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THE RELATION BETWEEN LEADERSHIP STYLE AND JOB SATISFACTION IN HEALTH SECTOR

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ABSTRACT
The main purpose of this study is to determine the relation between leadership style and job satisfaction in Iraqi healthsector , the study depend on historical methods that comprises the techniques and guidelines by which historians use primary sources and other evidenceand using the difference points of view about leadership styles the study improve the importance of leadership style to the job satisfaction and it depends on the work environment.

Keywords: Leadership And Job Satisfaction

INTRODUCTION

The main aim of a leader is to bring progress to the organization they head and to work hand in hand with fellow members of the organization to achieve its goals (Bushra, 2011). Leadership in the health sector mainly focuses in changing clumsy civil service into vibrant system that focuses on patients, cost effective and driven by collaborative learning. this form of service provision require entire reform of the health care organization and one cannot do it alone it requires team work, willingness to partner up and collaboration in order to achieve the required goal (Top, 2015). So as to bring new ideas into the health organization the knowledge leaders need to network with those that are outside the organization and bring the ideas on board. When it comes to organization performance there are factors to be considered (Bushra, 2011). First, the extent to which the difference in the accounts of the leaders contributes to the success of the organization. Secondly, to what extent the leadership different ideology does influence the internal structure and portrays the image of the organization to the eternal people (Randeree, K., &GhaffarChaudhry, 2012). Accordingly it should be ware to choose the leadership style to effect the subordinates , so the current study aims to determine the relation between leadership style and job satisfaction.

LITERATURE REVIEW

Leadership

Leadership is a process of social influence in which the leader seeks the voluntary participation of subordinates in an attempt to reach the goals of the organization (Bonmi, 2007). The leader can be defined as the person who authorizes or influences others to act in order to achieve specific goals (Mullins, 2004). Today's organizations need effective leaders who understand the complexities of a rapidly changing global environment. If the task is highly structured and the leader has a good relationship with the staff, the effectiveness will be high on the part of the staff. The study also revealed that Democratic leaders are keen to involve all team members in the discussion and can work with a small but very enthusiastic team (Nangun& Swami, 2014).

Leaders substantially influence collaborative processes and outcomes (Stokols et al.,2008).One Health needs leaders able to manage a broad range ofcomplex issues and integrate, negotiate and evaluate collaborative partnerships. Issues of leadership and responsibility will need to be addressed in a way that fills collaboration gaps, reduces duplication andavoids exacerbating divisions and isolation (Chatman,2016). Several initiativeshave been launched to address this gap .

2.2.Leadership style

Many studies were discussed the leadership style , but most of them were agree with Goleman 2000 point of view table (1).

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Table 1: Goleman Leadership Style

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious-ness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results form a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.

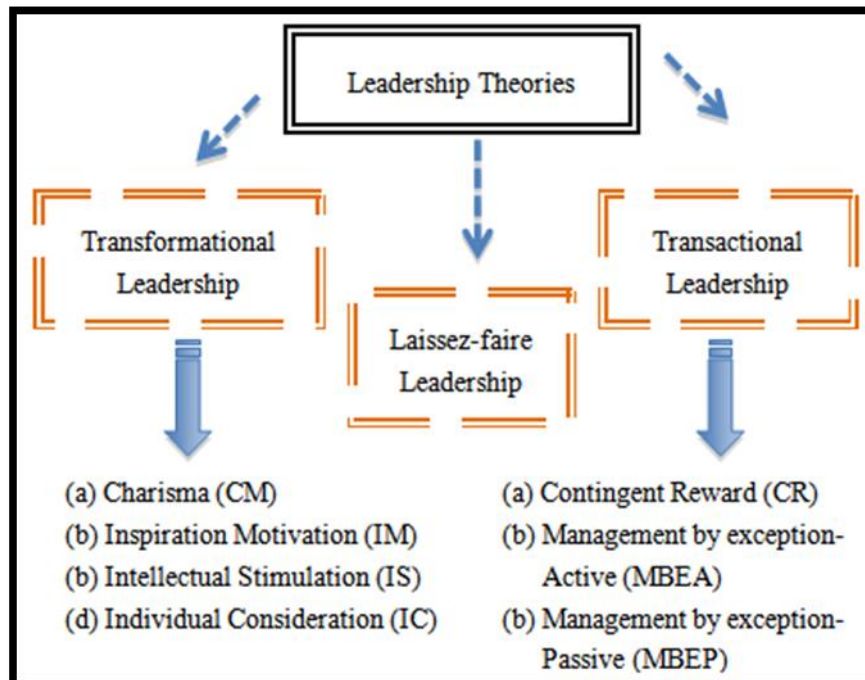In general leadership style can be observed in three main styles as it shown in figure 2.

