different directions. The absence of mediation is indicated when the indirect effect is not significant. This comprehensive exploration of mediation effects serves to enhance the understanding of the intricate relationships between leadership styles, job satisfaction, and employee performance in the context of this study.

Ethical Consideration

In accordance with the principles outlined by Saunders, Lewis, and Thornhill (2007), it is imperative for social researchers to obtain permission from respondents, articulating their intentions transparently and adhering to rigorous research ethics. In this study, respondents were duly informed about the commitment to maintaining anonymity and confidentiality. The researcher provided assurance that respondents' names would not be disclosed, underscoring a commitment to treating all received information with the utmost confidentiality. Furthermore, the researcher upheld ethical standards by ensuring full disclosure of information regarding potential risks, discomfort, and benefits associated with participating in the study. There was no withholding of pertinent details, and study subjects were not deliberately deceived. This ethical approach aligns with the paramount importance of

transparency, respect for the participants' rights, and the overall integrity of the research process.

Chapter Summary

This chapter discussed in detail and systematically the methodology used for the study, including the research setting, research design, the study population, sampling and sampling procedures adopted for the study, the instruments used, and procedures followed in the collection and analysis of data. The discussion has provided a basis for the choice of the study's population and the study's sample. The chapter provided data on the reliability of the instrument of measurement used in this study and provided for ethical consideration of the researcher. It enshrines that the anonymity of the respondents is protected, and the results will be used for purely academic purposes.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents the research findings from the study. This study sought to examine leadership styles' influence on employees' performance and the role of job satisfaction in mediating such a nexus. The respondents include nurses from three selected hospitals from the Cape Coast metropolis. The response rate for the study stands at 71%, with 140 out of 195 questionnaires deemed useful for analysis. This rate surpasses the thresholds outlined by Aminu (2015), who suggests that a 50% response rate is adequate, 60% is good, and 70% is very good for data analysis and reporting, as noted by Babbie (2007). Thus, the response rate of 71% achieved in this study is considered very good, indicating a robust dataset for analysis and ensuring the validity and generalizability of the results.

Data analysis was conducted utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM), chosen for its capacity to concurrently model relationships among multiple exogenous latent variables and latent endogenous variables. This is advantageous for estimating both measurement and structural models, facilitating the examination of relationships between indicators and constructs, as well as between constructs themselves. In line with the purpose of the study, the chapter is divided into two main parts. The first part presents and discusses the profile of the respondents used for the study. The second part assesses the measurement and structural models for the study and test hypotheses. Specifically, issues pertaining to indicator loadings, CR (Composite reliability), AVE (Average variance extracted) and DV

(Discriminant validity) were considered for the measurement models. The direct effect and the indirect effect were also tested.

Demographic characteristics

The respondents' socio-demographic traits are examined in this chapter. The section begins with a breakdown of the frequency of the data's demographic attributes. Table 1 shows that 60.7 per cent of the respondents were females, whereas 39.3 per cent were males. These portrayed that in terms of the gender of nurses, hospitals in Ghana is dominated by female nurses. Out of 140 respondents considered, 25 per cent were between 18 and 24, 39.5 per cent were between 25 and 40, and 21.4 per cent were between 41 and 56. Finally, individuals between the age of 57 and above were 14.3 per cent. This revealed that more than 60 per cent of the respondents were below 40 years. This distribution indicates a predominantly young respondent base. This would be a good guide to obtaining information from such a group.

Concerning the level of education, a whopping 64.3 per cent of the respondents had a Diploma certificate. This revelation put them in the light to be subordinated and supervised by someone with higher qualifications. Twenty-five per cent were degree holders. With 10.7 per cent holding a Master's/PhD degree. This suggests that the respondents were academically qualified individuals, likely capable of providing reliable responses. This also illustrates that respondents are level-headed and can appreciate the phenomenon under study. Finally, it can be observed that 50% of the respondents have been in service within the last six years. 25% have been with the hospitals for between 6 – 10 years, while 25% have been employees of the hospital for above 10 years. It must be stated that the respondents have

been with the hospital for many years and can therefore provide needed information.

Table 1: Demographic Characteristics

Variable	Frequency	Per cent
Gender		
Female	85	60.7
Male	55	39.3
Total	140	100.0
Age		
18-24	35	25
25-40	55	39.5
41-56	30	21.4
57 years and above	20	14.3
Total	140	100.0
Level of Education		
Diploma	90	64.3
Degree	35	25
Masters/PhD	15	10.7
Total	140	100.0
Years in Service		
Less than six years	70	50
6 to 10 years	35	25
More than ten years	35	25
Total	140	100.0

Source: Field Survey (2024)

Assessment of Measurement Models for the Study

This section focuses on the measurement models for the study. The section begins with the assessment of the indicator loadings. The measurement model assessments include indicator loadings, Internal consistency reliability (Composite reliability), Convergent validity (AVE-Average variance extracted) and Discriminant validity (Fornell-Lacker and HTMT). A

consistent PLS algorithm was run to generate indicators for assessing the measurement model. The results are presented in the following tables.

