



**MULTIFACTOR LEADERSHIP OF HOSPITAL ADMINISTRATORS  
WITH THE POTENTIAL TO INFLUENCE STAFF NURSES' INTENSIFIED  
WORK, RETENTION AND JOB SATISFACTION**

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**ABSTRACT**

**Background:** Staff nurses are of the opinion that hospital management help them professionally and emotionally. In exchange, they receive rewards that boost their morale and productivity. But there is no denying that nothing is more honorable than a person who honestly performs their duties without expecting anything in return. In addition, leadership is a process of social influence in which the leader looks for subordinates' willing cooperation in achieving organizational objectives (Nanjundeswaraswamy and Swamy 2014 [1]).

**Purpose of the Study:** The study sought to assess the impact of hospital administrators' multifactor leadership on staff nurses' increased workload, retention factors, and job satisfaction.

**Research Methods:** To provide and integrate reliable findings on the study assessment that aimed to evaluate the influence of hospital administrators' multifactor leadership on staff

nurses' intensified work, retention factors, and job satisfaction in different hospitals in the Philippines.

**Conclusion:** The multifactor leadership of hospital administrators appeared to be the best predictor of staff nurses' intensified works, retention factors, and job satisfaction. It appears imperative that closer attention and consideration may be extended in the interest of further improvement and development of multifactor leadership among hospital administrators, staff nurses' retention, intensified works, and job satisfaction.

**Keywords:** Hospital Administrators, Multifactor Leadership, Intensified Work, Job Satisfaction.

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## **INTRODUCTION**

Numerous relevant researches have revealed that over the past few decades, healthcare professionals' perspectives on leadership and the part that hospital administrators play in fostering a management and learning environment within a hospital have undergone a significant evolution (Gurley et al., 2015 [2]). Generally speaking, the evidence supports the notion that the hospital administrator plays a critical role in establishing and maintaining a focus on learning in a hospital through his or her continual and routine engagement in leadership behaviors. It is toward a more precise definition of leadership, and the identification of the specific best practices in leadership behaviors. Nevertheless, according to Sirisookslip (2015) [3], most the administrators are now facing problems in applying suitable leadership styles in their administration, as reported by the Healthcare Work Unit.

Furthermore, administrators and educators of hospital leaders who aim to stimulate inquiry-based hospital leadership should not only focus on increasing the capacity of hospital leaders to lead their hospital in an inquiry-based way, but they should also focus on leaders' self-efficacy and on fostering leaders' positive attitude toward inquiry-based hospital leadership (Uiterwijk-Luijk, 2017 [4]).

Meanwhile, Helber (2015) [5] claimed that hospital administrators who held doctoral degrees were more efficient in instructional leadership categories. They were more efficient in the use of data to improve instructions and methodologies. Hence, it was also important for a hospital administrator to upgrade himself or herself academically because leadership must not be held as just an appointment from the top management but something to work hard on to. To be an effective leader is to promote a high regard status regarding healthcare background which also means that hospital administrators are staff nurses.

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Findings in the study of Neuss (2016) showed that there was evidence of significant direct relationships between hospital administrators' technology leadership and staff nurses' self-efficacy. This means that in today's technological advancements, hospital administrators are not just called to develop their skills regarding training and workshops, but they are also called to upgrade and update their skills in utilizing advanced technology for easy transactions and access with their subordinates.

Work intensification is a recent phenomenon experienced by some contemporary hospital administrators Hauseman et al (2017) [6]. Meanwhile, many organizations do not consider the factors determining employee retention as a strategy in managing competition and are likely to become victims of industry competition (Rono & Kiptum, 2017 [8]). The study findings indicated that compensation, had significant relationship with employee retention.

### **AIM OF THE STUDY**

The study aimed to evaluate the influence of hospital administrators' multifactor leadership on staff nurses' intensified work, retention factors, and job satisfaction in different hospitals in Manila. Its objectives are to create a policy on multifactor leadership with the potential to influence staff nurses' intensified work, retention and job satisfaction.

### **METHODOLOGY**

This study utilized a quantitative research design, employing a questionnaire to collect data from staff nurses who are currently employed in a tertiary government hospital in Metro Manila, Philippines. The sample will be selected using purposive sampling technique, and the data will be analyzed using SPSS as a statistical tool.