Figure 2 : Theoretical leadership styles

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Also there are many factors that affect the leadership styles can see in leadership chart (figure 3) to find out which leadership style are the best and suits the personality and team , any one has to agree with many options in order to meet the conditions and identity with each step to know what the style are suitable .
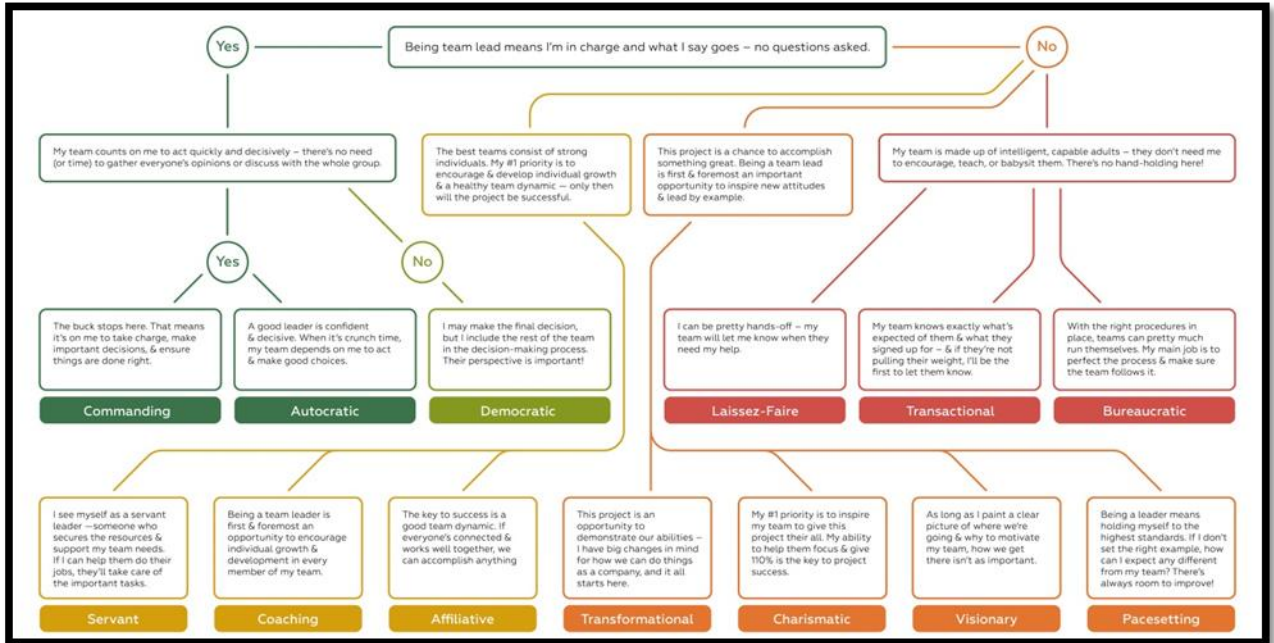

Figure 2 :Choosing leadership styles

So we can say that the leadership style is a balance between management control and employee control as it shown in figure 4.
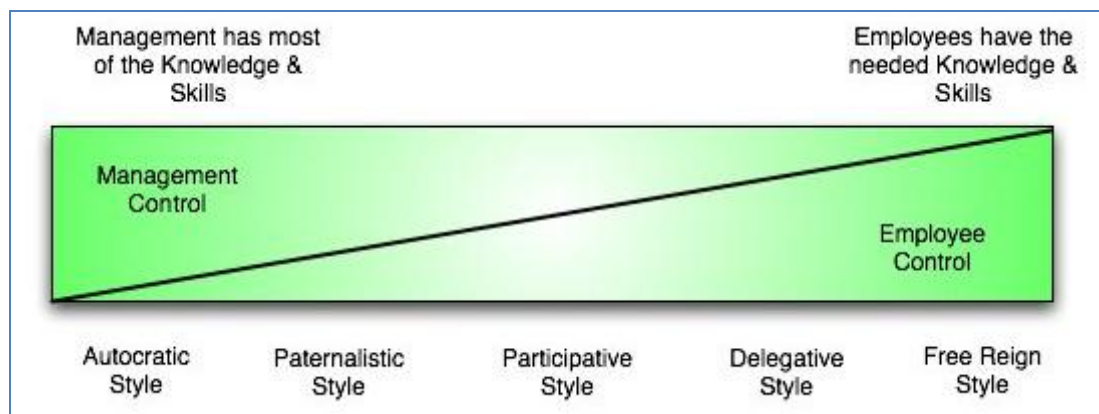