Assessing indicator loadings

Table 2 shows that one indicator were dropped. Indicators that loaded below the threshold, as Hair et al. (2016) recommended, were dropped to improve the reliability of the overall model. Out of 31 indicators measuring the various latent variables, one (1) indicator measuring individualized consideration as part of transformational leadership dimensions was dropped for failure to meet the indicator reliability criteria. Interestingly all the scales of transactional job satisfaction and Employee performance were maintained, with eleven (11) out of the twelve (12) indicators of transformational leadership retained. The indicator loadings of the retained items are shown in Table 2.

Table 2: Indicator loadings

	PERF	JBSAT	TSL	TFL
IC2				0.860
IC3				0.789
II1				0.740
II2				0.724
II3				0.705
IM1				0.778
IM2				0.809
IM3				0.807
IS1				0.804
IS2				0.806
IS3				0.791
JBSAT1		0.814		
JBSAT2		0.870		
JBSAT3		0.896		
JBSAT4		0.893		
JBSAT5		0.885		
JBSAT6		0.879		
JBSAT7		0.795		
PERF1	0.744			
PERF2	0.794			
PERF3	0.783			
PERF4	0.794			
PERF5	0.768			
PERF6	0.738			
TSL1			0.759	
TSL2			0.803	
TSL3			0.841	
TSL4			0.799	
TSL5			0.807	
TSL6			0.740	

Source: Field Survey (2024)

Note: IC denotes Individualized Consideration, II denotes Idealized Influence Work Engagement, IM denotes Inspirational Motivation, and IS denotes Intellectual Stimulation, TFL denotes Transformational Leadership, TSL denotes Transactional Leadership

Assessing Internal Consistency Reliability

In this study, the internal consistency reliability of the constructs was measured using composite reliability. The composite reliability is a more appropriate measure of internal consistency than Cronbach's alpha (Rossiter, 2002). The results in Table 3 indicate that all latent variables in this study are

reliable, as they all loaded above the 0.7 thresholds (Bagozzi & Yi, 1988). Job satisfaction had the highest score of composite reliability (0.953). This was followed by Transformational Leadership (0.946), Transactional Leadership (0.910) and employee performance (0.898).

Table 3: Validity and Reliability

	Cronbach's alpha	rho_a	Composite reliability	AVE
Employee Performance	0.865	0.870	0.898	0.594
Job Satisfaction	0.942	0.944	0.953	0.744
Transactional Leadership	0.881	0.886	0.910	0.627
Transformational Leadership	0.937	0.940	0.946	0.615

Source: Field Survey (2024)

Assessing convergent validity

Table 3 also includes results on convergence validity. Convergent validity was determined using the 'Average Variance Extracted'. Hair et al. (2017) state that “an AVE value of 0.50 or above suggests that the construct on average accounts for more than half of the variation in its indicators”. A value less than 0.50 indicates that the variation of the item errors is greater than the variance of the concept. As seen in Table 3, all constructions have an AVE higher than 0.5. These values exposed the high nexus between the items and valid convergent validity. Job satisfaction is ranked best. “The constructs of this model may account for more than half of the variation in their indicators”.

Assessing discriminant validity

Discriminant validity suggests that “a concept differs from the model’s other constructs and captures phenomena not represented by the other constructs” (MacKinnon, 2008). “The Fornell-Larcker criteria are used to

compare the square root of AVE values to latent variable correlations (Fornell & Larcker, 1981)". To be precise, "the square root of each construct's AVE should be greater than the correlation coefficient between the construct and any other construct (Hair et al., 2013)". Firstly, Fornell larcker methods were adopted to test the discriminant validity. The figures of the findings indicated that the values that exposed the links with variables themselves were bigger than those that exposed the links with other variables.

Table 4: Fornell Larcker

	PERF	JBSAT	TSL	TFL
Employee Performance	0.771			
Job Satisfaction	0.526	0.863		
Transactional Leadership	0.698	0.465	0.795	
Transformational Leadership	0.711	0.678	0.764	0.784

Source: Field survey (2024)

Heterotrait Monotrait (HTMT) ratio has been adopted to test the discriminant validity. Henseler, Ringle, and Sarstedt (2015) suggest calculating the Heterotrait Monotrait ratio of correlations (HTMT)". stating that "a latent concept has discriminant validity if its HTMT ratio is less than 0.850." The figures of the findings indicated that the values of HTMT ratios are lower than 0.85. These values revealed a low nexus between the variables and valid discriminant validity. These values are mentioned in Table 5.

Table 5: Heterotrait - Monotrait Ratio (HTMT)

	PERF	JBSAT	TSL
Job Satisfaction (JBSAT)	0.569		
Transactional Leadership (TSL)	0.763	0.491	
Transformational Leadership (TFL)	0.775	0.710	0.848

Source: Field Survey (2024)

Assessing the structural model

This section provides an assessment of the hypotheses of this study. Assessment of the structural model entails assessing collinearity among constructs, coefficient of determination, predictive relevance, effect size, path coefficient, and significance. In this study, the direct and indirect models were run together based on the recommendation of Nitzl et al. (2016). Table 6 shows the result for assessing multicollinearity among the indicators for this study. In the context of PLS-SEM, a tolerance value of 0.20 or lower and a VIF value of 5 and higher, respectively, indicate a potential collinearity problem (Hair et al., 2011).