Expected Outcomes: The findings of this study will contribute to the creation on multifactor leadership with the potential to influence staff nurses' intensified work, retention and job satisfaction.

### **ANALYSIS**

The data for this research paper was collected through a survey questionnaire administered to a sample of staff nurses working in a tertiary government hospital. The survey included questions about the multifactorial leadership of hospital administrators. The data collected from the survey was analyzed using statistical methods. Sample Characteristics: the overall assessment of the hospital administrators' multifactor leadership got a rating of "satisfactory" while the status of staff nurses' intensified works got an overall interpretation of "great extent". In addition, the staff nurses' retention factors and job satisfaction got a rating of "satisfied". The hospital administrator's multifactor leadership and retention factors yielded an R-value of 0.841, which is interpreted as very high correlation. On the other hand, the administrator's multifactor leadership and job satisfaction yielded an R-value of 0.743, which is interpreted as high correlation. Moreover, for administrator's multifactor leadership and retention factors yielded a value of 0.0000, while for administrator's multifactor leadership and job satisfaction, the value yielded is 0.0020. Both values are lower than the alpha cut off of 0.05. Hence, there is considered to be a significant relationship between the two variables.

## **DISCUSSION**

Hospital administrators are challenged to take a more active role in decision-making and the execution of hospital activities, as well as in the planning and implementation of hospital activities. They are also faced with the issue of utilizing the staff nurses, boosting their self-esteem, motivating them, and including them in decision-making. It is also highly recommended to strengthen the relationship between the hospital administrator and staff nurses through mentoring and coaching.

Hospital policy makers are encouraged to develop a system that would lessen the burden on staff nurses. Promotion opportunities, welfare policies, job rotation and new assignments, assistance with career development, opportunities for location transfers with promotions, management support for higher education, rewards & recognition are some retention strategies that policy makers may consider. According to the study's findings, even if staff nurses are content with the aforementioned characteristics, these indicators received the lowest scores in assessments of retention factors, indicating that there is still potential for improvement.

The following challenges and worries regarding the job satisfaction of staff nurses may also be taken into consideration by hospital policy makers: workload and job advancement. Staff nurses in public hospitals strain to balance their workload and administrative responsibilities while also lacking opportunities for career advancement and dealing with lengthy reclassification processing times.

Findings show that the best determinants of staff nurses' intensified work, retention, and happiness are multifactor leadership in terms of intellectual stimulation and contingent compensation. According to this perspective, hospital administrators face a problem in convincing staff nurses of their essential role in hospital-based management, which would likely help to address the issue of increased workload. It is also advised to condition rewards on meeting obligations and work-related tasks.

## **CONCLUSION**

The hospital administrators' multifactor leadership is generally satisfactory. The higher level of assessment was attributed to idealized influence, an indication that hospital administrators are active in terms of leading the organization through the lens of the vision and mission statement of the hospital.

The status of staff nurses' intensified works was rated to be at high level or great extent in terms of intensified knowledge-related learning demands and intensified career-related planning and decision-making demands, which is indicative of the organizations' challenges to balance between staff nurses' workload and career growth.

The level of staff nurses' retention factors was also rated highly, which implies that the Department of Health was able satisfy the staff nurses especially on the matter of providing a safe working environment. Having a good and healthy working environment is also partly attributed to staff nurses' collaborations and efforts to harmonious relationships.

The level of job satisfaction of staff nurses was also high especially regarding interpersonal relationships, commitment, and salary. The findings indicate that despite staff nurses' rants and desire for salary increase, they believe that it is the passion and commitment that ignites

them to continue and stay in the organization. Having a good interpersonal relationship with colleagues also give them opportunities to learn and share knowledge.

The Pearson R- Coefficient Correlation revealed that hospital administrators' multifactor leadership has very high positive correlation with staff nurses' retention factors. It also revealed the relation between the hospital administrators' multifactor leadership and staff nurses' job satisfaction has a high positive correlation.

The multifactor leadership of hospital administrators appeared to be the best predictor of staff nurses' intensified works, retention factors, and job satisfaction. The results suggest that multifactor leadership is, indeed, about helping people understand the rationale of systemic events in the organization. Multifactor leadership inspires them to reach their goals by using rewards and recognition, which entails job promotion and career development.

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