Figure.4:Leadership Style between management control and employee control

Job Satisfaction

In accordance to Wicker (2011) job satisfaction is the feeling of pride and internal accomplishment achieved when carrying out a certain work. He presents job satisfaction in theory constructs being any numeral of a psychological, environmental and mental state that prompts someone to show accomplishment in their work in his book Hoppock (1935). It can be related to when persons assess their job and job experience, the positive psychological condition that emerges is job content (Poon J. M., 2003). Work attainment is what one feels about their work either they are into the job or not, according to Spector, (1997). Being into the job reflects the content and not being into it reflects the discontent of employees. Revealed by literature, the job satisfaction is affected by varied aspects. To assess the degree of job content of employees which is inclusive of various aspects such as

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pay, supervision, elevation, benefits, state of work and coworkers Spector (1997) developed a "job satisfaction measuring scale". Employees will likely be more contented and like to be with the organization when they receive the salary, promotion, benefits, state of work, promotion, management and co-workers of their choice.

DISCUSSION

Health care require changes of avoidable mistake that are harmful to patients, inconsistency of diagnosis and unregulated cost (Voon*et al*, 2011). Some of the solution towards solving these problems includes increasing collaboration between clinicians, paying more attention to patient needs, sharing with the patient important information so as to help in the decision makings, health organization should also embrace the evidence based treatment for their patients (Voon*et al*, 2011). These solutions however face opposition from the outdated managerial practices and medical protocols.

It is observed that from the available literature, all thestudies conducted arerelated to the large sector whichinterns reveal that leadership style and work satisfaction are interrelated. Thus,leadership styles can affect the quality of work life(Nanjun& Swamy,2014).

Many studies in this field have proven that effective leadership leads to innovation, creativity, excellence, leadership and competitiveness, and has recorded many success stories in this area. Studies have shown that strategic leadership is one of the fundamental and fundamental pillars of enterprise success of all types and methods.(Read & Laschinger,2015)(Korkmaz,2007) This depends to a large extent on attracting qualified competencies capable of dealing with rapid changes in the working environment and fierce competition at all levels. This requires strategic leadership to deal with changes and developments in such an environment. (Hadrawi et al., 2018).

When it comes to evaluation on the satisfaction of the patients to a healthcare service is essential in the ongoing assessment and consequent quality betterment of the services provided. (Mosadeghrad, A. M., &Ferdosi, M. 2013). Traditionally, when it comes to assessing on the service satisfaction the reports of the patient were ignored based on the technical and physiological report of the outcome. In today hospitals they seek to have a system that seeks to balance between the clinical effective and evidence based. This is judged by patients if they are acceptable and it they are also of benefit (Top, 2015). In a patients view it is more beneficial when a health organization focuses mainly in the quality and length of life rather than just improving health by the technical aspect only. As a result of this interest has not only been built during the assessment period but also during the service delivery (Randeree, K., &GhaffarChaudhry, 2012). Most importantly attempt has been made to determine features of patient care that are likely to influence patient satisfaction (Jenkinson et al.,2002).

The satisfaction of services provided to patients usually has no clear cut hence it is not a clearly defined concept although it mainly dwells around the attitude towards care or the aspect of care. Some of the ways to gather information from the patients is by the use of questionnaires, although such approach has its drawbacks (Bushra, 2011). Attitude towards services does not necessarily give us the information about the nature of services that are provided. The survey done on the satisfaction also tends to be too general not handling specific problem and also provoke a positive rating in the quality of care delivery. Therefore the questionnaires that are used should seek to find out more on the patients experience so as to establish and determine their level of satisfaction towards the offered services (Voon et al, 2011; Stephen& Stemshorn,2016).

Establishment of an effective healthcare organization the incorporation of good leadership and adequate service delivery is the key towards the satisfaction of the patients within the hospital (Voon et al, 2011). This enable the patient to be of high confidence in referring and recommending the hospital for other patients and it will also give the good image of the health organization towards the outside world. So it need to build a scenario (Hadrawi,2018).and to depend new mechanism of leadership like overlapping strategy (Hadrawi et al.,2017). Particularly with independence, achievement, and dominance through conformism for the leading positions subjects, our study suggests the correlation of the job satisfaction. Moreover, the personality profile of a leader which among the team is likely to generate satisfaction was identified by us. Tolerance, creativity, flexibility, and achievement through independence, specific to this profile were the personality traits.

It should be noted that the result of this study may be very different in different areas such as financial sectors or different countries. This difference may be the basis of other differences. In light of the above and the results obtained, it is suggested that in order to maintain the stability of the leadership model, managers and leaders should be selected for personality testing through standardized behavioral testing tools that produce results that illustrate the appropriate style.

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