More specifically, an indicator's VIF level of 5 indicates that 80% of its variance is accounted for by the remaining formative indicators associated with the same construct. The VIF findings in Table 6 provide evidence of no common approach bias. Kock and Lynn (2012) emphasized that "the occurrence of a VIF value larger than 3.3 is a sign of pathological collinearity. A model may be polluted by common method bias". Generally, "a model is regarded valid if all VIFs produced from a thorough collinearity test are equal to or less than 4.0. may be considered free of vertical or lateral collinearity and standard technique bias (Kock & Lynn 2012)".

Table 6: Collinearity amongst constructs

	Employee Performance	Job Satisfaction
Job Satisfaction	1.901	
Transactional Leadership	2.799	2.722
Transformational Leadership	4.056	2.722

Source: Field Survey (2024)

Assessing coefficient of determination and predictive relevance

The R^2 is a measure of the model's predictive accuracy. Another way to view R^2 is that it represents the exogenous variable's combined effect on the endogenous variable(s). Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered weak, moderate and substantial, respectively, for structural models. The author further asserted that a predictive relevance (Q^2) of "0.02, 0.15 and 0.35" and effect size (f^2) of "0.02, 0.15 and 0.35" are seen as "small, medium and large" respectively for structural models.

From Table 7, it can be concluded that leadership styles (Transformational and Transactional leadership) and job satisfaction have a moderate (0.562) coefficient of determination on employee performance, accounting for 56.2 per cent of the variation in employee performance. Again, the results show that leadership styles (Transformational and Transactional leadership) accounted for a moderate coefficient of determination in the job satisfaction of nurses in the hospital (R -Square =0.474) when all other factors not captured in this study but are affecting work engagement in the nurses in the hospital are statistically controlled for.

Concerning predictive relevance, the results show a large predictive relevance of the model on the endogenous variable (0.389). This shows that the exogenous variable (Transformational and Transactional leadership) predicts the endogenous variable (Employee performance) well. The results further show a substantial predictive relevance of the model of Transformational and Transactional leadership on job satisfaction (0.327). As submitted by Osei et al. (2022), the implication is that Transformational and

Transactional leadership significantly predicts or explains the dependent variable, employee performance among nurses in the Cape Coast metropolis. This result affirms the findings of Melinda et al. (2016).

Table 7: Coefficient of Determination and Predictive relevance

	R	R-Square	Predictive
	Square	Adjusted	Relevance
Employee Performance	0.563	0.558	0.389
Job Satisfaction	0.474	0.471	0.369

Source: Field Survey (2024)

Testing Hypotheses

Objective One: Examine the relationship between leadership styles and employee performance among nurses in some selected hospitals Cape Coast

The study's first objective is to Examine the relationship between leadership styles and employee performance among nurses in some selected hospitals Cape Coast. The researcher tested the direct effect of leadership style on employee performance using the structural equation modelling depicted in Figure 2. The path model in Figure 2 shows two direct paths from leadership style to employee performance. These paths represent hypothesis 1a and 1b. The direct effect showed that leadership style and job satisfaction accounted for 56.3 percent of the variation in employee's performance.

The first hypothesis was formulated to determine whether there is a relationship between transformational leadership and employees performance.

The formulated hypothesis thus reads:

H1a: Transformational leadership style has a positive effect on employee performance.

Based on the path estimation, the results of the PLS-SEM showed that transformational leadership had a positive effect on employee performance ($\beta = 0.311$, $p < 0.05$; Table 8, Figure 2). The path coefficient was in the same direction as hypothesized". This illustrates that transformational leadership positively affects employee performance among nurses in the Cape Coast metropolis. Therefore, Hypothesis 1a was supported. The findings lead to the conclusion that a people-focused leadership, based on influencing and effecting revolutionary change within the health sector is key to stimulate the employee's performance. This conclusion is in line with the study of Lewis et al (2018) that concluded that transformational leadership is key for enhancing performance within the public sector.

A similar conclusion was drawn by Li et al (2019) who also found a strong positive association between transformational leadership and employees' performance. Also supported by the findings of Kim and Yoon (2015) who concluded that, the degree to which an employee perceives senior managers' transformational leadership is positively related to the degree to which the employee perceives their output. It, however, contradicts the findings of Naqvi et al (2017) who found no association between transformational leadership and employees' performance.

Moreover, existing literature has consistently highlighted the positive role of Transformational Leadership (TFL) in enhancing different types of innovation, supporting the positive impact of TFL on innovation performance—a crucial aspect of organisation growth (Gumusluoglu & Ilsev, 2009; Jiang & Chen, 2018). Feranita et al. (2020) underscored the positive and significant effect of transformational leadership on performance. Cortes and

Herrmann (2019) argued that top managers exhibiting a transformational leadership style positively impact organizational innovation by improving information and knowledge exchange through enhanced employee participation and social capital.

The present study contributes by enhancing our understanding of the relationship between owners' transformational leadership and employees performance . Building on the work of Manzoor et al. (2019), which posited that transformational leadership positively and comprehensively predicts job performance, this study suggests that among various advanced leadership styles, transformational leadership has the most significant influence on, performance, organizational learning, and innovation.

The second hypothesis aimed to investigate the relationship between transactional leadership and employee performance:

H1b: Transactional leadership style has a negative relationship on employee performance.

Based on the path estimation, the results of the PLS-SEM showed that transactional leadership style had a significant positive effect on employees' performance ($\beta = 0.388$ $p < 0.05$; see Table 8, Figure 2).. As it was hypothesised, the transactional approach to leadership has a positive effect on employees' performance. This study, therefore, supports the second hypothesis. However, some researchers (Bass, 1985; Lee, Si & Wei, 2012) found negative relationship between the transactional leadership style and employee's performance. They set an argument that because the transactional leader only gives rewards and benefits for the accomplishment of specific

objectives therefore employees do not engage themselves in good performance in the workplace.

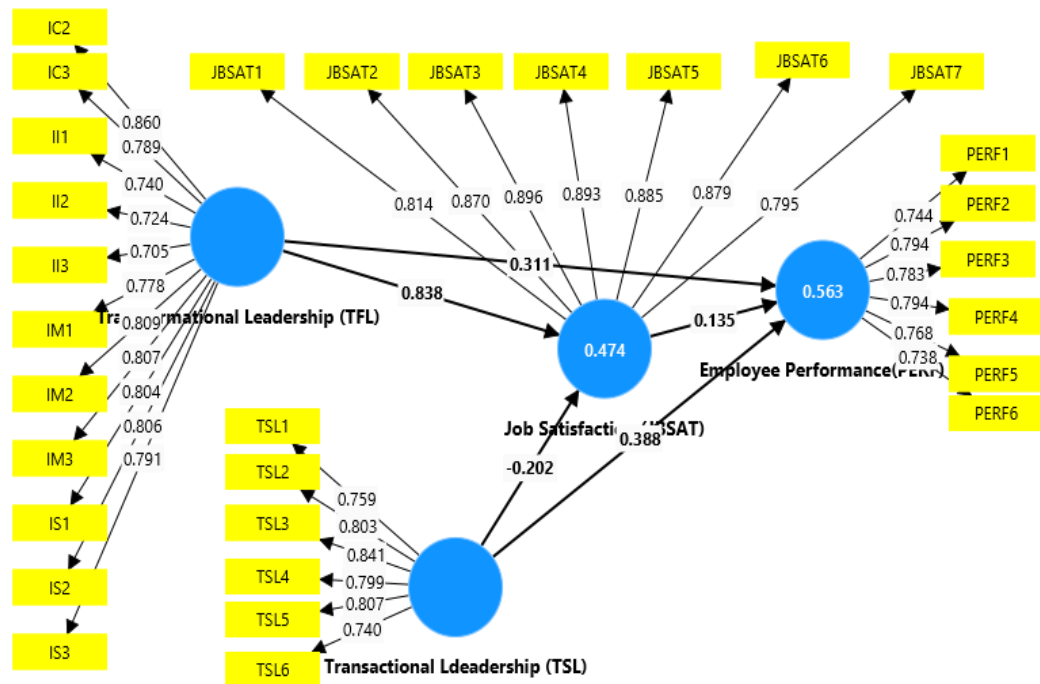
According to Kahai, Sosik and Avolio (2003), the transactional leaders can put together probability for their employees to fulfil goals and to extrinsically motivate employees to contribute positively to the organisation. Creativity leads to innovation and that is why with the exchange of reward, the creative employee is stimulated and motivated to enhance the performance in the workplace. The positive effect of transactional leadership behaviour on employees' performance could be due to the focus of transactional leadership on compensating for efforts and offering rewards for performance. If the public sector worker exerts more, he/she will be compensated for it. Therefore, it can be inferred that transactional leadership provides that impetus to do more, bring new ideas, seeks support for implementing innovative solutions by clarifying tasks and offering compensation.

The conclusion drawn by this study is supported by the findings of Contreras et al (2017) who concluded that transactional leadership behaviour of supervisors had a positive influence on employees' performance. Xie et al (2018) also concluded that transactional leadership style positively correlates with innovation atmosphere. In addition, Kim and Yoon (2015) concluded that the supervisor's transactional leadership behaviours are key for innovation in the public sector. The studies of Lewis et al (2018), and Rank et al (2008) found no association and a negative association respectively between supervisor's transactional behaviours and employees' performances. However, Golla and Johnson (2013) concluded that transactional leadership is suitable when the goal is to instil a culture of innovation.

Table 8: Structural model results for objective one

Hypothesis	Path	F2	F2	T Statistics	P Values
H1a	TFL -> PERF	0.311	0.055	2.363	0.018
H1b	TSL -> PERF	0.388	0.123	4.412	0.000

Source: Field survey (2024)

**Figure 2: Outer and Inner model**

Source: Field survey (2024)

Objective Two: Assess the relationship between leadership styles and job satisfaction among nurses in some selected hospitals Cape Coast.

Objective two of the study examines the relationship between leadership style and job satisfaction among nurses in the selected hospitals. Based on this objective, two hypotheses were formulated to test the effect of leadership styles on nurses' job satisfaction. The first hypothesis was that;

H2a: *transformational leadership styles is positively related to nurse job satisfaction. among nurses in the health sector.*

Based on the path estimation, the results of the PLS-SEM showed that transformational leadership styles had a positive effect on job satisfaction ($\beta = 0.838$, $p < 0.05$; Table 9, Figure 2). The results showed a significant positive relationship between transformational leadership styles and employees' job satisfaction. This result corroborates other empirical findings that transformational leadership styles improve employees' job. An empirical study by Medley and Larochelle (1995) indicated a significant positive correlation between head nurses demonstrating a transformational leadership style and increased job satisfaction among their staff nurses. A similar conclusion was drawn in a study by Morrison et al. (1997) that explored the relationship between leadership style and job satisfaction among nursing staff in a regional medical center. transformational leadership styles exhibited positive associations with employee job satisfaction.

Belias et al. (2015) found that transformational leadership was the highest and positively correlated with key aspects of Employee Job Satisfaction. Musinguzi et al. (2017) study revealed that health workers who perceived their leaders to display transformational leadership had a strong likelihood of being satisfied with their jobs and working in teams Rothfelder et al. (2013) study found that German hotel job satisfaction was strongly affected by leadership behavior, with the impact of Transformational Leadership (TFL) differing widely from Transactional Leadership (TAL) and non-leadership behavior. Tetteh and Brenyah (2016) revealed that the inspirational motivation, intellectual stimulation, and individualized consideration leadership style showed a positive and significant relationship with intrinsic satisfaction

The second hypothesis aimed to investigate the relationship between transactional leadership and job satisfaction:

H2b: Transactional leadership style has a negative relationship on employee job satisfaction.

However, the results of the PLS-SEM analysis, as indicated by the path estimation, revealed that transactional leadership behaviour exhibited a negative and statistically significant effect on the job satisfaction ($\beta = -0.052$, $p > 0.05$; see Table 9, Figure 4). Contrary to the hypothesized positive effect, it appears that the transactional leadership approach negatively influences employees job satisfaction. This unexpected finding may be attributed to the transactional leadership's characteristic of being an exchange-oriented style, where rewards are contingent upon individual performance outcomes. The observed negative influence of transactional leadership style on job satisfaction may be associated with the prevalent adoption of management-by-exception (active), which emphasizes close supervision of employees and imposes limitations on flexibility and innovation.

This result aligns with previous studies, (Bass, 1985; Lee, Si & Wei, 2012) found negative relationship between the transactional leadership style and employee' job satisfaction . They set an argument that because the transactional leader only gives rewards and benefits for the accomplishment of specific objectives therefore employees do not feel enthused and satisfied in the workplace. Samson and Ayodeji (2019), also reported no significant relationship between transactional leadership and satisfaction. Additional studies, including those by Yang et al. (2008) and Akpamah and Matkó (2023), have similarly found that transactional leadership is not a strong

predictor of satisfaction. It's worth noting that the aforementioned studies with positive findings were conducted outside Ghana, and the contextual differences in business environments may contribute to the divergent results.

However, mixed findings are observed in the service delivery sectors, as seen in Khalil et al. (2016), where transactional leadership was the most popularly practiced style among school administrators in Pakistan. Barnett (2018) investigated the relationship between Transactional Leadership (TSL) styles and overall Employee Job Satisfaction (EJS) of adjunct faculty teaching online classes at a for-profit university in the USA. TSL was a significant predictor of EJS, with increased overall satisfaction when present. Specchia et al. (2021) conducted a systematic review to identify and analyze the correlation between leadership styles and nurses' job satisfaction. Both transformational and transactional leadership styles exhibited positive associations with employee job satisfaction, with the additional factor of empowerment contributing to overall job satisfaction

Table 9: Structural model results for Objective two

Hypothesis		Path	F2	T Statistics	P Values
H2a	TFL -> JBSAT	0.838	0.490	11.181	0.000
H2b	TSL -> JBSAT	-0.202	0.042	2.053	0.040

Source: Field survey (2024)

Objective Three: Examine the potential mediating role of job satisfaction in the relationship between leadership styles and employee performance among nurses in selected hospitals in Cape Coast.

The third objective of this study sought to examine the mediating role of job satisfaction on leadership styles and employee performance nexus among nurses in the selected hospitals in Cape Coast metropolis. Given that

leadership styles have a significant effect on employees' performance, and job satisfaction also has a positive effect on employee performance, a mediation test was possible. As Nitzl (2016) had indicated, a significant indirect effect is the only prerequisite for establishing a mediation effect. This objective formed the basis for testing hypothesis 3a and 3b. According to the procedure outlined by Hair et al (2017), the mediating effect of job satisfaction on the nexus between leadership style and employee performance was examined through bootstrapping.

The results of the total effect are presented in Table 10. It indicates the significance of every path hypothesized in the model. With respect to transactional leadership, the results of the model indicate that transactional leadership has a significant positive influence on employee performance and a significant negative influence on job satisfaction. All other path demonstrated a significant positive effect. this shows that all the variable (EL) is fit for mediation analysis.

Table 10: Total Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JBSAT-> PERF	0.135	0.131	0.067	2.017	0.044
TSL -> PERF	0.360	0.360	0.085	4.258	0.000
TSL -> JBSAT	-0.202	-0.204	0.098	2.053	0.040
TFL-> PERF	0.424	0.427	0.102	4.160	0.000
TFL -> JBSAT	0.838	0.836	0.075	11.181	0.000

Source: Field survey (2024)

Based on the significant positive effect of the mediating variable (job satisfaction) on employee performance and the significant effect of leadership

styles on employee performance, the specific indirect effect was assessed to determine the nature and type of mediating effect as proposed by (Niltz et al., 2016 & Hair et al., 2017). The mediation analysis was tested between all leadership style and employee's performance. This led to testing two hypotheses with respect to the indirect effect. The results of the specific indirect effect are presented in Table 11.

Table 11: Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P value
TFL -> JBSAT -> PERF	0.113	0.109	0.055	2.056	0.040
TSL -> JBSAT-> PERF	-0.027	-0.025	0.017	1.560	0.119

Source: Field survey (2024)

The first step of testing the effect of the exogenous variable on the mediating variable showed that both transactional leadership and Transformational leadership style had a relationship with job satisfaction. The results from Table 10 shows that job satisfaction mediates the relationship between transformational leadership style and employee performance. Based on the criteria of Carrión et al (2017), it can be concluded that a complementary partial mediation occurs between transformational leadership and employees' performance. This is because the direct effect of transformational leadership style on employee performance was significant ($p=0.311$, Table 8). The results show that transformational leadership style do influence employees performance with or without job satisfaction.

The findings lead to the conclusion that transformational leadership style can be complemented by job satisfaction measures that supports nurses'

performance within the hospital. The findings of this are supported by the results of Naguib and Naem (2018) who concluded that resource supply mediates the relationship between transformational leadership and employee performance.

Shah et al. (2017) explored the associations between faculty heads' transformational leadership Employee Job Performance (EJP) in a public university in Pakistan. TFL positively affected both job satisfaction and employee performance. Vigoda-Gadot (2006) highlighted that an employee's perception of organizational politics played a significant role in shaping the relationship between leadership and performance.

Moreover, employees' motivation and eagerness were found to be direct consequences of organizational transparency, with clearer organizational activities resulting in better performance. Rowold and Rohmann (2009) measured the effectiveness of transformational leadership in German nonprofit orchestras while exploring the role of emotions within these leadership styles. Positive emotions were found to be associated with both transformational leadership and transactional leadership, while negative emotions partially mediated the influence of TFL on performance.

Empirically, the study results that show the relationship between transformational leadership and work performance by Almutairi (2016), analyzed the mediation effect of organizational commitment in the relationship between transformational leadership style and work performance which the results in the study showed that positive transformational leadership style had related to work performance. Mangkunegara and Miftahuddin (2016) studied about the effect of transformational leadership to job satisfaction and work

performance which the results showed that transformational leadership affected the employees' work performance partly and as a whole positively and significantly.

Ali et al. (2014) studied about the effect of leadership style to work satisfaction, commitment and willingness to resign which the study results showed that transformational leadership affected work performance positively and significantly. Characteristics of transformational leadership (especially individualized consideration) have a significant relationship with high level of contributions in employees' work performance. Torlak and Kuzey (2018) aimed to gain insight into the effectiveness of transactional leadership (TAL) and transformational leadership (TFL) in the educational sector of Pakistan, specifically examining their impact on employee job satisfaction (EJS) and employee job performance (EJP).

This current study could only affirm a mediating role of job satisfaction on transformational leadership. Based on the path-goal theory, this study has shown that leaders adopt various behaviours to influence employees' performance. Though not all leadership style can bring equal results, it adds up to the discussions that the complex nature of health sector leadership demands a multi behavioural approach. The results have shown that when the goal is to stimulate performance to solve urgent problems, transformational, transactional is needed.

Chapter Summary

This chapter began with a description of the respondents to the study. The chapter included an assessment of the influence of leadership styles on employees' performance. The second objective assessed the influence of

leadership styles on employees' job satisfaction. The results of the study concluded that employees are able to perform when the required satisfaction are provided. The study also showed that there was a positive relationship between leadership style and the performance. The chapter concluded with assessment of the mediating role of job satisfaction on the relationship between leadership styles and employee performance. Based the transformational leadership theory, the study concluded that when leaders supply the needed resource for satisfaction, employees reciprocate by improving performance. The next chapter presents the conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The current chapter is the final chapter for this study. As a concluding chapter, it will capture information pertaining to a summary of the study, conclusions on the significant findings of the study, recommendations to the findings, limitations of the study and suggestions for future research. The presentations of the conclusions and the recommendations will be in line with the three specific objectives discussed in chapter four.

Summary

The main aim of the study is to get an insight into which form leadership either transactional leadership (TAL) or transformational leadership (TFL) is most effective in the health sector in Ghana and to determine the impact of each on the employee job satisfaction (JS) and employee job performance (EP). Specifically, the study sought to; examine the relationship between leadership styles and employee performance among nurses; assess the relationship between leadership styles and job satisfaction among nurses and examine the potential mediating role of job satisfaction in the relationship between leadership styles and employee performance among nurses in selected hospitals in Cape Coast. To help achieve these objectives, six supporting hypotheses were formulated and tested accordingly.

The study employed partial least squares structural equation modelling as the main statistical technique for testing the hypotheses. From a population of 195 nurses from the three selected hospitals in Cape Coast metropolitan assembly, 140 were sampled, using the simple random technique, the

Microsoft Excel random number generation was used to randomly select respondents for the study. In total, 140 valid responses were obtained from the selected hospitals. a self-administered questionnaire based on scales from reliable and on extensive literature was administered to the respondents. This was done to avoid common method bias. The instrument centred on characteristics of the respondents as well as the variables considered in this study.

The demographic information on respondents was analysed using descriptive statistics (Frequencies and percentages). The three main objectives of this study were analysed using partial least squares structural equation modelling techniques with the aid of the SMART PLS version 4.0, while the descriptive were processed with the SPSS Version 24. An alpha level of 0.05 was used for all tests of significance. two major hypotheses were developed for each objective. The major findings as they related to the specific objectives and hypotheses of the study have been summarised below.

Major Findings

With respect to the first objective, the effect of leadership style on employees' performance was assessed. The results showed that the two leadership behaviours (transformational and transactional,) had a positive significant influence on employees' performance . The results also showed that transactional leadership had the largest significant influence on employee performance among the leadership styles. This was followed by transformational leadership style respectively.

The second objective of this study assessed the effect of leadership style on employees' job satisfaction. Regarding this objective, it was found

that transformational leadership style had a positive significant influence on job satisfaction. Also transactional leadership style had a significant negative relationship on job satisfaction. The findings of this study show that transformational leadership style had a larger effect size on job satisfaction,

The third objective assessed the mediating effect of job satisfaction on the relationship between leadership style and employees' performance. The results indicated a mediating effect on transformational leadership style and employee performance through job satisfaction. The results showed that job satisfaction mediated the relationship between transformational leadership style and employees' performance. All other leadership style had no significant indirect effect. The findings showed that the direct effect of transformational leadership on employee performance could be complemented through job satisfaction.

Conclusion

The conclusions are drawn based on the findings of the study. With respect to the first objective, it is concluded that transactional leadership is the most important leadership behavior in supporting employee's performance. Encouraging transactional leadership is key to stimulating the innovative capacity of employees.

The study also adds that transformational leadership is important for performance in the context of the health sector. Leadership styles based on influencing, motivating and effecting revolutionary change within the public sector is key in stimulating employee's performance. Through the creation of a shared vision and inspiring employees, leaders spur innovative behaviors within the hospital.

A key conclusion drawn from this study is that transactional leadership behaviour is as important as transformational leadership in supporting employee performance. A focus on performance in return for a reward, clarification of task and communication is key as dimensions of transactional leadership to support nurses' performance. From the transactional leadership style perspective, nurses' managers are urged to monitor and reward followers for accomplishing set goals (contingent reward) as well as monitoring deviations from what is deemed ideal (management-by exception). Transactional leadership style provides the impetus to do more, bring new ideas, seeks support for implementing innovative solutions by clarifying tasks and offering compensation.

With respect to the final objective, this study concludes that transformational leadership style can only influence performance by creating an innovation supportive climate within the health sector. The findings also lead to the conclusion that job satisfaction mediates the relationship between transformational leadership and employees' performance. It adds that the effect of transformational leadership on employees' performance is complemented if job satisfaction factors are present.

Recommendations

The study findings suggest that hospital administrators should focus on developing nurse managers' transformational leadership styles through timely training and continuous education. In this manner, staff nurses' motivation and job satisfaction could be enhanced, which would lead to improved patient care and satisfaction. The findings of this study, suggest that nurses and midwife

leadership should be enhanced at all levels to improve nursing and midwifery staff job satisfaction, retention and level of perceived service provision.

This study builds on existing leadership literature by providing further evidence for the relationship between leadership styles on performance. Therefore, the findings of this study contribute to the existing literature on the effect of transformation leadership and transactional leadership on health worker's motivation, job satisfaction, and performance. Results from this study can be used to better inform policy makers who want to address issues of staff retention. These results indicate that any health worker who can emulate these leadership skills, can enhance fellow staff motivation, job satisfaction, and encourage teamwork.

Nurse Managers need periodic experiential leadership training to enable them to develop proficiency in leadership that would encourage commitment, competence, and confidence thus, fostering satisfaction among nurses and intention to stay at their workplace.

Based on the study findings, developing Transformational Leadership style and addressing transactional leadership practices can be incorporated into organizational initiatives to promote nurses' retention. Education, training, and professional development are some of the key strategies to enhance TFL and reduce TSL style among nursing managers. The study supports the formulation of evidence-based educational programs, leadership training, or interventions to foster desirable leadership practices in nurse leaders. By keeping abreast with the current evidence on leadership practices, Nurse managers can effectively foster a positive work environment through their positive leadership behaviours.

Suggestion for Further Studies

Further research on this can be achieved through collecting data from hospitals heads about their leadership styles, decision-making approaches, demographics and how these variables affect the views of health workers about work satisfaction and ultimately have a positive impact on nurses' competencies and their performance. Further studies could evaluate other mediating factors that bring about this effect, assess the benefits, challenges, and financial implications of developing innovative leadership styles in resource-limited health settings, especially in regions facing a high shortage of health workers.

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APPENDIX A: QUESTIONNAIRE**UNIVERSITY OF CAPE COAST****QUESTIONNAIRE**

Dear Sir/Madam,

I am a Master student from the Department of Human Resource Management. I am carrying out my research work on the topic “**Leadership style, job satisfaction and performance of nurses in selected hospitals in Cape Coast**”. Your views are very much important to the study. Every information you provide would remain highly confidential. Thanks for accepting to participate in the study.

SECTION A: Socio-Demographic Information

1. Sex: Male ☐ Female ☐
2. Age: 18–24 ☐ 25–40 ☐ 41–56 ☐ 57 and above ☐
3. Level of education: Diploma ☐ Degree ☐ Masters ☐
4. Number of years in service

SECTION B: Leadership Style

On a scale of 1 – 5, please indicate your agreement to the following statement against each leadership style presented below whether you are using same. indicate your perception from the strongly disagree to Strongly agree.

	Statements	1	2	3	4	5
TRANSFORMATIONAL LEADERSHIP						
	Idealized Influence					
1.	My leader instill pride in others for being associated with him					
2.	My leader goes beyond self-interest for the good of the group					
3.	My leader displays a sense of power and confidence					
	Inspirational Motivation					

4.	My leader talk optimistically about the future					
5.	My leader talk enthusiastically about what needs to be accomplished					
6.	My leader articulates a compelling vision of the future					
	Intellectual Stimulation					
7.	My leader seeks differing perspectives when solving problems					
8.	My leader gets others to look at problems from many different angles					
9.	Leader suggests new ways of looking at how to complete assignments					
	Individualized Consideration					
10.	Leader treat others as individuals rather than just as a member of a group					
11.	Leader considers an individual as having different needs, abilities, and aspirations from others					
12.	Leader gets others to do more than they expected to do					
TRANSACTIONAL LEADERSHIP						
	Contingent Reward					
13.	Leader provides others with assistance in exchange for their efforts					
14.	Leader provides recognition/rewards when others reach their goals.					
15.	Leader makes clear what one can expect to receive when performance goals are achieved					
	Management by Exception					
16.	Leader express satisfaction when others meet expectations.					
17.	Leader do not try to change anything when things are working.					
18.	Leader discusses in specific terms who is responsible for achieving performance targets					

Section C: Job Satisfaction

On a scale of 1 – 5, please indicate your agreement to the following statement where 1 means "Strongly Disagree," 2 means "Disagree," 3 is "Neither disagree nor agree," 4 means "Agree," and 5 is "Strongly Agree."

No	Statement	1	2	3	4	5
1	Generally speaking, I am very satisfied with this job.					
2	I am satisfied with the person who supervises you me					
3	I am generally satisfied with the kind of work I do in this job.					
4	I am satisfied with the pay i receive for my job					
5	I am satisfied with the opportunities which exist in this organization for advancement [promotion]					
6	I am satisfied with my current job situation?					
7	I am satisfied with the nature of the work i perform					

Section D: Employee Performance

On a scale of 1 – 5, please indicate your agreement to the following statement where 1 means "Strongly Disagree," 2 means "Disagree," 3 is "Neither disagree nor agree," 4 means "Agree," and 5 is "Strongly Agree."

No	Statement	1	2	3	4	5
I am able to;						
1	Adequately completes assigned duties					
2	perform tasks that are expected of me					
3	Plan in detail how to accomplish an important task.					
4	fulfill the responsibilities specified in my job description					
5	meet the formal performance requirements of my job					
6	managed to plan my work so that it was done on time					

Thank You